Influence of Strategic Management Practices on the Performance of Uganda Police Force

Okurut Micheal Okiror and Dr. Jared Deya

Strategy

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Influence of Strategic Management Practices on the Performance of Uganda Police Force

Okurut Micheal Okiror
Master's Student: Jomo Kenyatta University of Science and Technology

Dr. Jared Deya
Lecturer: Jomo Kenyatta University of Science and Technology

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Abstract

Purpose: The aim of the study was to examine the influence of strategic management practices on the performance of Uganda police force.

Methodology: A descriptive research design was used in which quantitative data collection approach was applied. The population of the study was 96 from which a sample of 63 was selected. The study used both stratified random sampling and purposive sampling to select staff members in their respective strata (top police officers, middle-level officers, and low-level officers). A structured questionnaire in a five likert scale format was used to collect data from the respondents. The collected data was analyzed by both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS) version 24. Descriptive analysis involved frequencies and percentages for demographic data of respondents. Inferential statistics in the form of correlation and multiple regression analyses were employed.

Findings: Strategic management hold distinct positive relationships with performance of Uganda police. As strategic management increase, performance is likely to improve. These findings emphasize investing in strategic management initiatives to enhance overall organisational performance. The Uganda Police Force is regularly interactions with civilians, fostering increased citizen trust through community policing, which in turn enhances its effectiveness in law enforcement. There's high confidence in the police force's effective collaboration with experts, and collaborative projects are generally seen as successful. There are also community support for collaborative initiatives within the force. There is a well-established and highly effective crisis management plan in place, known and understood by the majority of its personnel. Uganda police force has an extensive staff capacity building plan in place, reflecting strong confidence in its commitment to enhancing personnel skills and knowledge.

Unique Contribution to Theory, Practice and Policy: Theory of the public enforcement of law can be used to anchor future studies on the police administration sector. The study recommends that Uganda police force should address concerns about salary structures and remuneration fairness, as there is a substantial perception gap among personnel. Additionally, the force should maintain its commitment to personnel development through training and capacity building, given its positive impact on performance. Uganda Police Force should prioritize public awareness campaigns.

Keywords: *Strategic Management Practices, Performance, Uganda Police Force*

INTRODUCTION

Strategic management practices contribute to performance by generating relevant information, creating a better understanding of the environment and reducing uncertainty. The management of public organizations has become more and more difficult as a growing range of organizations begin to come under the remit of public service provision (Elif & Ramazan, 2015). A major feature of generic management theory is the assumption that strategy content effects organizational performance. Senior managers' responses to the restrictions and opportunities they face are referred to as strategy (Onyekwelu Njideka, 2020). It is understood that the strategic framework must address fundamental issues such as resources base, infrastructure constrains, appropriate level of technology and raw material input. The choice of strategy is so central to the study and understanding of strategic management (Nyongesa, Gregory & Namusonge, 2017).

Organizational performance is decided by the organization's capacity to discover its distinct position, and strategic management practice is the tool that allows the firm to do so. The relevance of strategic management to an organization's performance cannot be overstated. Strategic management directs the company's course, allowing it to achieve its objectives (Tsuma, 2013). This necessitates strategic management strategies in order to deal with the changing environment on a continuous basis (Alese & Alimi, 2014). Strategic management approaches also contribute to more efficient resource allocation in firms. The strategic management assists in planning on adequate acquisition and usage of resources in a cost-efficient manner and with the optimum level of output.

Strategic management is the comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization. Strategic management activities transform the strategic plan into a system that provides strategic performance feedback to decision making and enables the plan to evolve and grow as requirements (Vandersmissen, George, & Voets, 2022).)

The four main parts of strategic management are strategy formulation, implementation, evaluation, and control. In light of company strengths and limitations, strategy formulation entails the creation of long-term strategies for the successful management of environmental opportunities and risks. It include defining the company's mission, defining attainable goals, devising strategies, and establishing policy guidelines. Strategy implementation is the process through which strategies are put into action throughout the organization by deriving short-term objectives from the long-term objectives and further deriving the functional tactics from the business strategy. This process assists management in identifying the specific immediate actions that must be taken in the key functional areas to implement the business strategy. Strategy evaluation and control is the process of comparing the actual performance against the desired performance. Strategy evaluation involves setting control processes to continuously review, evaluate and provide feedback concerning the implemented strategies to determine if the desired results are being accomplished such that corrective measures may be taken if warranted (Bryson, 2018).

Across the global police administration, the use of strategic management indicators is common occurrence, both internally (the monitoring and management of personnel) and externally (exchange of information with partners, police communication). It is undeniable however that numerical data has assumed a wider scope due to the extension of new management techniques

within these organizations, as well as due to the budgetary rationalization affecting most countries over the recent years. The introduction of new public management tools, the technological transformations related to the diffusion of new software and the political pressures for increased accountability have combined their effects to spread these new performance tools in police organisations, albeit with a certain number of variety among countries (de Maillard and Savage 2012).

Statement of the Problem

Strategic management is an effective tool that can be used by public sector to improve public organization's performance in order to help them attain targets. As far as the public sector is concerned, strategy is very important and can be more appropriately conceptualized as a means for organizations to develop their performance and offer better services to the public for the general interest (Balci,Caliskan & Yuen, 2019). Strategic management contributes the organizational performance in the police sector through optimal use of resources, diminishing ambiguity and motivating the staff, having collaboration practices, crisis management practices, human capital development and corporate social responsibility practice (French, 2019).

The mandate of Uganda Police Force as provided in the Constitution of the Republic of Uganda, and Uganda Police Force Act Cap 303, is protection of life and property, prevention and detection of crime, keeping law and order, and maintenance of overall Security and Public Safety in Uganda. Police strength stands at 44,897 personnel, in this, 12.6% are deployed in Crime Intelligence and Investigations, 58.4% in general duty while 18.4% in the Field Force Unit and the rest (10.6%) of the force were deployed in police headquarters and specialized units according to human resource establishment for Uganda police (Government of Uganda, 2021).

The Ugandan Police force faces many challenges. According to the Uganda Police Service Report (2019), there were 1904 crimes that were committed in 2018, of these 717 were taken to court for conviction, 254 were convicted and 85 were dismissed. In 2019, there were 2127 total cases reported, 683 were taken to court and 348 were convicted and others cases were dismissed. In 2017, there were 1806 cases reported, 715 were taken to court, 200 were convicted and 75 were dismissed. In 2016, the police station registered 1903 cases 727 were taken to court, 235 were convicted and 143 dismissed. These statistics reveal a high level of cases dismissed and with which have been attributed to lack of relevant strategies in respect to offenders' conviction (CPS Report, 2019).

