STRATEGIC CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF THE KENYA POLICE SERVICE

BY

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DECLARATION

This research project is my original work and has not been submitted for examination to any other university.

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

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DEDICATION

This research project is dedicated to my wife, Jane and our children for their inspiration, support, encouragement and understanding throughout my Masters Programme. God bless you all.

ABSTRACT

In an ever-changing and unpredictable environment, where competition is dynamic and complex, an organization must change. This change must be strategic, carefully planned and implemented so as to lead to a desirable positive change and not destructive negative change. Change must be carefully implemented so as not to cause disruption, it must be systematic. Effective Strategic Change Management and performance depends on competent personnel, effective internal organization systems. Failure to adopt change in an appropriate and timely way results in organizational failure. Success of embracing change is enormously dependent on the people involved and the nature of the organization. The Police worldwide are entrusted with the security of their citizens. They are sluggish centralized bureaucracies that concentrate on the rules, regulations and loyalty to their hierarchical chain of command causing dissatisfaction to the beneficiaries of their services. The main objective of this study was to determine how Strategic Change Management practices influence performance of Kenya Police Service. The study adopted a case study design to address the objective of the case study where primary data was collected using interview guides administered to the research sample. The interview guide was structured into two components that is; general information and specific objective of the study. A content analysis and descriptive analysis was employed. The information developed from the research data was then presented in prose. 6 out of the 8 respondents were interviewed making a response rate of 75%. The study concluded that there are strategic plans which includes 2008-2012, 2013-2018 and 2015-2019 which advocated different aspects to be achieved within a stipulated period. Top management offers adequate support on strategic change management practices while information systems are put in place to monitor strategic management practices. Planning, involvement of all staff, stakeholder participation, and effective communication are some of the approaches that are employed in countering challenges facing strategic change management practices implementation. Use of modern equipment and systems, training, performance contracting, staff welfare, better remunerations and medical scheme are some of the approaches that help the institution to perform better. The Kenya Police has opted for steps based change management practices because of the organizational complexities, sensitivities and risks of failure. Organization should consider various areas when formulating strategy which are critical in identifying the responses of a firm to its environmental challenges. Change management practices implemented by organizations should be focused on achieving objectives key of which is the needs of their customers who are the most crucial part of the firm's environment.

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ACRONYMS AND ABBREVIATION

APS	Administration Police Service
CC	County Commander
DCI	Directorate of Criminal Investigations
DIG	Deputy Inspector General
GSU	General Service Unit
ICT	Information communication technology
IG	Inspector General
IPOA	Independent Police Oversight Authority
KDF	Kenya defense Forces
KPS	Kenya Police service
KWS	Kenya wildlife service
NIS	National Intelligence Service
NPS	National Police Service
NPSC	National Police Service Commission
NSC	National Security Council
NSAC	National Security Authority Council
OCPD	Officer Commanding Police Division
OCS	Officer Commanding Station

RBPU   Road Border Patrol Unit

RDU   Rapid Deployment Unit

SG   Security of Government Buildings

<p style="text-align:center">**CHAPTER ONE**</p>

<p style="text-align:center">**INTRODUCTION**</p>

1.1 Background

Nowadays, organizations are operating in ever changing environment coupled with unpredictable environment full of competitive pressures from the competing organization forcing organization to opt for strategic change management practices. This change must be strategic, carefully planned and implemented so as to lead to a desirable positive change and not destructive negative change. Wilson (1999) termed Strategic Change Management as the process of articulating a future version of accomplishment for an organization by planning, directing, and controlling the organization's activities to work towards a desired position. The management identify the uniqueness of their organization as they develop a vision of how their organization will operate to achieve their intended goals. Thus, management should strive to ease the transformations as much as possible to reduce uncertainties that result from the changes that in turn affect their effective performance.

Change must be carefully implemented so as not to cause disruption, it must be systematic. Several theories on phased change management namely Kurt Lewin's Three Step Planned Strategic Change Model, Jick Ten-Step Change Model and Kotter's Eight-Step Model have been put forward. Every organization acknowledges the crucial step of assessing its performance for accountability purposes. According to Barney and Wright (1997), they conceptualized organizational performance as the value that an organization creates using its productive assets in comparison with the value that the stakeholders expect to obtain. Thus, results achieved from individual, team and

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program performance influence the overall organizations performance. Different expectations of performance vary in various organizations for they are uniquely set up for particular functions and objectives. These objectives are made visible through the results of the organization's work and activities in pursuit of goals. Organizational performance may mean different things to the individuals and sections in the organization.

