

MAKERERE



UNIVERSITY

**LEADERSHIP COMPETENCE, KNOWLEDGE MANAGEMENT AND
RESILIENCE IN POLICE FORCE. A CASE OF WOMEN POLICE OFFICERS IN
UGANDA POLICE FORCE IN KAMPALA METROPOLITAN AREA.**

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**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS
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PLAN A

NOVEMBER, 2023

DECLARATION

I, Kyobutungyi Ruth, declare that this dissertation is a result of my concerted research effort.

It has never been submitted to any other institution for consideration.

Signature.....

Date 15th Nov 2023

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APPROVAL

This dissertation has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this research dissertation to my lovely husband, my mother, father, the entire family and the MLG class of especially my group mates for the tremendous time and support rendered in accomplishing my research and other course works.

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ABSTRACT

This study investigated the relationship between leadership competence, knowledge management and resilience in Uganda police force. Specifically, the study investigated; the relationship between leadership competence and women resilience in police force; the relationship between knowledge management and women resilience in police force; and the combined effect of leadership competence, knowledge management and women resilience in police force. The study adopted a cross sectional study and data was collected using a questionnaire. Women police officers in Kampala metropolitan area were the unit of inquiry and Uganda police force being the unit of analysis. Questionnaires were received from 273 respondents giving a response rate of 88%. Data analysis was done with the help of Statistical Package for Social Sciences. With the help of SPSS, Cronbach Alpha was above 0.7 which meant that other studies like correlations and regressions could be carried-out.

The correlation results showed that there is a significant relationship between leadership competence and resilience; there is a significant relationship between knowledge management and resilience. Regression results indicate that both leadership competence and knowledge management predict 31.2% of resilience among women police officers. There are a number of limitations with this study; the study focused on a cross sectional research design, the data collection instrument was a standard questionnaire which limited the ability to collect respondents' own views. The study recommends further study to be conducted on a longitudinal research basis so as to study variables for a long period of time.

CHAPTER ONE

BACKGROUND OF THE STUDY

1.0 Introduction

Resilience is a core component in success and greater performance in organizations as it puts employees in a state of commitment towards achieving the goals set forth before them. This chapter encompassed several key elements, including the background of the study, the statement of the problem, the study's purpose, its objectives, research questions, the significance it holds, the scope of the study, and the conceptual framework. These components collectively provide a comprehensive context for understanding the research and its significance within its defined scope.

1.1 Background of the study

The significance of building resilience among individuals is as crucial as ensuring access to essential social amenities within communities and social agencies. Resilience, being a fundamental human quality, plays an integral role in fostering self-affirmation and the desire for personal growth and self-realization (Aburn, Gott & Hoare, 2016). In particular, resilience is recognized as a critical attribute in high-risk professions, with law enforcement, especially police work, being no exception (McCanlies et al., 2014; Wijeyathunga & Rathnasiri, 2022; Tebogo & Rioga, 2022). Resilience, in essence, is the ability to rebound from adversity, frustration, and misfortune. Its foundation rests upon central themes of diversity management, positive adaptation, and a dynamic process (Johnston et al., 2015; Pangallo et al., 2015). The inherent challenges of police work expose officers to various traumatic events, making resilience a vital attribute. However, research has shown that women police officers often face mental health challenges such as anxiety and depression, leading to potential adverse effects on their performance and overall well-being (Stanley et al., 2016; Tayloran et al., 2016).

In the global context, the representation of women in police forces remains alarmingly low, comprising just 13% of total officers (National Institute of Justice, 2019). This dearth of representation is compounded by the fact that the traumatic experiences associated with police work often hinder women officers' ability to execute their duties effectively. Worldwide, hardness is considered to influence women police officers' interaction with male counterparts and coping with community problems that are masculine in nature (Janssens et al, 2018) for example American women police officers face disproportionate adversity (National Institute of Justice, 2019). In Nigeria, almost 65% of women police officers are exposed to occupational stress, and they suffer severe cognitive dysfunction, lower levels of job satisfaction, aggression, poorer levels of commitment, generalized disorders, psychiatric illnesses, and an increased likelihood of resigning from the force (Gutshall et al., 2017; Halevi et al., 2016). In Uganda the area of study, 56% police women cannot participate in peace operations, suffer deployment challenges due to lengthy processes and cumbersome; stereotypes, norms and bias that impede women officers' deployment in men like duties. The percentage of women police officers in Uganda has dropped from 25% to 19% as women officers are gradually quitting (Elsie Initiative Fund, 2023; Interpol, 2019; African Policing Civilian Oversight Forum, 2021).

Efforts to address these challenges have emphasized the need for women in the police force to develop personal skills, particularly leadership competencies that can support their growth and resilience (Interpol, 2019). Research highlights that building resilience is a crucial approach for police officers to prepare for exposure to traumatic incidents (Thornton & Breakall, 2022). Leadership competencies, as an essential personal skill, provide a foundation for effective stress management and coping strategies. These competencies encompass a spectrum of analytical, personal, and communication skills that contribute to a well-rounded and adaptable approach

to challenges (Brent, 2019). In addition to leadership competencies, the significance of knowledge management within the police force has been underscored due to its impact on organizational culture and effective job performance (Janssens et al., 2018). Knowledge management, particularly aspects like continuous learning, knowledge creation and sharing culture, and systematic organizational knowledge processes, contributes to officers' ability to navigate complex and demanding situations effectively.

Resilience theory asserts that the nature of adversity matters less than how individuals respond to it (Moore, 2018). It emphasizes that when faced with challenges, a diverse range of skills and competencies, such as management and communication skills, are essential for individuals to rebound, survive, and thrive. Given the multifaceted challenges encountered by police officers, especially women, in their roles, cultivating resilience becomes a critical aspect for their personal and professional well-being.

Therefore, this study will focus on investigating the relationships between leadership competencies, knowledge management, and resilience among women in the Uganda Police Force. By examining how these variables interplay, the research aims to shed light on the dynamics that contribute to women's resilience in a challenging and demanding profession, and how these factors can be effectively cultivated to enhance their performance and well-being.

1.2 Problem statement

The Uganda police force has seen a notable increase in women representation, although they make up only 2% of the total composition, as reported by APCOF (2021). Despite the recognized benefits of gender equality in policing, women officers face significant challenges, particularly in mental health, including anxiety and depression, impacting both their performance and the importance of resilience (Stanley et al, 2016; Taylor et al, 2016; Levy-Gigi et al, 2016). Limited educational opportunities and leadership incompetence further compound their struggles, with only 86% having completed lower secondary education. Societal norms, community perceptions, and institutional barriers male

perspectives worsen their difficulties, as highlighted in the Police Gender Strategy and Action Plan (2020). With the expanding roles of women officers, acquiring specific skills and knowledge is crucial for navigating public expectations. Neglecting to address these challenges will worsen the situation, emphasizing the urgency of investigating the interplay between leadership, diversity management, and positive adaptation for Ugandan women officers. This exploration is key to nurturing resilience and ensuring the successful integration of women officers into the police force.

1.3 Purpose of the study

The purpose of the study was to establish the relationship between leadership competence, knowledge management and resilience in Uganda police force. A case of women police officers in Kampala Metropolitan area.

1.4 Research objectives

- i. To establish the relationship between leadership competence and women resilience in police force
- ii. To establish the relationship between knowledge management and women resilience in police force
- iii. To establish the combined effect of leadership competence and knowledge management on women resilience in police force

1.5 Research questions

- i. What is the relationship between leadership competence and women resilience police force?
- ii. What is the relationship between knowledge management and women resilience in police force?
- iii. What is the combined effect of leadership competence and knowledge management on women resilience in police force?