Also, the CPS Report (2019) has noted that there is delayed handling of cases and people's complaints that has been attributed to lack of appropriate strategies in respect to corroboration, risk management and inadequate people management skills that has seen the institution ranked among the dictatorial and intolerant institutions in Africa. This context makes it critical for a study to be undertaken to determine the influence of strategic management practices on the performance of Uganda police force.

Aila and Wanyama (2022) investigated the strategic management methods of general duty police in Kenya's Uasin Gishu County and discovered that change sponsor mobilization, communication, employee participation, and stakeholder involvement are the primary flaws. Tukei, Basheka, and Picho (2016) investigated the association between crisis analysis and Kampala Metropolitan Police staff performance and found that crisis analysis had a substantial impact on staff performance (r=0.335, p=0.000). Okello (2018) investigated the impact of

budget management practices on Uganda Police Force performance using the Kampala Metropolitan Police Area as a case study, and discovered that budget preparation, budget execution, and budget monitoring and evaluation all had a positive and significant impact on Uganda Police Force performance. These studies reveal that this area remains green with inadequate research especially on the influence of strategic management practices on the performance of Uganda police force. To tame this gap, this study therefore aimed to determine the influence of strategic management practices on the performance of Uganda police force.

Theoretical Framework

Theory of the Public Enforcement of Law

The study will also look at the theory of the public enforcement of law (Polinsky and Shavell 2000), it assumes that the use of governmental agents (regulators, inspectors, tax auditors, police, prosecutors) to detect and to sanction violators of legal rules. The theoretical looks at whether the form of the sanction imposed on a liable party be a fine, an imprisonment term, or a combination of the two, should the rule of liability be strict or fault-based, If violators are caught only with a probability, how should the level of the sanction be adjusted, how much of society's resources should be devoted to apprehending violators. A variety of extensions of the central theory are then examined, including: activity level; errors; the costs of imposing fines; general enforcement; marginal deterrence; the principal-agent relationship; settlements; self-reporting; repeat offenders; imperfect knowledge about the probability and magnitude of sanctions; corruption; incapacitation; costly observation of wealth; social norms; and the fairness of sanctions. All these aspects are addressed in the police force when there are effective collaboration practices, crisis management practices, human capital development and corporate social responsibility practices.

Conceptual Framework

The conceptual framework for the study showed the relationship between the independent variables and the dependent variable as shown in the figure below.

Strategic Management Practices   **Organizational Performance**
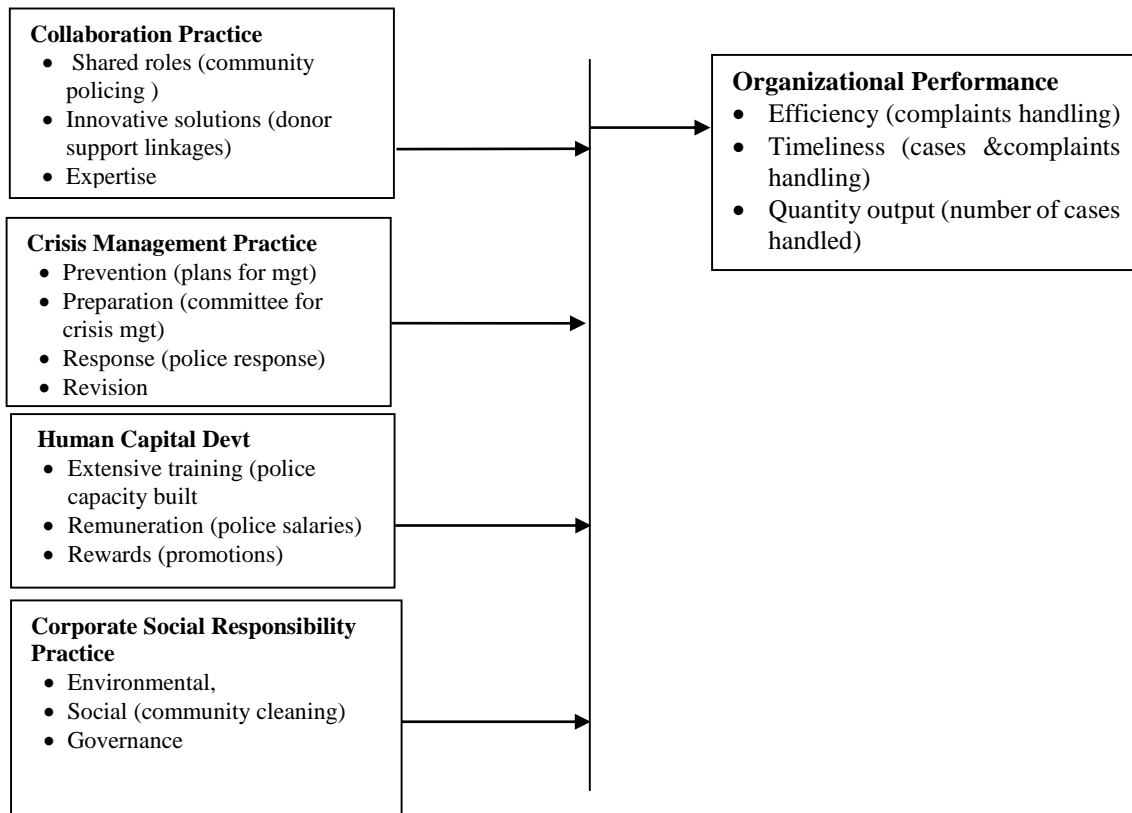
Empirical Review

Ogbe, Alloysius, (2019) studied Impact of strategy on the organizational performance of KCB bank, Wandegeya, Uganda. The study was a cross sectional survey. From the study findings it was clear that strategy implementation influences organization performance where organization use various measures such as organization use projected performance of competitors, organization goals, Past performance of the business and projected performance of organization in other industries to access their performance. On organizational performance the study established that implementation influence organization organizational performance positively. The study concluded that implementation influence organization organizational performance positively to a great extent resulting to increased organization profitability, business turnover and volumes of sale. On organization growth the study established that strategy implementation influence organization growth at great extent.

Olum, (2020) examined strategic management in institutions of higher learning at Makerere university, The strategic perspective in which an institution of higher learning is managed aims at ensuring that clear goals and objectives are specified by moving away from routine traditional orientation to management by considering in a systematic way, longer term considerations of the very future of the institution. In the case of a higher institution of learning such as Makerere University, the Vice Chancellor, as the Chief Executive Officer, has to manage the institution with a sense of strategy where strategy is concerned with positioning the institution to face an increasingly uncertain future- in mind. The article argues that Makerere University, which over the last two or so decades, has expanded exponentially in

terms of student numbers and programs amidst scarce resources, requires its management to constantly have an idea of optimising resources to gain its objectives and by following instructions while taking into account the institution's externalities. Short of this key strategy, the University is bound to experience extreme difficulties in attaining its goals and objectives as well as its mission and vision.