Effective Strategic Change Management and performance depends on competent personnel, effective internal organization systems (Aosa, 1992). Failure to adopt change in an appropriate and timely way results in organizational failure. Success of embracing change is enormously dependent on the people involved and the nature of the organization. Luthans (2008) acknowledges that a key part of embracing the change depends largely on how far people within the organization understand the change process and belief that that the organization can successfully change. This in turn affects the overall performance of the organization. The Police worldwide are entrusted with the security of their citizens. Sluggish centralized bureaucracies that concentrate on the rules, regulations and loyalty to their hierarchical chain of command hence causing dissatisfaction to the beneficiaries of their services (Kagiri, 2006). The Kenya Police service (KPS) Leadership has come up with strategies of change geared at improving their performance which is measured in terms of service delivery. Despite their well-planned strategic change management, they are faced with numerous challenges as they enhance their service delivery thus affecting their organizational performance. These challenges are associated with the changes in the legal systems, rise of sophisticated crimes such as terrorism and cyber crime. The greater demands for KPS to be more effective and efficient by an enlightened public.

In Kenya for example, during the general election of 2007 the KPS was reported in the Johann Kriegler report to have been involved in violence by use of excessive force and rape (Kagwanja & Southall, 2013). The commission then made recommendations which if implemented would improve KPS performance by focusing on their code of conduct and the audit of the Police management and procedures, structures and practices. In the Transparency international reports, KPS has held the position of the most corrupt institution in Kenya continuously for many years. Thus, this study on Strategic Change management practices and performance was to shed light on the best practices that could be adopted by the Kenya Police Service in order to improve their organizational performance.

1.1.1 Strategic Change Management

According to (Dent & Barry, 2004), Strategic change management is the course of action taken in managing change in a thoughtful and structured way to meet the objectives and mission of an organization. It is used as a tool, by staff, managers, and change practitioners to take advantage of every bit of what they possess to reach their organizational goal. This results to acceleration in the pace of change while increasing in performance. Interfaced activities are those activities that occur between defined process steps. They include many forms of adjustment and rework necessary to get items processed, and they exist because of the lack of process control and standardization in those business process. All organizations including the Kenya Police Service need to link all the interfacing activities efficiently to reduce their problems in their service delivery.

Any organization that needs to achieve strategic change should be in a position of linking bottom-up resource management to top-down strategy. Management has been faced with the challenge of increase in complexity of the coordination tasks to develop and deliver to the customer or public and support contemporary products. As is in the case of Kenya Police Service there are many personnel involved in the managerial levels and a lot of time spent on interfacing activities in order to work together on the functional activities the strategic change management calls for.

1.1.2 Strategic Change Management Practices

Strategic change management practices are defined as a set of managerial decisions and actions taken by an institution to cope with the changes in their environment, improving on service delivery and profitability of the business. It is designed to lay guidelines on the course of action, identifying the strategies they will be employed (Hill & Jones, 2001). Several strategic change management practices have been propagated by different management authorities. Different institutions worldwide have implemented them as adjusted to suit their situations with varying degrees of successes. According to Li (2005), change is a constant phenomenon and must be handled and managed appropriately if the organization is to survive.

Business environment changes like information systems, globalization, social values, work demographics, and political realities have a significant effect on the services and products offered. This results in an external environment that is unpredictable, dynamic and devastating to those organizations that are unable to respond (Burnes, 2009). Organizations must be able to respond speedily to changes if they are to survive, and the necessary internal restructuring is likely to be mould breaking (Porter, 2004). The structural or re-engineering approach is commonly used in implementing the Total

Quality Management. It deals with the system barriers. Top management forms steering committees, which designate a design team made of a diagonal slice of company (Burnes, 2009). The work of the design team is to assess the organization's cultural system and environment and develop recommendations for the steering committee.

According to Robinson (2003), socio-technical approaches are used whereby the recommendations are based on product, customer, or geographical orientation. Most organizations that use this type of approach deal with major issues up-front and are able to change aspects of the company that have substantial effect on productivity and service delivery. These changes though influence the scale of disruption of existing structures and jobs. The transition process may be slow and incremental or rapid. Management too may marshal support and legitimate proposal through organizational political action. Therefore, the interaction between context, political forces, and substance will shape the process of strategic change management (Paton & McCalman, 2000).