1.6 Study scope

1.6.1 Subject scope

The study was be carried-out on leadership competence, knowledge management and women resilience

1.6.2 Geographical scope

The study was carried out in Uganda police force particularly in Kampala Metropolitan area.

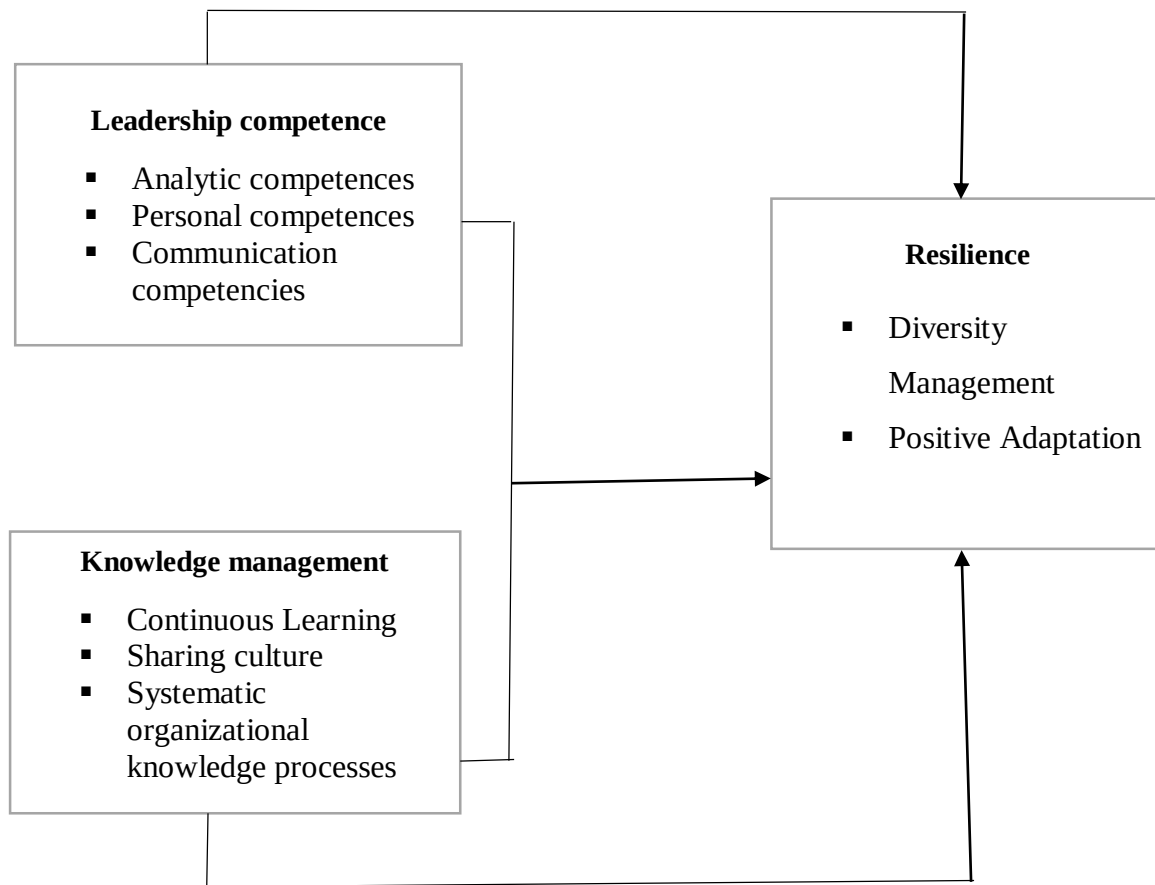
All the regions within Kampala metropolitan area will considered in this study.

1.7 Significance of the study

The research will be beneficial in the following ways:

- i. The study will provide literature on leadership competence, knowledge management and women resilience this will be used by other researchers as literature to build the study variables
- ii. This study will be valuable for policy improvement and action on gender related issues in the police force
- iii. The study will be used by the police for improving on how women are handled and supported in the police force.

1.8 Conceptual Framework



Source: *The model was modified based on Johnston et al, (2015); Pangallo et al, (2015); Brent, (2019); Aimee, Noelia & Che Zainab, (2017)*

1.8.1 Description of the conceptual model

The conceptual model shows that there is a relationship between leadership competence which is defined by analytical competences, personal competences, and communication competences and resilience defined by diversity management, and positive adaptation. The conceptual model shows that there is a relationship between knowledge management defined by continuous learning, sharing culture and systematic organizational knowledge processes and resilience defined by diversity management, positive adaptation and dynamic process.

The conceptual model shows that there is a combined effect of leadership competence and knowledge management on resilience.

The conceptual framework indicates that leadership competences defined by analytical competences, personal competences and communication competences lead to resilience defined by diversity management and positive adaptation. This simply means that having leadership competences can support one to manage diversity and positively adapt to situations at hand (Kingshott, 2013; Ayman et al., 2009). The conceptual framework further indicates that knowledge management defined by Continuous Learning, sharing culture, Systematic organizational knowledge processes lead to resilience defined by diversity management and positive adaptation. This simply means that if one continues to learn, works in a sharing environment and there are systems of knowledge transfer, he/she can be able to manage diversity and adapt positively (Mafabi, Munene & Ntayi, 2012)

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter comprises of the theoretical review and literature review of the study variables as well as the objectives under the study.

2.1 Theoretical review

2.1.1 Resiliency Theory

Resiliency theory brings into focus the affirmative contextual, social, and personal variables that disrupt or counteract the trajectory from risk to negative outcomes like problem behaviors, mental distress, and compromised health. These constructive elements are termed promotive factors (Fergus & Zimmerman, 2005), and they function in opposition to risk factors, aiding individuals in mitigating the adverse impacts of risk exposure. Within this framework, two categories of promotive factors have been identified by Fergus and Zimmerman (2005): assets and resources. Assets pertain to positive attributes existing within individuals, such as analytic competencies, effective communication, a disposition for continuous learning, and a culture of sharing.

Resiliency theory presents a valuable lens through which to explore how these promotive factors can encourage favorable individual development. It's crucial to note that resiliency isn't an inherent trait that can be simply quantified through self-report questionnaires (Fergus & Zimmerman, 2005). Rather, resiliency models posit intricate relationships and processes, alongside corresponding analytical strategies for empirical testing. While many researchers have traditionally investigated resiliency by examining individual risks and promotive factors, an emerging avenue of inquiry delves into the cumulative effects of multiple promotive factors across different ecological domains (such as individual, family, and community). This

approach better captures the intricate interplay of influences on individual development, reflecting the intricate reality of these dynamics (Ostaszewski & Zimmerman, 2006; Stoddard et al., 2012).

As we transition to a study on leadership competencies, knowledge management, and resilience, a key gap becomes evident. While resiliency theory has extensively explored promotive factors that encourage positive individual development, there's a notable dearth of research that investigates how these factors intersect with leadership competencies and knowledge management. This presents a valuable opportunity to bridge this gap and delve into how leadership competencies and effective knowledge management can act as crucial promotive factors within organizational settings, bolstering the resilience of both individuals and teams. Investigating these intersections could provide new insights into fostering resilient leadership, promoting organizational adaptability, and nurturing the capacity to navigate challenges through effective knowledge utilization.

2.2. Concepts

2.2.1 Resilience

Resilience has garnered significant attention and recognition within the academic sphere (Aburn et al. 2016; Britt et al. 2016; Fletcher and Sarkar 2013; Garcia-Dia et al. 2013; Herrman et al. 2011; Windle 2011). It holds particular importance in high-risk professions, notably among police officers who grapple with demanding scenarios triggered by operational or potentially traumatic stressors (McCanlies et al. 2014), organizational stressors (van der Velden et al. 2010), and conflicts between work and personal life (Paton et al. 2008). These stressors place police officers at risk of various mental health challenges, including anxiety, depression, sleep disturbances, post-traumatic stress disorder (PTSD), sick leave, suicidal ideation, substance abuse, and suicide (Berger et al. 2012; Lindsay 2008; Stanley et al. 2016; Slaven et

al. 2011; Taloyan et al. 2016), which can considerably impact their effectiveness and productivity as officers (Fox et al. 2012; Levy-Gigi et al. 2016).