Nsubuga richard (2014) explored the factors influencing the implementation of the strategic plan in Mbarara Red Cross Branch. Mbarara Red Cross Branch has been implementing different humanitarian programs since its inception in 1952. Since its existence, it had developed a number of strategic plans and the current one of 2011 to 2016 is facing a lot of challenges. During of this implementation process, management has introduced new programmes and projects which were not embedded in the current operational strategic plan (2011 to 2016). This could attribute to changing of organizational structure, leadership challenges and mobilization. Data on three independent variables of Organizational Structure, Top Management and Resource mobilsation was collected from 74 participants whose response rate was 100%. Data was collected through the use of a structured questionnaire, interviews, observation, and documentary analysis. Qualitative and quantitative data analysis tools were used. The study established that implementation of strategic plan in Mbarara Red Cross Mbarara Branch, Mbarara District is an issue that requires urgent attention. It was also established that organizational structure if it is not followed, employees will fail to get direction during the implementation phase. It was also established that Leadership goes hand in hand with Resource mobilization and therefore there must be a direction if all are coordinated. The study concludes that, Organizational Structures must be properly monitored, Top management should always involve employees/ staff to participate in the strategic plan design and implementation and resource mobilization should be a concern for all.

Research Gap

Strategic collaborations are new learning outcome from a firm's combinative capabilities to generate new applications from existing knowledge. The combinative capabilities are intersect of the firm's capability to exploit its knowledge and the unexplored technological potential. Integrating the use of strategic collaboration and performance provides an opportunity for organizations to contribute to the organizations performance, rather than merely seeking the reduction or omission of costs. Strategic collaboration implies contributing skills, resources and expertise Crisis management is an essential aspect of an organisation. When it comes to crisis management it is important to act and work carefully to prevent a risk event escalating into a full-blown riskhe inability of managers and other policy makers to successfully resolve risk that may emanate from both within an outside the organization may have negative effect on productivity level of such organization, stagnation in operational activities, reduced proficiency, inability to meet stated targets. The aims of the HR strategy process are typically concerned with devising ways of managing people which will assist in the achievement of organizational objectives. Socially responsible organizations integrate environmental, social, and governance (ESG) practices into their business models beyond mandatory legal requirements CSR is not related to performance when R&D is accounted for as an additional explanatory variable.

METHODOLOGY

The research used a descriptive study design. The study was limited to Uganda Police Force staff members at the Naguru police headquarters, specifically those from 16 different

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directorates. Within each directorate, a total of 6 categories were interviewed, representing various levels of administration (directors, commissioners, superintendents, non-commissioned officers, and constables), totaling 96 participants. The study used both stratified random sampling and purposive sampling to select staff members in their respective strata (top police officers, middle-level officers, and low-level officers). A structured questionnaire in a five likert scale format was used to collect data from the respondents. The collected data was analyzed by both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS) version 24. Descriptive analysis involved frequencies and percentages for demographic data of respondents. Inferential statistics in the form of correlation and multiple regression analyses were employed.

FINDINGS AND DISCUSSION

Descriptive Statistics

Data collected regarding the variables of study (collaboration practice, crisis management practice, human capital development practice, and corporate social responsibility practice and performance of Uganda Police was analyzed and findings interpreted.

Collaboration Practice

Respondents were asked to show their level of agreement on collaboration practice as a dimension of strategic management practices. The information was collected using the Likert scale questions (strongly agree, agree, undecided, disagree, and strongly disagree). The obtained responses are presented in Table 1 below:

Table 1: Collaboration Practice at the Uganda Police Force

Statement	SA	A	U	D	SD	Mean	SD
Uganda police carries regular out positive, mutually respectful interactions between civilians and the police	26 (41.3%)	22 (34.9%)	0 (0%)	11 (17.5%)	4 (6.3%)	3.87	1.30
Through community policing the force has been able increase citizen trust	19 (30.2%)	29 (46%)	0 (0%)	10 (15.9%)	5 (7.9%)	3.75	1.27
Through community policing the force has been able to enhance the ability of police to enforce the law	33 (52.4%)	24 (38.1%)	0 (0%)	1 (1.6%)	5 (7.9%)	4.25	1.12
The police works with donors to implement its community projects	22 (34.9%)	14 (22.2%)	0 (0%)	14 (22.2%)	13 (20.6%)	3.29	1.62
The donor projects implemented in collaboration with police are always very successful	25 (39.7%)	11 (17.5%)	0 (0%)	21 (33.3%)	6 (9.5%)	3.44	1.52
The police force collaborates with experts for effective implementation of projects in the community	37 (58.7%)	23 (36.5%)	0 (0%)	1 (1.6%)	2 (3.2%)	4.46	.86
The police projects where that are done under collaboration are always very successful	30 (47.6%)	11 (17.5%)	0 (0%)	9 (14.3%)	13 (20.6%)	3.57	1.66
Community members usually fully support police projects done in collaboration with their communities	41 (65.1%)	12 (19%)	0 (0%)	6 (9.5%)	4 (6.3%)	4.27	1.25

Results in Table 1 indicate that the majority of respondents (41.3%) strongly agree and 34.9% agree that Uganda police carries out regular positive, mutually respectful interactions between civilians and the police. However, 17.5% disagree, 6.3% strongly disagree, and none were undecided. The mean score for this statement is 3.87, with a standard deviation of 1.3. This implies that, in most instances, Uganda Police is perceived as having positive interactions with civilians, although there are dissenting opinions. Findings show that a substantial portion of respondents (30.2%) strongly agrees, and a larger proportion (46%) agrees that through

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community policing, the force has been able to increase citizen trust. Nonetheless, 15.9% disagree, and 7.9% strongly disagree. The mean score for this statement is 3.75, with a standard deviation of 1.27. This suggests that community policing efforts have generally succeeded in enhancing citizen trust in the Uganda Police Force, although there are some dissenting views.

Respondents agree that community policing enhances the ability of the police to enforce the law, with 52.4% strongly agreeing and 38.1% agreeing. Only a small percentage (1.6%) disagrees. The mean score for this statement is 4.25, with a standard deviation of 1.12. This indicates that community policing significantly contributes to the force's ability to enforce the law effectively. Regarding collaboration with donors for community projects, a significant proportion (34.9%) strongly agrees, while 22.2% agree. However, an equally significant portion (22.2%) disagrees. The mean score for this statement is 3.29, with a standard deviation of 1.62. These mixed findings suggest varying opinions on the effectiveness of collaboration with donors for community projects within the Uganda Police Force.