1.1.3 Organizational Performance

This is an analysis of an entity's achievements as compared to its objectives and goals, the accumulated end results of all its work processes and activities overtime. According to Dess & Robinson (1984) if this information is available and measured, the management and the stakeholders can realize if the organization is performing or not. Emphasis on Organizational Performance results in overall positive progress both resource management and customer satisfaction. An organization in the vital industry like the security sector cannot afford to underperform; it might mean loss of lives or properties.

1.1.4 Strategic Change Management Practices and Organizational Performance

Strategic change management aims at aligning structures, systems, processes and behavior to the new strategy (Ansoff and McDonnel, 1990). Ng'eno (2014) posited that the adoption of the strategic change management practices leads to reduction in cost, increased in profits, better services to customers. An organization that is able to set systems in place over time results in ability to meet its goals and objectives which are critical for survival and relevance in the dynamic environment. In service industry this is very profound; it should inform the thinking of the managers.

The Strategic Change management practices adapted should be aimed at producing positive results which are measured so as the gauge the performance. (Burnes, 2000, Rose and Lawton, 1999) Posited that change is a permanent feature of organization life. What worked in five years might not work hence the need to keep on adapting diverse strategic change management for an organization to continue performing even in the face of a changed environment.

1.1.5 Kenya Security Services

The Kenya security system is anchored in the constitution and Acts of parliament. The national security organs are mandated with the responsibility of safeguarding the country against the attack from the external enemies and internal threats through safeguarding properties and lives of the citizens, protecting their right, national peace, stability of the prosperities as well as the interest of the state (constitution of Kenya 2010). Chapter fourteen of the Constitution creates the National Security Council (NSC) as the top decision-making panel on matters security, the council is chaired by

president. The Constitution creates three national security organs namely Kenya defense Forces (KDF), the National Intelligence Service (NIS), the National Police Service (NPS). Parliament is mandated to create other security services through ordinary legislation. The Kenya Defense Forces (Army, Air Force and Navy) commonly known as the Kenyan military was established under the Defense Forces Act, Chapter 199 of the Law of Kenya, with the duty of defending the country under the direct control and guidance of the Defense Council. The National Intelligence Service established under the NIS act 2012 is held with the responsibility of gathering/analyzing information and disseminating intelligence on national security.

The Kenya National Police Service (NPS) under the NPS Act 2012 consists of the Kenya Police Service (KPS), the Administration Police Service (APS) and the Directorate of Criminal Investigations (DCI) the last being specialized in criminal investigations (which includes Anti-Terrorist Police and Cyber Crime which are relatively new) as per the DCI 2015 – 2020 strategic plan. The mandate of Kenya Police Service (which includes the General Service Unit GSU, a paramilitary unit handling Anti-Riot and emergencies) is to maintain law and order, guard life and property, deterrence and uncovering of crime and maintenance of peace. The Administration Police Service (APS) is responsible for supporting the Public servants and other agencies in implementation of their mandate and offer security to government buildings and key installations referred to as Security of Government Buildings (SGB). The APS also provides policing and paramilitary services to compliment the KPS. The APS paramilitary units include the Rural Border Patrol Unit (RBPU) and the situations of emergencies unit referred to as the Rapid Deployment Unit (RDU). Other security agencies are Kenya prisons service, Kenya wildlife service (KWS) and the witness protection agency.

The key drivers in Service organizations is not profit, but to make best use of a given budget to provide an output. While elements of contest do exist, it is common to think of collaborators rather than competitors (Greg & Elaine, 1994). In Kenya there is a growing multi-billion private security sub-sector proving complementary security services for domestic, industrial and institutional contracts. The private security sub-sector started with basic guard and Money transportation services, gradually it has evolved to include professional services such as private investigations, forensic analysis and countering telecommunication based cybercrimes.

1.1.6 Kenya Police Service

The Kenya Police began in the late nineteenth century when it was created to offer security to the Imperial British East Africa Company. In 1920 Kenya became a British Protectorate and Kenya Police Force was formalized. The National Police Service Act, Chapter 84 of the law of Kenya provided for establishment of The Kenya Police Service.