The concept of resilience revolves around the ability to absorb environmental shocks and subsequently rebound (Meyer 1982; Gittell et al. 2006; Gittell 2008). It emerges from cognitive, behavioral, and contextual attributes that enhance the capacity to comprehend prevailing circumstances and formulate tailored responses aligned with that comprehension (Lengnick-Hall et al. 2011). Investigating resilience necessitates identifying the capabilities and capacities of key elements and analyzing how they interact internally and with their surroundings.

Resilience embodies coping with adversity and trauma (Fletcher and Sarkar 2013; Johnston et al. 2015; Pangallo et al. 2015), fostering positive adaptation (Aburn et al. 2016; Fletcher and Sarkar 2013; Johnston et al. 2015; Pangallo et al. 2015), and being recognized as a dynamic process (Aburn et al. 2016; Johnston et al. 2015).

Despite the growing body of research on resilience, a notable gap remains in understanding the nuanced interplay between individual and contextual factors that contribute to resilience among police officers, specifically in relation to their leadership competencies and knowledge management strategies. While existing studies shed light on the challenges police officers face and the impacts of resilience on their mental well-being and job performance, there is a need to explore how the development of leadership skills and effective knowledge management can bolster their resilience in the face of these stressors. Investigating these dynamics could offer insights into novel approaches for enhancing the psychological well-being, performance, and adaptive capacities of police officers, thereby contributing to the overall effectiveness of law enforcement agencies.

2.2.2 Leadership competence

"Leadership involves the skill of inspiring others to strive for common aspirations" (Kouzes & Posner, 2010). The exploration of leadership competencies dates back to the 1960s, when McClelland's research delved into the components that constituted an effective manager (Brent, 2019). This was further propelled by the American Management Association's efforts in the 1980s to distinguish between effective and ineffective managerial behaviors to sustain performance (Brent, 2019). The quest to identify and assess leadership competencies continues as an integral part of the larger movement toward a culture of competency management (Brent, 2019; Kouzes & Posner, 2010).

One of the pioneering models in leadership competencies was formulated by Boyatzis (1982), encompassing 19 distinct competencies. These competencies coalesced into five clusters: goal and action management, leadership, human resource management, a focus on others, and directing subordinates. An intriguing avenue of exploration suggests that leadership competencies can be honed through the mastery of multiple intelligences.

As we consider the landscape of leadership competencies, a gap emerges in our understanding of how these competencies intertwine with the realm of knowledge management and their potential role in fostering resilience, particularly within challenging and demanding contexts like law enforcement. While research has delved into the dimensions of leadership, there's an opportunity to delve into how specific competencies contribute to an officer's ability to manage knowledge effectively and enhance their overall resilience. By investigating these intersections, we can gain insights into how law enforcement agencies can strategically cultivate leadership competencies and knowledge management strategies to better equip their officers to navigate the complex and demanding landscape of their roles.

2.2.3 Knowledge management

Knowledge management encompasses the processes of acquiring, generating, and applying information to facilitate transformative change (Nonaka, 2007; Gloet, 2006). This dynamic interplay of knowledge can lead to innovation (Nonaka and Takeuchi, 1995) and, in turn, foster organizational resilience (Hamel and Valikangas, 2003). The core of knowledge management involves the systematic and effective stewardship of knowledge resources, which encompasses their creation, storage, organization, retrieval, and dissemination (Saffady, 1998). This multifaceted concept also encompasses the methodologies and tools for capturing, organizing, and making accessible knowledge within communities (Mack, Ravin, and Byrd, 2001), as well as actively supporting human expertise (Blair, 2002).

In this context, knowledge management plays a dual role. It deals with explicit knowledge - information that is codified and documented - as well as tacit knowledge, which is rooted in individual experience and expertise. By enhancing communication and collaboration, knowledge management enriches the capacity of individuals to interact effectively (Al-Hawamdeh, 2002). Du Plessis (2003) encapsulates it as a structured approach to harnessing knowledge as an asset, amplifying an organization's agility and efficiency in delivering products or services aligned with its strategy.

This capability hinges on various aspects, including knowledge creation, organization, storage, transfer, and application, which collectively empower a company's competitive advantage (Carlsson, 2008). Takeuchi and Nonaka (2004) further define knowledge management as a conscious process encompassing the generation of fresh knowledge, its dissemination, and its swift integration into new products, services, technology, and systems.

Yet, despite the significance of knowledge management, there exists a certain lack of consensus regarding its universal comprehension and measurement due to its multidimensional nature (Nonaka, 2007; Gloet, 2006). Nonetheless, at its core, knowledge management embodies knowledge creation, continuous learning, the cultivation of a sharing culture, and the systematic storage of organizational knowledge processes (Nonaka, 2007; Darroch, 2003).

Considering the interplay of leadership competencies, knowledge management, and resilience, a gap arises in understanding how these dimensions coalesce to strengthen an organization's adaptive capacity, particularly within sectors like law enforcement. While research has touched on the importance of each aspect individually, there's an opportunity to explore how they synergize to fortify an organization's ability to navigate challenges, innovate, and thrive. Investigating this synergy could uncover novel strategies for enhancing both the individual and collective resilience of law enforcement agencies, leading to more effective leadership, knowledge utilization, and overall organizational performance.

2.2.4 Leadership Competence and Resilience

In the contemporary landscape of policing, the inclusion of women and individuals from diverse communities within police organizations has proven to yield substantial advantages (McMurray, Karim, & Fisher, 2010). Notably, research has demonstrated that women possess a natural aptitude for transformational leadership and facilitating effective change, traits that hold great relevance and desirability within police services (Ayman, Korabik, & Morris, 2009; Vinkenburg, Van Engen, Eagly, & Johannesen-Schmidt, 2011). However, despite these inherent capabilities, women continue to be underrepresented in senior command positions within Canadian police forces (Gau, Terrill, & Paoline, 2013; Kingshott, 2013; Silvestri, 2013), an issue that persists despite evidence highlighting their special competencies as effective police leaders (Ayman, Korabik, & Morris, 2009; Vinkenburg et al., 2011).

Recognizing the demanding nature of police work, resilience is vital for officers to navigate stressful and traumatic events while retaining their capacities afterward (Gau et al., 2013). Leadership practices have been identified as a means to enhance officers' resilience (Kingshott, 2013), preparing them to effectively manage the challenges they encounter, potentially even saving lives. Policymakers and police executives have hailed leadership competencies as pivotal for law enforcement (Silvestri, 2013), asserting that leaders foster environments that cultivate resilience holistically.

Enhancing mental, physical, spiritual, and social well-being contributes to overall resilience (Vinkenburg et al., 2011). Leaders can cultivate leadership competencies by fostering self-awareness, addressing personal beliefs, values, emotions, and thought patterns (Ayman et al., 2009). Reflective practices and introspection aid leaders in addressing physical, mental, spiritual, and social shortcomings. Leaders embodying resilience serve to bolster their followers in similar ways, creating a culture where adversity is not just faced but transformed into growth opportunities.

Collaborative environments are fostered by leaders through attentive listening, empathetic understanding, and articulating the collective voice of the team (Brent, 2019; Kouzes & Posner, 2010). Collaboration goes beyond basic teamwork, encouraging every individual's input to be valued (Brent, 2019). When leaders create such an environment, a synergistic understanding is developed, driving the collective agenda forward. Creating collaborative environments extends to building connections within the community, where police officers cultivate spaces that foster safety and innovation.