Findings reveal substantial agreement that donor projects implemented in collaboration with the police are usually very successful, with 39.7% strongly agreeing and 17.5% agreeing. Nevertheless, 33.3% disagree, and 9.5% strongly disagree. The mean score for this statement is 3.44, with a standard deviation of 1.52. This suggests a mixed perception of the success of collaborative donor projects, with a significant portion expressing doubts. The data indicates a strong positive perception that the police force collaborates with experts effectively for the implementation of community projects, with 58.7% strongly agreeing and 36.5% agreeing. Only a small percentage (1.6%) disagrees. The mean score for this statement is 4.46, with a standard deviation of 0.86. This shows a high level of confidence in the police force's ability to collaborate effectively with experts.

Respondents mostly agree that police projects done under collaboration are usually very successful, with 47.6% strongly agreeing and 17.5% agreeing. However, 20.6% disagree, and 6.3% strongly disagree. The mean score for this statement is 3.57, with a standard deviation of 1.66. This suggests a generally positive perception of success, but with some variation, regarding collaborative projects within the Uganda Police Force. The findings indicate that a significant majority of respondents (65.1%) strongly agree that community members usually fully support police projects done in collaboration with their communities, with another 19% in agreement. Only a small percentage (9.5%) disagrees, and 6.3% strongly disagree. The mean score for this statement is 4.27, with a standard deviation of 1.25. This implies a strong positive perception of community support for collaborative initiatives within the Uganda Police Force.

The findings are in line with Norris-Tirell and Clay (2010) who characterize vital joint effort as a purposeful aggregate way to deal with address issues or issues through working of shared information, planning creative arrangements and manufacturing considerable change. On other hand, joint efforts help association to catch the innovation of one more firm just as shutting the expertise holes quicker contrasted with inside improvement. Vital coordinated effort incorporates different sorts of cooperation going from low contribution, financing connections right to high association, value joint endeavors.

When the Uganda Police makes it a point to prioritize and actively engage in collaboration practices, whether with civilians, donors, or experts, the study's findings demonstrate a clear correlation with improved organizational performance. These collaborative efforts, as indicated by the data, foster positive interactions, enhance citizen trust, contribute to effective law enforcement, and often result in the successful implementation of community projects.

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However, it's crucial to acknowledge that while collaboration practice yields significant benefits, varying opinions exist, emphasizing the need for continuous assessment and refinement of these strategies. Nonetheless, the evidence strongly suggests that when the Uganda Police Force actively embraces collaborative approaches, it paves the way for enhanced performance, indicating the pivotal role of collaboration in law enforcement operations and community engagement. Austin (2016) noted that incorporating the utilization of strategic collaboration effort and execution gives a chance to associations to add to the execution, rather than just looking for the decrease or oversight of expenses. strategic collaboration effort suggests contributing abilities, assets and mastery. A large portion of the associations fizzle in joint efforts as a result of doubt and struggle ruin the relationship and this will require a shared trust to exist among the accomplices. For example, in collaboration efforts between western association and Asian association, the Western association have innovation to move while the Asian association all the more frequently have capability. Hence, for fruitful strategic collaboration efforts in Organization need to have the right stuff of observing vital accomplices and understanding the contextual elements like competition, market circumstance, and existing information base.

Crisis Management Practice at Uganda Police Force

The respondents were asked to indicate the extent to which they agreed or disagreed with the opinion statements regarding crisis management practice as a dimension of strategic management practices in Uganda police force and the following were the findings in Table 2 below:

Table 2: Crisis Management Practice at Uganda Police Force

Statement	SA	A	U	D	SD	Mean	SD
Uganda police has a functional crisis management plan in place to counter any crisis any time	52 (82.5%)	11 (17.5%)	0 (0%)	0 (0%)	0 (0%)	4.83	.38
The crisis management plan in place is known by every personnel in the institution for execution any time	60 (95.2%)	3 (4.8%)	0 (0%)	0 (0%)	0 (0%)	4.95	.21
There is a well constituted committee for crisis management in the Uganda police	18 (28.6%)	43 (68.3%)	0 (0%)	1 (1.6%)	1 (1.6%)	4.21	.68
The crisis management committee in place has previously managed various crisis situations successfully	55 (87.3%)	1 (1.6%)	0 (0%)	3 (4.8%)	4 (6.3%)	4.59	1.14
The police has a fast track record of responding to crisis in the country	16 (25.4%)	4 (6.3%)	0 (0%)	24 (38.1%)	19 (30.2%)	2.59	1.59
The police response to crisis has been proved effective over time on different situations	17 (27%)	13 (20.6%)	0 (0%)	25 (39.7%)	8 (12.7%)	3.10	1.49

Source: Primary Data (2023)

Results in Table 2 indicate that the majority of respondents (82.5%) strongly agree, and an additional 17.5% agree that Uganda Police has a functional crisis management plan in place to counter any crisis at any time. No respondents were undecided, disagreed, or strongly disagreed with this statement. The high mean score of 4.83 and the low standard deviation of 0.38 imply that the majority of the respondents are of the view that Uganda Police has a well-established and effective crisis management plan in place, indicating their confidence in the force's preparedness to handle crises promptly and efficiently.

The data reveals that an even higher percentage of respondents (95.2%) strongly agree that the crisis management plan in place is known by every personnel in the institution for execution at any time. No respondents were undecided, disagreed, or strongly disagreed with this statement. The exceptionally high mean score of 4.95 and the remarkably low standard deviation of 0.21 reinforce the uniform perception among respondents that every member of the Uganda Police Force is well-informed and prepared to execute the crisis management plan effectively, highlighting a high level of organizational readiness.

Findings indicate that (68.3%) agrees that there is a well-constituted committee for crisis management in the Uganda police, a notable proportion (28.6%) strongly agrees. No respondents were undecided, (1.6%) strongly disagreed and another 1.6% disagreed. The mean score of 4.21 and a standard deviation of 0.68 suggest that the institution has a well constituted committee that manages crisis. Respondents believe that the crisis management committee in place has previously managed various crisis situations successfully, with 87.3% strongly agreeing. Only a small percentage (6.3%) agrees. No respondents were undecided, 4.8% disagreed and 6.3% strongly disagrees. The high mean score of 4.59 and a standard deviation of 1.14 indicate a strong consensus among respondents regarding the historical effectiveness of the crisis management committee in successfully handling crises, reflecting their trust in its capabilities.