Leaders also empower subordinates' autonomy by offering opportunities for growth and learning (Kingshott, 2013). This entails not only allowing employees to go through doors but also enabling them to design the doors themselves. This approach, when tailored to individual capacities, can make personnel feel secure and contribute to their resilience (Gau et al., 2013). While adversity fuels growth, leaders must also consider not stretching their personnel beyond

their capabilities.

The process of empowering subordinates with autonomy involves relinquishing power. Leaders who confidently mentor and contribute to growth will celebrate their team members' accomplishments as their own. The composition of individual characteristics shapes the system's resilience potential (Page, 2014; Bell, 2007), while relationships between individual employees and their social networks influence the availability of capabilities and resources for adaptive responses (Carmeli et al., 2013).

The characteristics of employees, including skills, cognition, affect, behavior, and self-regulation processes, contribute significantly to resilience (Van Der Vegt et al., 2015). Interestingly, many of these attributes can be linked back to qualities often associated with the feminine realm (Reiter, 1995; Nelson, 2006; Eagly et al., 2014). The value of an individual's connections with social agents and their environment represents relational capital (Apostolopoulos et al., 2021), playing a role in obtaining a competitive advantage, even during crises (Subramaniam and Youndt, 2005; Paoloni, 2021; Crick and Crick, 2020; Bapuji et al., 2020).

Within this context, the research on leadership reveals an interesting perspective. Females potentially hold an advantage, considering the influence of sex-related values, attitudes, and ethical tendencies (Eagly et al., 2014). Literature in mainstream business demonstrates that firms led by women exhibit distinct features (Bruni et al., 2004; Paoloni, 2021; Gawel and Głodowska, 2021; Knowles and Mainiero, 2021). The contribution of women to the GDP in terms of entrepreneurship has been explored, but there's a dearth of emphasis on women in public service roles, such as the police force. This research endeavors to fill this gap, specifically exploring the intersection of leadership competencies, knowledge management, and resilience among women officers in the Uganda police force, particularly in the Kampala metropolitan area.

The literature gap becomes evident in the limited exploration of the relationship between leadership competencies and the resilience of women police officers. While existing studies underline the importance of resilience, leadership, and the unique attributes of female leaders, a comprehensive investigation into how these aspects interact to bolster the resilience of women officers remains underexplored. This study aims to address this gap by shedding light on the dynamic interplay between leadership competencies, knowledge management, and resilience, with a specific focus on women officers within the Uganda police force.

2.2.5 Knowledge management and resilience

The primary objective of knowledge management is to foster resilience and the capacity to operate effectively even in high-stress scenarios. Adler (2008) underscores that knowledge management holds a critical role within resilience. By identifying and codifying crucial knowledge, procedures, and processes from individual employees, knowledge retention contributes to the resilience of an organization. This becomes especially relevant when individuals become temporarily unavailable or permanently leave their positions due to retirement, promotion, or workforce turnover. Organizations can then leverage this essential knowledge to either maintain or restore operations (Umoh & Amah, 2013).

In recent years, scholars have increasingly highlighted the importance of knowledge management practices (Zsidisin et al., 2005a), such as knowledge acquisition, assimilation, and application (Ambulkar et al., 2016; Rodriguez and Edwards, 2009; Massingham, 2010), as well as the establishment of a risk management culture (RMC) (Liu et al., 2018; Christopher and Peck, 2004) to respond to supply chain risks. For example, knowledge acquisition enables firms to gain new insights necessary to address unique challenges (Hult et al., 2007).

Empirical studies have shown a significant relationship between knowledge management and organizational resilience. The management of knowledge within an organization is closely linked to the development of organizational resilience (Mafabi, Munene & Ntayi, 2012). This

assertion aligns with earlier research that establishes the correlation between building knowledge capability and enhancing organizational competitiveness (Stewart and O'Donnell, 2007; Dutrenit, 2004). Over time, organizations accumulate and utilize knowledge resources to add value to their business activities (Robinson et al., 2006; Ongaro, 2004).

Nevertheless, it's important to note that the mere presence of knowledge management practices may not inherently influence resilience behaviors in institutions like Uganda's parastatals. Rather, the utilization of acquired, created, shared, and stored knowledge resources is imperative (Nonaka, 2007; Darroch, 2005; Mafabi et al., 2012) to drive improvements in organizational structures, processes, and competences for resilience (Hamel and Valikangas, 2003; O'Donnell, 2006). In the context of Uganda, Mafabi et al. (2012) reveal that while knowledge management doesn't directly impact organizational resilience, it can do so indirectly through organizational innovation.

However, despite these research findings, it remains unclear whether a similar positive relationship between knowledge management and resilience exists specifically among women in the police profession. While numerous studies emphasize the link between knowledge management and resilience across various sectors, the literature lacks a comprehensive investigation into the dynamic between these aspects within the realm of women police officers. As such, this study aims to bridge this gap by exploring the potential positive relationship between knowledge management and resilience among women police officers in the Uganda police force, with a focus on the Kampala metropolitan area.

The existing body of research underscores the value of knowledge management in enhancing organizational resilience, and studies from various fields suggest a positive association between these two variables. However, there is a distinct lack of research that examines this relationship within the context of women police officers. This study seeks to contribute to the existing knowledge by examining whether knowledge management practices indeed lead to increased

resilience among women in the police profession in Uganda. By focusing on this specific demographic, the study aims to provide insights that are particularly relevant to their unique challenges, responsibilities, and circumstances.

2.2.6 Leadership Competence, Knowledge Management and Resilience

Women's roles in disaster response and preparedness are often underutilized, despite their essential skills and experiences as first responders (UN Women, 2022). While women and girls are disproportionately affected by disasters, climate change, and conflict due to gender norms and protection breakdowns (UN Women, 2022), they are also subject to increased violence during crises. Women's mobility and access to decision-making are limited by social norms, affecting their access to relief items and participation in crucial decisions (Reliefweb, 2017).

Facilitating women's leadership in resilience-building has been shown to empower women and transform gender dynamics within households and communities, overcoming traditional barriers to participation (Reliefweb, 2017). Resilience is positively influenced by strong leadership, as seen in studies examining indigenous knowledge preservation in disaster-prone regions (Rahman et al., 2017).

In a study focused on Pakistan's public and private hospitals, Karamat et al. (2019) found that knowledge management practices positively correlate with organizational resilience. Notably, factors like knowledge storage, sharing, and learning were associated with organizational adaptability, resourcefulness, and learning. Knowledge management enhances an organization's ability to navigate an unpredictable environment and competition, leading to sustainability, improved performance, and competitive advantages (Anand, 2011).

Creating a resilient organizational culture is crucial, with scholars highlighting the importance of embedding resilience at all levels and championed by executive leadership (Pearson & Clair, 1998; Boin and Lagadec, 2000; Coutu, 2002). Additionally, a supportive and adaptive

organizational culture aids the successful implementation of knowledge management practices and technologies (Lopez et al., 2004).

However, while individual studies have examined resilience, knowledge management, and leadership competence in isolation, the combined effect of these factors on the resilience of women police officers in Uganda remains largely unexplored. Thus, this study seeks to fill this gap by investigating the interplay between leadership competence, knowledge management, and resilience among women police officers in the Kampala metropolitan area. Through this research, a comprehensive understanding of how these factors collectively contribute to the resilience of women in the police profession will be gained. This knowledge is particularly valuable as it offers insights into the unique challenges faced by women police officers and the potential strategies that can enhance their resilience in the Ugandan context.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter encompasses the research design, the targeted study population, the determined sample size, the methods used for sampling, considerations of reliability, the approach to measuring variables, and ethical considerations guiding the study. Through elaboration on these aspects, a comprehensive understanding of the research methodology will be provided.

3.1 Research Design

The study employed a cross-sectional research design coupled with a quantitative research approach. The cross-sectional design facilitated the collection of data at a specific point in time, enabling the examination of conditions as they existed during that timeframe (Cooper & Schindler, 2011). This choice of research design was influenced by the nature of the researcher's pursued study program.

The quantitative approach was selected to gather numerical data, effectively addressing the study's objectives: establishing the connections between leadership competence and women's resilience in the police force; scrutinizing the correlations between knowledge management and women's resilience in the police force; and exploring the combined impact of leadership competence, knowledge management, and women's resilience in the police force. Quantitative research is characterized by its systematic analysis of quantifiable occurrences and their interrelationships (Kumar, R. 2005), aligning well with the study's investigative focus.

3.2 Study Population

The population consists of individuals, items, or occurrences that are eligible for inclusion in the study's sample measures. Specifically, the population under consideration comprised of 1641 female police officers within the Kampala Metropolitan Area (Police Human Resource Directorate, 2022).

3.3 Sample size and Sampling Method

A sample size of 310 female police officers was selected from a population of 1641 female police officers based on the guidelines provided by Krejcie and Morgan (1970) table. The selection process was carried out in adherence to these guidelines, with representation from each metropolitan region, as outlined in the table below. The primary unit of analysis and unit of inquiry was the women police officers.

Sampling, as defined by Burns & Grove (2003), involves the systematic selection of a group of individuals, occurrences, or actions to be studied. In this research, the stratified random sampling technique was employed. This method involved categorizing respondents according to their respective metropolitan regions of work into sub-groups. The rationale behind using stratified sampling was to minimize biases during data collection and ensure equitable representation across the different regions. Subsequently, simple random sampling was employed to select women police officers for the study. Using simple random sampling gave all women police officers equal chances to participate in the study.

Table 1: Study Population and sample size

Kampala Metropolitan Region	Population	Sample
Kampala metropolitan East	471	89
Kampala metropolitan North	662	125
Kampala metropolitan South	508	96
Total	1641	310

Source: Police Human Resource Directorate, (2022)

3.4 Research Instruments

The researcher employed a questionnaire as the instrument for collecting primary data. This questionnaire was structured using a five-point Likert scale to gauge the level of agreement or disagreement with specific statements. The Likert scale featured a range of scores from 1 to 5, signifying varying degrees of responses. In this scale, a score of 1 represented "Strongly

Disagree," 2 indicated "Disagree," 3 denoted "Not Sure" 4 stood for "Agree," and 5 corresponded to "Strongly Agree." The questionnaire primarily comprised closed-ended items, allowing respondents to select responses from predefined options.

3.5 Measurement of variables

The variables in the study were assessed using the following measurement tools:

1. **Leadership Competences:** Constructs used by Brent's (2019) framework were employed to measure leadership competences. This tool encompassed constructs such as analytic competences, personal competences, and communication competencies.
2. **Knowledge Management:** To measure knowledge management, constructs from Nonaka (2007), Darroch (2003), Elham, Vahab & Farsshid (2012), and Aimee, Noelia & Che Zainab (2017) were utilized. This tool gauged knowledge acquisition (continuous learning), knowledge sharing (sharing culture), and knowledge storage (systematic organizational knowledge processes).
3. **Resilience:** The measurement of resilience employed constructs of Diversity Management, and positive Adaptation drawing from the constructs of Fletcher & Sarkar (2013), Johnston et al. (2015), and Pangallo et al. (2015).

3.6 Testing for Validity

Validity, as defined by Noe et al. (2008), refers to the degree of relevance between a measurement and the concept it intends to measure, essentially addressing the question of whether it accurately captures what is intended to be measured. To ensure content validity, the questionnaire underwent an assessment of validity using the content validity index (CVI). This approach involved experts evaluating the questionnaire's questions in relation to the study variables. A minimum acceptable score of 0.70 was employed, following the criterion established by Amin (2005). The validation process relied on the judgment of experts. The

content validity index (CVI) was calculated as the ratio of selected items to the total number of items in the questionnaire. The resulting scores indicated the degree of content validity for each study variable. The following table presents the content validity index values for the study variables:

In summary, the content validity of the questionnaire was evaluated using the content validity index (CVI), with expert judgment determining the relevance of questions pertaining to the study variables. The resulting CVI values indicated the extent to which the questionnaire effectively captured the intended concepts.

Table 2: Validity

Variable	Number of Items	Content validity index
Leadership competencies	15	.809
Knowledge Management	15	.750
Resilience	8	.830

Source: Primary Data

3.7 Testing for Reliability

Reliability pertains to the extent to which measurements are free from random errors or inconsistencies (Cooper & Schindler, 2011; Noe et al., 2008). The data collected in this study was scrutinized to ascertain the degree of coherence in the responses provided by the participants. To gauge the internal consistency reliability of the entire measurement, Cronbach's Alpha coefficient was employed, and this analysis was conducted using the SPSS software. According to the International Journal of Medical Education (2011), Cronbach's Alpha is a measure of internal consistency that assesses the degree of interrelatedness among items within a group. Nunnally (1978) further underscores that a scale is considered reliable if its Cronbach's Alpha coefficient exceeds 0.5 ($\alpha > 0.5$). The Cronbach's Alpha coefficient for this study was computed, and the results are presented in Table 3 below:

In summary, reliability in this research is concerned with minimizing casual errors in measurements. The internal consistency of the measurement was evaluated using Cronbach's Alpha coefficient, with values exceeding 0.5 considered as an indicator of reliability, aligning with established standards in the field. The calculated Cronbach's Alpha values for the study variables are presented in Table 3.

Table 3: Cronbach Alpha

Variable	Number of Items	Content validity index
Leadership competencies	16	.737
Knowledge Management	15	.757
Resilience	8	.718

Source: Primary Data

3.8 Data processing and Analysis

Data analysis encompasses the systematic processes of encoding, refining, transferring, and modeling data to unearth insights, formulate conclusions, and provide support for decision-making. In this study, the data collected will undergo thorough analysis using the Statistical Package for Social Scientists (SPSS) Version 23.

Quantitative data analysis was conducted employing SPSS (Statistical Package for Social Scientists), a specialized software for statistical analysis. The findings were exhibited through various statistical methods, including frequency distributions, correlation analyses, and regression analyses.

Given the study's objective of establishing relationships among variables, correlation analysis was employed to ascertain the strength and direction of connections between the variables under scrutiny. This approach aids in unveiling the degree to which the variables co-vary.

Furthermore, regression analysis was employed to delve into the predictive potential of the independent variables concerning the dependent variable. Through this analytical method, the

study aimed to identify the extent to which the variations in the independent variables contribute to predicting variations in the dependent variable.

In summary, the utilization of SPSS allowed for comprehensive quantitative data analysis in this study. The presentation of results included methods like frequency distributions, correlation analyses, and regression analyses, all aligned with the research's intention to unravel relationships and predictive capacities within the study variables.

3.9 Ethical Considerations

The study was initiated subsequent to obtaining the requisite permissions from both the University and the targeted respondents. In order to uphold objectivity, the researcher ensured that the study was devoid of any preconceived notions or biases. Throughout the research process, the presentation of information was grounded solely in factual findings obtained from the data analysis.

Stringent ethical considerations were observed to safeguard the rights and confidentiality of the participants. Prior consent was obtained from the participants, and all ethical guidelines were followed diligently. By maintaining a neutral standpoint and refraining from any prejudgments or personal biases, the study sought to uphold its integrity and ensure the reliability of its outcomes.

In essence, the study adhered to rigorous ethical standards, promoted transparency in its approach, and meticulously presented the research findings based on objective data analysis, thereby reinforcing the credibility and trustworthiness of the study's results.