Respondents (25.4%) strongly agree that the police have a fast track record of responding to crises in the country, while 6.3% disagree. No respondents were undecided, 38.1% disagrees and 30.2% strongly disagreed. The mean score of 2.59 with a high standard deviation of 1.59 showing gaps regarding the speed of police responses to crises. Only a few believe in a fast response time at the institution. Findings indicate that while 27% of respondents strongly agree and 20.6% agree that the police response to crises has been proven effective over time in different situations, 39.7% disagree. No respondents were undecided, and 12.7% strongly disagreed. The mean score of 3.10 and a standard deviation of 1.49 reveal that Uganda police has improved its effectiveness over time.

The findings agree with Sadgrove (2016) who established that crisis management planning begins long before an issue arises. It can be tempting to put off risk management when things are going well. However, inadequate preparation can have serious operational, legal, and public relations consequences. When creating a crisis management plan, it is important to analyze the risk your organization has. Developing a crisis management plan will help to determine the appropriate techniques to manage the types of crisis you may face. Developing a public relations strategy well in advance can help minimize impact or reduce the spread of negative publicity in the months after the crisis (Coombs, 2014).

Hsu and Wang (2012) provides a base for looking at the performance of the organization during the times of crisis. The larger part of the interest of Wang (2012) was to ensure in future organizations remains resilient enough to not be affected by such crises. The need to use crisis awareness is justified by the new normality in organizations, proving them resilient enough to any challenge they face. Last Wang (2012) suggested that in the future this is the need of the hour to identify those indicators that can have significant impact on organizational performance in crisis.

One key aspect of crisis management is the existence of a well-structured crisis management plan. Such a plan serves as a blueprint for how the organization will respond to various crisis scenarios (Shoemaker et al., 2013). In the case of the Uganda Police Force, the researcher found

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that the majority of respondents strongly agreed that a functional crisis management plan was in place. This implies that the force has taken significant steps to prepare for unforeseen events, and this preparedness is likely to positively impact their performance.

Also revealed that this crisis management plan is well-known among all personnel within the force. This high level of awareness and understanding of the plan ensures that when a crisis occurs, everyone is on the same page, leading to a more coordinated and effective response. Another critical component of crisis management is the existence of a crisis management committee. Such a committee is responsible for overseeing crisis response efforts and ensuring that they are executed efficiently. The study found that respondents believed in the existence of a well-constituted crisis management committee that has a history of successfully managing various crisis situations. This implies that there is a strong organizational structure in place to handle crises, which can significantly contribute to improved performance.

Human Capital Development Practice at Uganda Police Force

The respondents of the study were asked to indicate the extent to which they agreed or disagreed with the opinion statements regarding human capital development practice as a dimension of strategic management practices at Uganda police force and the following were the findings in Table 3 below:

Table 3: Human Capital Development Practice at Uganda Police Force

Statements	SA	A	U	D	SD	Mean	SD
The police has a functional extensive staff capacity building plan in place	60 (95.2%)	3 (4.8%)	0 (0%)	0 (0%)	0 (0%)	4.95	.22
There a well constituted team to implement such the capacity building plan in place	50 (79.4%)	13 (20.6%)	0 (0%)	0 (0%)	0 (0%)	4.17	1.63
There is a good salary increment plan structure for all staff members in the police force	6 (9.5%)	7 (11.1%)	0 (0%)	33 (52.4%)	17 (27%)	2.24	1.24
The remuneration plan in place is fair for all staff members	6 (9.5%)	6 (9.5%)	0 (0%)	42 (66.7%)	9 (14.3%)	2.33	1.14
There is a well articulation plan for promotion of police officers in the force	42 (66.7%)	9 (14.3%)	0 (0%)	6 (9.5%)	6 (9.5%)	4.19	1.38
The staff promotion plan is well articulated across all staff members in the force	38 (60.3%)	7 (11.1%)	0 (0%)	14 (22.2%)	4 (6.3%)	3.97	1.45

Results show that (95.2% strongly agreed, 4.8% agreed) that the Uganda Police Force has a functional and extensive staff capacity building plan in place signifies a strong belief in the force's commitment to enhancing the skills and knowledge of its personnel. No respondents were undecided, disagreed, or strongly disagreed. The mean score of 4.95 and the low standard deviation of 0.22 shows a high level of agreement which suggests that respondents perceive the force as actively investing in human capital development, which can lead to improved performance, increased efficiency, and enhanced service delivery. Findings shows that 79.4% strongly agreed and 20.6% agreed that there is a well-constituted team for implementing the capacity building plan, no respondents were undecided, disagreed, or strongly disagreed. A mean score of 4.17 and a relatively high standard deviation of 1.63 suggests that while many respondents believe in the existence of an effective team, others have reservations about its performance.

The findings related to the salary increment plan within the Uganda Police Force reveal a notable perception gap, with the majority (52.4% disagreed, 27% strongly disagreed) about the

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existence of a good structure for salary increments. Only 9.5% strongly agreed, and 11.1% agreed. The mean score of 2.24 and the standard deviation of 1.24 show this significant divergence in opinions. This suggests a widespread concern among respondents regarding the fairness and effectiveness of the salary increment system. The perception that the remuneration plan in place is fair for all staff members is not widely shared among respondents, with a substantial majority (66.7% disagreed, 14.3% strongly disagreed) expressing disagreement. Only 9.5% strongly agreed, and 9.5% agreed. This raises concerns about the perceived fairness of the compensation system within the force. The mean score of 2.33 and the standard deviation of 1.14 indicate that this is an area where the police force needs to focus on improvement to boost morale and motivation among its personnel.

The strong consensus (66.7% strongly agreed, 14.3% agreed) that there is a well-articulated plan for the promotion of police officers within the force reflects a perception that the promotion process is clear and transparent. Only 6.3% strongly disagreed, and 9.5% disagreed. The mean score of 4.19 and the standard deviation of 1.38 highlight this level of confidence. This is a positive finding as it signifies that personnel believe in the fairness and structure of the promotion system. The data indicating that the staff promotion plan is well articulated across all staff members (60.3% strongly agreed, and 11.1% agreed) shows the importance of uniformity in promotion practices. Only 6.3% strongly disagreed, 22.2% disagreed and 0% were undecided. This means that respondents generally perceive that the promotion process is applied consistently and fairly across different ranks and positions.