Data was collected by research assistants to avoid bias that might raise as a result of the fact that as a researcher am also employed in the Uganda Police Force.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents and interprets the obtained results. The focus of the results lies in descriptive statistics, which delineate the demographic characteristics of the respondents, as well as correlations and regression analyses of the variables.

4.1 Presentation of Results

For this study, a total of 273 participants were involved, yielding an impressive response rate of 88%. This robust engagement demonstrates the significance and relevance of the research in the context of the police force and the factors under investigation. The research adopted a quantitative approach, involving systematic measurement of numerical data (Kumar, 2011).

Prior to data analysis, a data preprocessing step was executed due to incomplete respondent questionnaires. As a result, the analysis incorporated strategies to handle missing data, ensuring a comprehensive assessment (Pampaka et al., 2014). The study's outcomes align with its objectives: firstly, establishing the connection between leadership competence and women's resilience within the police force; secondly, unveiling the relationship between knowledge management and women's resilience in the police force; and lastly, determining the combined effect of leadership competence and knowledge management, on women's resilience within the police force.

4.2 Descriptive statistics

To ascertain the demographic traits of the study's participants, descriptive statistics were employed. This method served to distill the extensive data collected into more accessible formats, facilitating comprehension for data users (Field, 2009).

4.2.1 Age of Respondents

Table 4 displays the age distribution of the study's participating respondents, offering insights into the age of respondents in the research. The respondents were asked their age range so as to determine their age and the results are provided in table 4 below;

Table 4: Age

	Frequency	Percent
18-28	77	28
29-39	133	49
40-50	54	20
51-60	9	3
Total	273	100

Source: Primary Data

The data presented in the table reveals that among the complete cohort of 273 respondents partaking in this study, a significant majority fell within the age bracket of 29 to 39 years. This observation imply that a substantial proportion of women within the police force are in their youthful phase of life, which could potentially contribute to higher levels of resilience.

4.2.2 Gender of respondents

Table 5 illustrates the distribution of respondents' gender composition within the study. The respondents were asked their gender as indicated in table 5 below.

Table 5: Gender

	Frequency	Percent
Male	0	0
Female	273	100
Total	273	100

Source: Primary Data

In Table 5 above, it is evident that a substantial proportion of the respondents in this study were female. This observation is particularly significant as the study was centered around women police officers' resilience in the Ugandan. This finding aligns seamlessly with the overarching

objective of the research, which aimed to comprehensively explore and understand the concept of women's resilience within the police force context.

4.2.3 Education of Respondents

Table 6 provides an overview of the highest level of education achieved by the participants in this study. The respondents were asked about their education level so as to establish the level of respondents who participated in the study as shown in table 6 below.

Table 6: Education

	Frequency	Percent
Bachelors	56	21
Diploma	51	19
Certificate	166	60
Total	273	100

Source: Primary Data

From the data presented in Table 6, it becomes apparent that among the total of 273 respondents partaking in this study, a significant number held certificates as their highest educational attainment. This observation imply that a considerable proportion of women officers might face a potential disadvantage in terms of their educational background when it comes to demonstrating resilience.

4.2.4 Marital Status of Respondents

Table 7 outlines the marital status distribution among the respondents in this study, offering insights into their relationship statuses. The respondents were asked about their marital status so as to determine their marital status as shown in table 7 below;

Table 7: Marital Status

	Frequency	Percent
Married	199	73
Single	71	26
Divorced	3	1
Total	273	100

Source: Primary Data

The information presented in the table above unveils that among the complete set of 273 respondents participating in this study, a significant majority were in the married category. This finding implies that a substantial proportion of women officers within the study possessed a heightened sense of responsibility, possibly attributed to their marital commitments.

4.2.5 Experience of Respondents

Table 8 presents the collective experience of the respondents engaged in this study, providing insights into their respective durations of involvement in relevant domains. The respondents were asked about their length of service in the police force as indicated in table 8 below.

Table 8: Experience

	Frequency	Percent
Less Than1 Year	3	1.1
1-3 Years	50	18.3
4-7 Years	22	8.1
8-11 Years	96	35.2
12-15 Years	65	23.8
16 Years and Above	37	13.6
Total	273	100.0

Source: Primary Data

The information depicted in the table indicates that among the entire cohort of 273 respondents participating in this study, a significant majority had accumulated work experience within the police force spanning a range of 8 to 11 years. These finding underscores that a substantial portion of the participants had established a noteworthy tenure within the police force, potentially contributing to their level of familiarity and resilience in the organization.

4.2.6 Position of respondents

Table 9 outlines the positions held by the respondents within the police force, offering insights into the various roles represented among the study participants. The respondents were asked about their position in the police force to determine their levels of seniority as shown table 9 below;

Table 9: Position

	Frequency	Percent
Inspector	21	7.7
Assistant Inspector	3	1.1
Sergeant	27	9.9
Corporal	14	5.1
Constable	208	76.2
Total	273	100.0

Source: Primary Data

The data presented in the table indicates that among the complete set of 273 respondents who took part in this study, a substantial majority occupied the position of police constables. This observation implies that a significant number of women within the police force currently hold positions at lower ranks.

4.3 Correlation Analysis

The correlation findings are showcased in the presented table. Pearson's correlation coefficient analysis was employed to investigate the connections between the independent variables (leadership competencies and knowledge management) and the dependent variable (resilience). This analysis aimed to discern potential associations between the independent and dependent variables. The choice of Pearson's correlation coefficient, denoted as 'r,' stemmed from its parametric nature, which requires interval data for both variables (Garson, 2012). Through bivariate-correlation analyses, Pearson correlation coefficients were computed to gauge the strength and direction of the relationships among the study variables (Field, 2009). This analytical approach aims to uncover insights into the interplay between the study's key elements.

Table 10: Correlations

	Correlations										
	LC	AC	PC	CC	KM	CL	SC	SO	R	DM	PA
Leadership Competencies (LC)	1										
Analytic Competencies (AC)	.652**	1									
Personal Competencies (PC)	.758**	.177**	1								
Communication Competencies (CC)	.840**	.315**	.540**	1							
Knowledge Management (KM)	.606**	.197**	.567**	.591**	1						
Continuous Learning (CL)	.484**	.110	.473**	.497**	.801**	1					
Sharing Culture (SC)	.513**	.130*	.533**	.485**	.806**	.463**	1				
Systematic organizational knowledge processes (SO)	.387**	.225**	.269**	.371**	.690**	.414**	.280**	1			
Resilience (R)	.383**	.141*	.353**	.363**	.551**	.355**	.562**	.312**	1		
Diversity Management (DM)	.267**	.113	.198**	.283**	.442**	.230**	.475**	.279**	.851**	1	
Positive Adaptation (PA)	.389**	.129*	.405**	.341**	.503**	.377**	.492**	.258**	.869**	.480**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Relationship between leadership competence and women resilience in police force

The correlation outcomes in the above table reveal a noteworthy positive relationship between leadership competencies and resilience ($r = .383^{**}$, $P < .01$). This signifies that higher levels of leadership competencies are associated with greater levels of resilience. In simpler terms, an enhancement in leadership competencies corresponds to a marked increase in resilience among the respondents. Moreover, the specific dimensions of leadership competencies analytic competencies, personal competencies, and communication competencies demonstrate individual positive and statistically significant associations with women's resilience. This implies that as women police officers enhance their analytical, personal, and communication competencies, they are more likely to experience an upsurge in their overall resilience levels. The findings collectively underscore the importance of leadership skills and their multidimensional influence on fostering resilience among women within the police force.