The findings are in line with Schultz (2016) who explains human capital as a key element in improving an organizations assets and employees in order to increase productive as well as sustain competitive advantage. To sustain competitiveness in the organization human capital becomes an instrument used to increase productivity. Human capitals refer to processes that relate to training, education and other professional initiatives in order to increase the levels of knowledge, skills, abilities, values, and social assets of an employee which will lead to the employee's satisfaction and performance, and eventually on a firm performance. Rastogi and Gaikwad (2017) stated that human capital is an important input for organizations especially for employees' continuous improvement mainly on knowledge, skills, and abilities. Thus, human capital is the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being.

Corporate Social Responsibility Practice at Uganda Police Force

The respondents of the study were asked to indicate the extent to which they agreed or disagreed with the opinion statements regarding corporate social responsibility practice as a dimension of strategic management practices at Uganda police force and the following were the findings in Table 4 below:

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Table 4: Corporate Social Responsibility Practice at Uganda Police Force

Statements	SA	A	U	D	SD	Mean	SD
The police force regularly carries out community sanitation drives to ensure that community are clean	0 (0%)	0 (0%)	0 (0%)	32 (50.8%)	31 (49.2%)	1.51	.50
The police conducts regular community environmental conservation drives	9 (14.3%)	13 (20.6%)	0 (0%)	22 (34.9%)	19 (30.2%)	2.54	1.47
The police usually involves in health drives to benefit community members	20 (31.7%)	1 (1.6%)	0 (0%)	34 (54%)	8 (12.7%)	2.86	1.53
The police force usually organizes sports galas with the community to promote social ties with the community	5 (7.9%)	2 (3.2%)	0 (0%)	41 (65.1%)	15 (23.8%)	2.06	1.05
The police force usually acts as examples of good governance in society	50 (79.4%)	13 (20.6%)	0 (0%)	0 (0%)	0 (0%)	4.79	.41
The police force usually encourage community leaders to act as example in community governance	43 (68.3%)	20 (31.7%)	0 (0%)	0 (0%)	0 (0%)	4.68	.47

None of the respondents strongly agreed or agreed with this practice (0% strongly agreed, 0% agreed), while a substantial majority (50.8% disagreed, 49.2% strongly disagreed) expressed disagreement. These results suggest a significant gap in the perception of this specific corporate social responsibility practice. The mean score of 1.51, coupled with a low standard deviation of 0.50, shows the consensus among respondents that such sanitation drives are either absent or conducted infrequently. Minority of respondents (34.9% strongly disagreed, 30.2% disagreed) expressed disagreement with The police conducts regular community environmental conservation drives, 14.3% strongly agreed, 20.6% agreed with the statement. Notably, no respondents were undecided. The mean score of 2.54, along with a standard deviation of 1.47 suggest that while some respondents are aware of and support the environmental conservation efforts of the police, there is a significant portion that either disagrees with the existence of such drives or is unaware of them.

The findings suggest a mixed perception regarding the Uganda Police Force's involvement in health drives to benefit community members. Majority (54%) strongly disagreed, 31.7% strongly agreed, 1.6% agreed and 12.7% disagreed while no respondents were undecided. The mean score of 2.86, coupled with a standard deviation of 1.53 implies that while some respondents are aware of and support the police force's involvement in health drives, there is a significant portion that either disagrees with their existence or is unaware of them. The findings indicate 7.9% strongly agreed, 3.2% agreed that the police force usually organizes sports galas with the community to promote social ties with the community. In contrast, majority (65.1% strongly disagreed, 23.8% disagreed) expressed lack of knowledge about these sports initiatives while no respondents were undecided. The mean score of 2.06 and the standard deviation of 1.05 suggest that the police force's efforts to organize sports galas for community engagement may not be widely known or participated in, potentially indicating room for improvement in communicating and promoting these events.

Majority of respondents (79.4% strongly agreed, 20.6% agreed) expressed a favorable view, indicating a widespread belief that the police force sets an example of good governance. No respondents were undecided or expressed disagreement with this statement. The mean score of 4.79, coupled with a low standard deviation of 0.41 suggest that the community overwhelmingly perceives the police as a beacon of good governance practices. This is a positive endorsement of the force's efforts in upholding principles of transparency, accountability, and fairness in their operations, potentially contributing to enhanced community trust and overall performance. Majority of respondents (68.3% strongly agreed, 31.7% agreed) expressed a favorable view, suggesting widespread belief that the police force

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plays a role in promoting community leadership and governance. No respondents were undecided or expressed disagreement with this statement. The mean score of 4.68, coupled with a low standard deviation of 0.47 implies that the police force's positive efforts in encouraging community leaders to exemplify good governance. The police is actively promoting and supporting community leadership that adheres to principles of effective governance, potentially contributing to enhanced community relations and overall performance.

The findings agree with Branco and Rodrigues (2006) who posit that CSR provides internal or external benefits, or both. Investments in socially responsible activities may have internal benefits by helping a firm to develop new resources and capabilities which are related namely to know-how and corporate culture. Meanwhile, the external benefits of CSR are related to its effect on corporate reputation, which in turn can be understood as a fundamental intangible resource that can be created or depleted as a consequence of the decisions to engage or not in social responsibility activities and disclosure. Organizations' that have adopting CSR approaches to help ensure efficiency, stimulate innovation, and create continued organizational growth (Borger and Kruglianskas2006). This confirms the position adopted by authors, such as Bocquet et al. (2013) when they emphasize that organizations with strategic CSR profiles are more likely to innovate in both products and processes. There are three main approaches in which CSR can contribute to innovation capacity and performance, namely, innovation resulting from engagement with other stakeholders addressing societal challenges and creating workplaces that are more conducive to innovation.

Performance of Uganda Police Force

The respondents of the study were asked to indicate the extent to which they agreed or disagreed with the opinion statements regarding performance of Uganda police force as the independent variable of the study and the following were the findings in Table 5:

Table 5: Performance of Uganda Police Force

Statement	SA	A	U	D	SD	Mean	SD
All complaints are received, recorded accurately by any officer on duty	22 (34.9%)	14 (22.2%)	0 (0%)	18 (28.6%)	9 (14.3%)	3.35	1.55
All complaints received are addressed fully in record time	17 (27%)	20 (31.7%)	2 (3.2%)	23 (36.5%)	1 (1.6%)	3.46	1.28
All complainants are always satisfied with work done by police in handling their complaints	10 (15.9%)	14 (22.2%)	0 (0%)	35 (55.6%)	4 (6.3%)	2.86	1.29
All cases are handled in a timely manner for conviction	9 (14.3%)	11 (17.5%)	0 (0%)	27 (42.9%)	16 (25.4%)	2.52	1.41
Officers handle all cases professionally	5 (7.9%)	30 (5%)	0 (0%)	7 (11.1%)	21 (33.3%)	2.86	1.50
Officers handle all quantities of cases they are supposed to handle per month	9 (14.3%)	10 (15.9%)	0 (0%)	21 (33.3%)	23 (36.5%)	2.38	1.47

Source: Primary Data (2023)

Results in Table 5 indicate that majority of respondents (34.9%) strongly agree and 22.2% agree that all complaints are received and accurately recorded by any officer on duty. However, (28.6%) disagree, 14.3% strongly disagreed and none were undecided. The mean score for this statement is 3.35 and a standard 1.55 suggest a moderate positive response. This implies that at Uganda Police, complaints are received and recorded accurately by an officer on duty.

Findings in Table 4.8 indicate that most respondents (31.7%) agree and (27%) strongly agree that all complaints received are addressed fully in record time. However, (3.2%) were undecided, 36.5% and only (1.6%) strongly disagrees. The mean score for this statement is 3.46, and a standard deviation of 1.28 implies that within the Uganda Police Force, there is generally a positive perception that complaints are fully addressed in a timely manner, although this perception is not unanimous.

Findings in Table 4.8 indicate that respondents (15.9% strongly agree, 22.2% agree) believe that all complainants are always satisfied with the work done by the police in handling their complaints. However, the majority (55.6%) strongly disagrees, and a smaller percentage (6.3%) simply disagrees with this statement. No respondents were undecided. The mean score for this statement is 2.86, with a standard deviation of 1.29. This suggests that within the Uganda Police Force, there is a prevalent negative perception that complainants are not consistently satisfied with the police's handling of their complaints.

Regarding the timeliness of handling cases for conviction, the data in Table 4.2 reveals that (14.3%) strongly agree and (17.5%) agree that all cases are handled in a timely manner for conviction. However, majority (42.9%) strongly disagrees with this statement, and (25.4%) strongly disagree. No respondents were undecided. The mean score for this statement is 2.52, with a standard deviation of 1.41 implies that within the Uganda Police Force, there is a prevalent perception that cases are not consistently handled in a timely manner for conviction. In terms of officers handling cases professionally, the data in Table 4.2 indicates that (7.9%) strongly agree and (33.3%) strongly disagree with this statement. Additionally, 5% agree, and 11.1% disagree. No respondents were undecided. The mean score for this statement is 2.86, with a standard deviation of 1.50 suggests that within the Uganda Police Force, there is a prevailing negative perception regarding the professionalism of officers, with a significant majority expressing disagreement about officers handling cases professionally.

Regarding officers handling the required quantity of cases per month, the data in Table 4.2 shows that (14.3%) strongly agree and (15.9%) agree that officers handle all quantities of cases they are supposed to handle per month. However, (33.3%) disagrees with this statement and (36.5%) strongly disagree. No respondents were undecided. The mean score for this statement is 2.38, with a standard deviation of 1.47 implies that within the Uganda Police Force, officers do not consistently handle the expected quantity of cases per month.

Inferential Statistics

Inferential statistics were used to assess the association between independent variables and the dependent variable. They included correlation analysis and multiple regression analysis.

Correlations Analysis

To examine the relationship between the variables, Pearson's but zero order correlation was carried out. The correlation was zero order because the effect of other variables in the correlation between any two variables was not controlled. The following were the findings in Table 6.

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Table 6: Correlation results

Correlations						
		Collaboration practice	Crisis Management Practice	Human Capital Development	Corporate Social Responsibility	Performance
Collaboration practice	Pearson Correlation	1	.923**	.937**	.877**	.898**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	63	63	63	63	63
Crisis Management Practice	Pearson Correlation	.923**	1	.895**	.923**	.916**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	63	63	63	63	63
Human Capital Development	Pearson Correlation	.937**	.895**	1	.880**	.852**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	63	63	63	63	63
Corporate Social Responsibility	Pearson Correlation	.877**	.923**	.880**	1	.971**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	63	63	63	63	63
Performance	Pearson Correlation	.898**	.916**	.852**	.971**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	63	63	63	63	63
**. Correlation is significant at the 0.01 level (2-tailed).						

Collaboration Practice on Performance of the Uganda Police Force

The correlation analysis in Table 6 demonstrates a highly significant positive relationship between collaboration practice and organizational performance within the Uganda Police Force. The Pearson's correlation coefficient of .898**, with a p-value of .000, indicates a very strong positive correlation. This implies that as collaboration practices improve, there is a corresponding significant improvement in the overall organizational performance of the police force. In practical terms, these findings suggest that fostering effective collaboration within the police force and with external stakeholders can play a pivotal role in enhancing its performance, highlighting the importance of collaborative approaches in the context of law enforcement in Uganda.

Crisis Management Practice and Performance of the Uganda Police Force

The findings revealed a strong and statistically significant positive correlation between crisis management practice and organizational performance within the Uganda Police Force. The Pearson's correlation coefficient of .916**, coupled with a p-value of .000, implies that as crisis management practices improve, there is a correspondingly substantial enhancement in the overall organizational performance of the police force. In practical terms, these findings emphasize the critical role that effective crisis management practices play in driving improved performance within the Uganda Police Force, indicating the importance of investing in crisis preparedness and response strategies to bolster the force's overall effectiveness.

Human Capital Development Practice and Performance of the Uganda Police Force

Findings revealed a strong and positive correlation between human capital development practices and the performance of the Uganda Police Force, as demonstrated by the Pearson's Correlation analysis presented in Table 7. The Pearson Correlation coefficient of .852**, coupled with a highly significant p-value of .000, indicates a positive relationship between these two variables. This implies that as the Uganda Police Force invests in and enhances its human capital development practices, there is a corresponding improvement in the overall organizational performance of the force. In practical terms, these results show the critical

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importance of continuous investment in the development and training of personnel within the police force. It suggests that by further strengthening human capital development practices, the force can significantly enhance its performance and effectiveness in serving the community and maintaining law and order.

Corporate Social Responsibility Practice and Performance of Uganda Police Force

The Pearson's Correlation coefficient of .971**, coupled with an extremely significant p-value of .000, indicates an exceptionally strong and positive relationship between CSR practices and organizational performance within the police force. This implies that as the Uganda Police Force actively engages in CSR initiatives, there is a highly corresponding enhancement in the overall organizational performance of the force. These findings show the pivotal role of CSR practices in not only fostering positive community relations but also significantly contributing to the improvement of the force's overall performance. In practical terms, this suggests that the police force should continue and potentially expand its CSR efforts as they are closely associated with improved performance and effectiveness in serving the community and maintaining law and order.

Multivariate Regression Analysis

The researcher performed a multiple regression analysis to test the contribution of each independent variable [corporate social responsibility, collaboration practice, human capital development, crisis management practice] on the dependent variable (organizational performance). The results are presented in Table 7 below.