Relationship between knowledge management and women resilience in police force

The correlation findings presented in the table above distinctly indicate a substantial relationship between knowledge management and resilience ($r = .503^{**}$, $P < .01$). This signifies a positive and robust association, implying that higher levels of knowledge management correspond to heightened resilience. In simpler terms, as knowledge management improves, there is a consequential increase in resilience among the respondents. Moreover, the specific facets of knowledge management continuous learning, fostering a sharing culture, and employing systematic organizational knowledge processes exhibit positive and statistically significant correlations with women's resilience. This underscores the importance of these knowledge management components in contributing to enhanced resilience levels. As women police officers engage in continuous learning, foster a culture of knowledge sharing, and embrace systematic organizational knowledge processes, they are likely to experience a notable augmentation in their overall resilience. The findings collectively emphasize the pivotal role of knowledge management practices in bolstering resilience within the context of women in the police force.

4.4 Regression analysis

The regression analysis was applied to gauge the degree to which both leadership competencies and knowledge management can predict the levels of resilience. The outcomes of this analysis are showcased in the subsequent tables, offering insights into the predictive relationships. This method seeks to uncover the extent to which these factors contribute to variations in resilience levels among the respondents.

Table 11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.510	.225		11.160	.000
Leadership Competencies	.019	.062	.017	.307	.759
Knowledge Management	.481	.049	.555	9.812	.000

a. Dependent Variable: Resilience

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.563 ^a	.317	.312	.45408	.317	62.792	2	270	.000	1.661

a. Predictors: (Constant), Knowledge Management, Leadership Competencies

b. Dependent Variable: Resilience

The insights extracted from the results presented in Table 11 unveil a plausible explanation for the lack of significance in leadership competencies namely, the constrained representation of women police officers in leadership positions. This limited presence could have contributed to the observed non-significant relationship.

Moreover, delving into the broader predictive scope, the findings illustrate that the combined influence of both knowledge management and leadership competencies accounts for a substantial portion, specifically 30.2%, of the variations in resilience levels (Adjusted R Square = .302). This statistic signifies that these factors, when combined, contribute significantly to shaping the observed differences in resilience among the respondents.

Of particular note is the striking revelation that knowledge management emerges as a predominant and robust predictor of resilience. This is underscored by the notable beta value

of .503, signifying that a mere increase of 1 unit in knowledge management corresponds to a remarkable augmentation of .503 units in the measured resilience of women officers within the police force. This compelling connection highlights the paramount significance of effective knowledge management practices in nurturing and elevating the resilience levels of women officers within their professional milieu. In essence, these findings affirm the pivotal role of knowledge management in fostering resilience, shedding light on its essential value in enhancing the capacity of women officers to navigate challenges and adversities effectively in the realm of law enforcement.

Durbin-Watson value of 1.881 indicates that there might be some positive autocorrelation in the residuals of the regression model. This suggests that the residual errors are somewhat correlated with each other in a positive manner. This could be due to certain patterns or trends in the data the regression model is not capturing.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study was carried out to examine of the relationship between leadership competencies, knowledge management and resilience. This chapter comprises of discussion of the findings of the study, conclusions, recommendations, limitations to the study and suggested areas for further research.

5.1 Discussion of the Findings

This study aimed at finding the relationship between leadership competencies, knowledge management and resilience. These findings are in respect to the study objectives as discussed below.

5.1.1 Relationship between leadership competence and women resilience in police force

The correlation findings notably highlight a significant and positive relationship between leadership competencies and resilience. These outcomes are consistent with previous research such as Gau et al. (2013), who argue that empowering autonomy among personnel contributes to a sense of security and fosters resilience. Moreover, a significant portion of resilience potential is embedded within individual employee characteristics encompassing skills, cognitive abilities, emotions, behaviors, and self-regulatory processes, as acknowledged by Van Der Vegt et al. (2015). Many of these attributes are intrinsic to the feminine domain (Reiter, 1995; Nelson, 2006; Eagly et al., 2014).

In the larger discourse, existing literature underscores that organizations led by females exhibit distinctive attributes (Bruni et al., 2004; Paoloni, 2021; Gawel and Głodowska, 2021; Knowles

and Mainiero, 2021), suggesting that women officers possess the potential to exhibit resilience in the face of challenges.

Beyond unique leadership roles, individuals in project management also wield a pivotal role in enhancing societal resilience by bolstering team resilience (Karlsen and Berg, 2020). The literature also reflects instances of project manager failure linked to inadequacies in competence, crisis management readiness, and the establishment of team trust (Chang-Richards et al., 2017; Rahi, 2019; Wilkinson et al., 2016; Loosemore and Teo, 2000). This lack of preparedness has led to a gap in managing crises and nurturing team trust (McLaren & Loosemore, 2019).

In the context of this study, the correlation outcomes and their alignment with existing literature underscore the study's significant contribution to the field. By affirming the positive association between leadership competencies and resilience, the study reinforces earlier findings. Furthermore, the recognition of distinct characteristics of organizations led by females adds depth to the understanding of women officers' resilience potential. Additionally, the study's acknowledgment of project managers' role in enhancing resilience by fortifying team dynamics fills a gap in the existing literature. Overall, the research provides valuable insights that enrich the ongoing dialogue surrounding leadership, individual attributes, and the dynamic interplay between these factors in fostering resilience in challenging environments.

5.1.2 Relationship between knowledge management and women resilience in police force

The correlation outcomes substantiate a significant and positive correlation between knowledge management and resilience. These findings harmonize with earlier studies, such as the case of Nigerian manufacturing organizations which have consistently fortified their knowledge management practices especially knowledge acquisition, storage, sharing, and

utilization underlining its pivotal role in guaranteeing resilience (Asghar, Fanil, Danaee & Hossein, 2017). Ibrahim & Salleh (2019) undertook a study evaluating the influence of knowledge management on organizations, revealing its potential benefits for educational institutions as well. Additionally, in the context of community-level resilience, the linkage of indigenous and exclusive knowledge with disaster management activities emerges as a crucial aspect.

Fard (2015) delved into the correlation between organizational resilience and knowledge management, analyzing a sample of 270 middle and senior managers from 28 public organizations in Iran. The outcomes mirrored those of studies by Godwin, Ikpe, Umoh, and Edwinah Amah, revealing that all dimensions of knowledge management—acquisition, sharing, storage, and utilization exerted a significantly positive impact on organizational resilience.

Mccann et al. (2013) undertook research across five distinct health professions—nursing, social work, psychology, counseling, and medicine to identify the factors that enhance individual and contextual resilience within each domain. The exploration aimed to uncover commonalities and variations among the professions. This review of literature highlighted that resilience is shaped by the interplay of individual and contextual elements. The former includes demographic traits like age, gender, and work experience, while the latter encompasses work-life balance, humor, and relaxation, among other aspects.

In the context of this study, the correlation findings significantly contribute to the existing literature. By reinforcing the significant link between knowledge management and resilience, the research echoes previous insights. The examples from Nigeria's manufacturing sector and the case of educational institutions underscore the practical implications of knowledge management's contribution to resilience. The examination of indigenous and specialized knowledge's connection to disaster management adds depth to the discourse surrounding

community resilience. Furthermore, the alignment of findings with Fard's study and the collective impact of knowledge management dimensions on organizational resilience adds empirical weight to the existing body of knowledge. Lastly, the resonance with Mccann et al.'s research underscores the multidimensional nature of resilience, influenced by both individual and contextual factors. In sum, this research elevates the discourse on resilience, substantiating its multifaceted foundation and reinforcing its significance across diverse domains.

5.2 Conclusion

This study set out to address its key research objectives and questions while offering valuable insights to enhance the resilience of women police officers. The findings hold relevance not only for employees and public servants within human service organizations who grapple with crises and future challenges but also for researchers investigating resilience. Additionally, these insights can benefit academics teaching in this domain. For women officers in the Uganda Police Force, the study serves as a wellspring of experiential wisdom gained from the daily challenges they confront. This resilience, cultivated through their ongoing journey, equips them not only to persevere but to adapt and ultimately thrive in the face of adversity. Recognizing that women's resilience within the police force represents a dynamic developmental process, fortifying these resilience factors and applying the lessons learned, both in practice and future research endeavors, can empower police women to safeguard their organizations during unforeseen extraordinary challenges.