Table 7: Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982ª	.965	.962	.25909

a. Predictors: (Constant), Corporate Social Responsibility, Collaboration practice, Human Capital Development, Crisis Management Practice

The model summary in Table 7 demonstrates a strong relationship between the combined predictors (Corporate Social Responsibility, Collaboration Practice, Human Capital Development, and Crisis Management Practice) and organizational performance within the Uganda Police Force. The R Square value of .965 signifies that approximately 96.5% of the variance in organizational performance can be attributed to these predictors, indicating their substantial influence. The Adjusted R Square of .962 reinforces this relationship while considering the complexity introduced by multiple predictors. Additionally, the low Standard Error of the Estimate (.25909) suggests that the model's predictions closely align with the actual data, indicating its reliability in explaining and predicting organizational performance.

Table 8: ANOVA for Strategic Management Practices and Performance

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.091	4	26.523	395.110	.000ᵇ
	Residual	3.893	58	.067		
	Total	**109.984**	**62**			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Corporate Social Responsibility, Collaboration practice, Human Capital Development, Crisis Management Practice

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The ANOVA analysis assesses the significance of a regression model involving four predictors (corporate social responsibility, collaboration practice, human capital development, crisis management practice) in explaining Organizational Performance as the dependent variable. The results reveal a highly significant model, with a substantial portion (106.091) of the variance in Organizational Performance being explained by the predictors. The remarkably high F-statistic of 395.110, coupled with an extremely low p-value (.000), shows the robustness of this relationship. In contrast, the Residual Sum of Squares (3.893) accounts for unexplained variation. Overall, this analysis strongly confirms the significance of the combined predictors in elucidating the variations in Organizational Performance within the Uganda Police Force, suggesting their crucial role in understanding and enhancing performance.

Table 9: Regression Coefficients for Strategic Management Practices and Performance

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.818	.243		-7.471	.000
	Collaboration practice	.494	.092	.457	5.401	.000
	Crisis Management Practice	-.050	.142	-.029	-.354	.725
	Human Capital Development	-.445	.100	-.335	-4.435	.000
	Corporate Social Responsibility	1.508	.114	.892	13.184	.000

a. Dependent Variable: Organizational Performance

The regression model becomes

Organizational Performance (Y) = -1.818 (Constant) + 0.494 (Collaboration Practice) - 0.050 (Crisis Management Practice) - 0.445 (Human Capital Development) + 1.508 (Corporate Social Responsibility) + ε

The constant term (-1.818) represents the predicted value of organizational performance when all predictors are zero. It significantly influences organizational performance, with a t-statistic of -7.471 and a highly significant p-value of .000. This suggests that even in the absence of the four predictors, there is a significant baseline effect on organizational performance.

Collaboration Practice exhibits a substantial positive influence on organizational performance with a standardized coefficient (Beta) of .457, supported by a t-statistic of 5.401 and a highly significant p-value of .000. This indicates that an increase in Collaboration Practice is associated with a corresponding increase in organizational performance.

Crisis Management Practice, however, shows a negligible impact on Organizational Performance, as indicated by its Beta of -.029 and a non-significant p-value of .725. This suggests that changes in Crisis Management Practice have little to no effect on organizational performance.

Human capital development demonstrates a negative impact on organizational performance with a Beta of -.335 and a highly significant t-statistic of -4.435 and p-value of .000. This implies that higher emphasis on human capital development is associated with lower Organizational Performance.

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Corporate social responsibility has a substantial positive impact on organizational performance, supported by a Beta of .892, a highly significant t-statistic of 13.184, and a p-value of .000. This suggests that enhancing corporate social responsibility practices significantly contributes to improved organizational performance.

CONCLUSION AND RECOMMENDATIONS

Conclusions

In light of the study findings, a number of conclusions were made;

Strategic management hold distinct positive relationships with performance of Uganda police. As strategic management increase, performance is likely to improve. These findings emphasize investing in strategic management initiatives to enhance overall organisational performance. The Uganda Police Force is regularly interactions with civilians, fostering increased citizen trust through community policing, which in turn enhances its effectiveness in law enforcement. There's high confidence in the police force's effective collaboration with experts, and collaborative projects are generally seen as successful. There are also community support for collaborative initiatives within the force.

At Uganda Police, there is a well-established and highly effective crisis management plan in place, known and understood by the majority of its personnel. Additionally, the presence of a well-constituted crisis management committee with a successful track record further enhances the force's capacity to manage a variety of crisis situations effectively. The police's crisis response has improved over time is encouraging, indicating the positive impact of efforts to enhance crisis management practices within the organization.

Also, Uganda police force has an extensive staff capacity building plan in place, reflecting strong confidence in its commitment to enhancing personnel skills and knowledge. Similarly, there was a high level of agreement regarding the presence of an effective team for implementing the capacity building plan. However, concerning salary structures and remuneration fairness, there is a substantial perception gap, with the majority expressing dissatisfaction. The widely shared belief in a well-articulated plan for promoting police officers is a positive sign of transparency and fairness in the promotion process, fostering confidence among personnel that promotions are applied consistently across different ranks and positions.

The Uganda Police Force engages in various aspects of corporate social responsibility. However, it does not regularly conduct community sanitation drives, and most respondents disagree with this practice. Similarly, the police's efforts to organize community sports events for social ties need better promotion. On the positive side, the force is seen as a role model for good governance and promoting community leadership, enhancing community relations and overall performance. Additionally, there's a favorable view of the police's involvement in health and environmental initiatives, though awareness in the community could be improved.

Recommendations

In view of the study conclusions, the following recommendations were made;

Uganda police force should address concerns about salary structures and remuneration fairness, as there is a substantial perception gap among personnel. Additionally, the force should maintain its commitment to personnel development through training and capacity building, given its positive impact on performance. Uganda Police Force should consider better promoting and expanding initiatives like community sanitation drives and community sports

events. This will contribute to a more positive view of the force's engagement in corporate social responsibility.

Uganda Police Force should prioritize public awareness campaigns. These campaigns should focus on informing the community about ongoing initiatives, such as community sanitation drives and sports events. Effective communication can bridge the gap between the force's efforts and community participation, ultimately strengthening community relations and enhancing the perception of the force's commitment to social responsibility. The Uganda Police Force should consider formalizing corporate social responsibility guidelines and policies within its organizational framework. These policies should outline specific CSR practices, their objectives, and the responsible personnel or departments. The development and implementation of formal CSR policies will not only provide a structured approach to social responsibility initiatives but also ensure transparency and accountability in their execution.

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