In light of the constant and widespread nature of the challenges faced daily, it is highly probable that women police officers, within service organizations, will continue to grapple with substantial and multifaceted challenges. Therefore, it becomes imperative for them to continuously refine their resilience skills, honing their ability to navigate the intricate terrain of risks, uncertainties, and vulnerabilities that accompany such adversities. Equally important

is the need to proactively prepare for crises, bolstering their capacity to ensure the organization's effectiveness.

To facilitate this, proactive measures include reinforcing the resilience of women police officers, ensuring they receive organizational support and resources, seizing opportunities, and formulating strategies to manage unforeseen disruptions effectively. Such measures lay a sturdy groundwork for women in service to adeptly confront turbulent changes and future crises, thereby contributing significantly to the long-term sustainability of their organizations.

5.3 Recommendations

The police force should enhance women police officers' capabilities to bolstering their analytical competencies, personal competencies, and communication competencies. Achieving this will require a proactive approach encompassing personal skill development and the pursuit of knowledge augmentation.

The leadership of the UPF should encourage women police officers to actively seek out and engage with educational support programs, both locally and on an international scale. By tapping into these resources, they can remain abreast of evolving practices and insights in their field.

Women officers should be encouraged to candidly discuss the challenges and complexities they encounter in their roles. This ethos of sharing can facilitate mutual support among colleagues and superiors, ultimately enhancing their collective resilience.

UPF should encourage police women to leverage the expansive knowledge processes within the police force, so as they are able to tap into a wealth of opportunities. By embracing knowledge acquisition initiatives, they can enrich their skills and competencies, thereby contributing to their personal and professional growth.

5.4 Limitations to the study

The study was subject to several limitations, which should be taken into consideration when interpreting its findings:

1. The research exclusively employed closed-ended questionnaires, which restricted the exploration of respondents' perspectives and insights pertaining to the study variables. This reliance on a quantitative approach constrained the depth of data that could have been acquired through a qualitative methodology, potentially limiting a holistic understanding of the subject matter.
2. It's crucial to acknowledge that the study exclusively focused on women officer resilience within the Uganda Police Force. While this specificity allowed for in-depth exploration, the findings may not be readily generalizable to other populations beyond the study's scope. Caution should be exercised when attempting to apply these findings to contexts or groups not directly included in the study.

5.5 Areas for further research

Considering the cross-sectional nature of the study, it is advisable to undertake a longitudinal study in order to comprehensively examine the behavior of the study variables over an extended period. This longitudinal approach would facilitate a more in-depth exploration of the variables and their responses over time, offering valuable insights into their dynamics and patterns.

Furthermore, the researcher suggests that future investigations delve into additional factors that might influence cross resilience among women officers. By broadening the scope of research, a more comprehensive understanding of the complex interplay of factors contributing to resilience within this context can be achieved. This, in turn, would contribute to a more holistic comprehension of the subject and potentially yield actionable insights for enhancing resilience among women officers.

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QUESTIONNAIRE

Dear respondent,

Am by the name of Kyobutungi Ruth, am a student of Makerere University Business School pursuing a Master's Degree in Leadership and Governance of Makerere University. As a requirement for me to complete my Master's degree, I am supposed to carry-out research. I am humbly requesting you to spare time and fill in this questionnaire to support my studies. This questionnaire is on a study titled; Leadership competence, knowledge management and resilience of women police officers.

I will be very grateful for your kind consideration and time in filling this questionnaire.

SECTION ONE: Background Information (Please tick one appropriate category).

Gender: Female ☐

Your position in the project: Superintendent of Police ☐ Inspector of Police ☐
Assistant Inspector ☐ Sergeant ☐ Corporal ☐ Police Constable ☐

Level of education: Master's ☐ Bachelors ☐ Diploma ☐ Certificate ☐

Marital Status: Married ☐ Single ☐ Divorced ☐ Widow ☐ Widower ☐

Age: 18-28 ☐ 29-39 ☐ 40-50 ☐ 51-60 ☐ 60 Above ☐

Number of years spent in the police profession: Less than 1 year ☐ 1-3years ☐ 4-7years ☐
☐ 8-11years ☐ 12-15years ☐ 16years and above ☐

SECTION TWO: leadership competence

This section has statements about leadership competence. You are requested to give your opinions by ticking one of the options that suits your choice using the scale provided below: 1: *Strongly Disagree*, 2: *Disagree*, 3: *Undecided*, 4: *Agree*, 5: *Strongly Agree*

LC	Leadership Competence					
AC	Analytic Competences	1	2	3	4	5
AC1	I am given a problem without a lot of information for me to solve it					
AC2	I based on opportunities and challenges to decide					
AC3	I need much help from others to solve daily work challenges					
AC4	I base on the current issues to make daily decisions during my duties					
AC5	I take risky decisions when I cannot reach my superior					
AC6	I follow the police procedure when executing my duties					
PC	Personal Competences	1	2	3	4	5
PC1	I am self-motivated and willing to do many things as an officer					
PC2	I make personal plans to adequately achieve police goals and objectives					
PC3	I do short courses to develop more skills that help me do my work					
PC4	I make daily plans and complete them as planned					

PC5	I am always appreciated by fellow workmates for achieving set goals					
PC6	I am an organized person and I reach at work on time					
CC	Communication Competencies					
CC1	I always make reports to my superior whenever am assigned a duty					
CC2	I make communication with colleagues to keep track of our duties					
CC3	I use appropriate language to communicate to colleagues and public					
CC4	I convince my colleagues to do things not planned					
CC5	I have ever presented a police report before colleagues from other police stations					
CC6	My hand writing is clear for someone to read					

SECTION THREE: Knowledge Management

This section has statements about knowledge management. You are requested to give your opinions by ticking one of the options that suits your choice using the scale provided below: 1:

Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree

KM	Knowledge Management					
CL	Continuous Learning	1	2	3	4	5
CL1	I learn new things so that I am an out performer					
CL2	I am given an opportunity to further my studies					
CL3	I get opportunities for my career growth as a police officer					
CL4	I pursue a short course in-line with my career when there is an opportunity					
CL5	I read at least one article every year about my career					
SC	Sharing Culture					
SC1	I feel part of the police family					
SC2	I am valued within my profession as a police officer					
SC3	I can work at any police station even when I am the only female officer					
SC4	I use the same language at the station like any other officer					
SC5	I behave like normal person whenever I engage the public					
SC6	I am treated like any other person at the station					
SO	Systematic organizational knowledge processes					
SO1	I am assigned a mentor on all duties I have been given					
SO2	I am in touch with at least one retired officer in police					
SO3	I have been scheduled to go for further studies					
SO4	I am delegated to by my superior to learn his/her duties					

SECTION THREE: Resilience

This section has statements about resilience. You are requested to give your opinions by ticking one of the options that suits your choice using the scale provided below: *1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree*

KM	Resilience					
CL	Diversity Management	1	2	3	4	5
CL1	I am able to handle people of diverse backgrounds					
CL2	I make sure that I don not segregate any person during my duties					
CL3	I find it challenging working with male officers					
CL4	I enjoy working with a co-worker whose background is different from mine					
PA	Positive Adaptation					
PA1	I have learnt to work with co-workers from different backgrounds					
PA2	I have learnt many things from police ever since I joined					
PA3	I have learnt how to conduct myself before my seniors					
PA4	I learnt to conduct myself before junior staff					
PA5	I relate very well with the community where we operate					