The mandate of KPS as per the Kenya Police Strategic plan, (2004-2008) is to maintain law and order, preserve peace, protect life and property, avert and uncover crime, arrest offenders and enforce all laws and regulations within the confines of the Constitution of Kenya. The service is organized into formations, Regions and Counties for ease of management. The counties are subdivided into divisions, stations, and posts. In the Kenya Police Service organizational structure, it is headed by a Deputy Inspectors General (DIG) who reports to the Inspector General (IG) National Police Service (NPS). Under the DIG there are the directorates of operations, planning, personnel, logistics, and administration section. The Kenya Police Strategic

Plan (2008-2012) in comparison to that of 2004-2008 their strategic priorities are more or less the same with the inclusion of public-private partnership and monitoring and appraisal system. The inclusion indicates that the Strategic changes were not addressed to a satisfactory extent and that the Kenya Police Service is geared towards providing better services via reviews and reforms.

The strategic change management practices' realization on the organizational performance of the Kenya Police Service has not been evaluated. Instead, the Strategic Plan (2008-2012) had only highlighted the achievements of its antecedent and acknowledged that there was need of focusing on the challenges and weaknesses experienced in its execution. An assessment of the outcome of strategic plan implementation on performance is vital given that the KPS is not for profit but a vital public organization.

1.2 Research Problem

Strategic management and performance of organizations have been the focus of intensive research. As a result of globalization, advent of internet, changing customer and ever-increasing product-market competition, Organizations need to adapt. By continually improving their performance; reducing cost, innovating products, processes, improving quality. Raduan (2009) posited that Strategic change management is an ongoing process. A firm's position is evaluated and reviewed against the industry and the competitors annually or quarterly.

This in turn affects an organizations performance which can be categorized in terms either service delivery or improvement in production of goods (Investorwords.com,

2008). Performance is accomplishment of a given task measured against preset standards of accuracy, completeness, cost, and speed (BusinessDictionary.com, 2008).

There are two types of organization performance; financial and non-financial. The Kenya Police Service is an integral part of the wider public service sector. Security management is important for progress can only be achieved in a secure and stable environment in any nation. The Kenya Police Service as an organization is faced with many challenges some external and others internal. This creates a constant need for dynamic changes in organizational activities relating to structuring, customer handling, operations and strategic implementation practices. The change managers of the Kenya Police Service are charged with the responsibility of devising new strategies, which are geared towards improvement of their organization's performance. A need has therefore arisen as to how strategic change management practices can be implemented and how they affect performance of the Kenya Police Service. Kagiri (2006) study found KPS to be a sluggish centralized bureaucracy that concentrates on the rules, regulations and loyalty to hierarchical chain of command. This leads to underperformance and the general public dissatisfaction with their Services

Some notable studies have been conducted both in Kenya and internationally on diverse institutions based on Strategic change management practices and organizational performance. Internationally the following studies have been carried out: Qiuhong & Tiorini (2009) carried out a study on Strategic Change Management in East Asia on Small and Medium-sized enterprises. Their purpose was to find out how Strategic change management affects and influences organization performance. Degnegaard (2010) studied Strategic Change management challenges in the Danish Police reforms.

He sought to answer the challenges and the organizations implications of introducing reforms in the Danish Police. Glensor (2010) studied Strategic change management in South Africa to establish the framework and scorecard within mergers and acquisitions environment. D'Ortenzaio (2012) conducted a case study that assisted in the understanding of change management and change management processes within the public sector, which involved the South African Tourism Commission.

In Kenya the following studies have been carried out in Strategic Change management: Kipkemboi (2013) carried out a study based on Rivatex East Africa Limited with the aim of establishing that Strategic change management process and noted that it starts with goal setting. Maroko (2013) conducted a study on Strategic change management in Non – governmental organizations in Kenya and established the challenges faced during the process. Wandera (2014) did a study on change management in Financial Institutions based on the Kenyan Banks and how their performance was affected. Of great importance was the study carried out in 2013 by Namoso that discussed the challenges affecting organizational change management in Kenya Police Service in Mombasa County. Nyongesa (2013) discussed the challenges of strategy implementation at the Kenya police Service. All the studies carried out focused more on the Strategic Change management practices and less emphasis on how it influenced an organization's performance. Because of this, it was pertinent to carry out a related study within the KPS in order to determine issues of strategic change management practices and performance of Public Institutions. To this end, the study sought to address the question: what are the strategic change management practices at the KPS and how they influence its performance?

1.3 Research Objective

The objective of this study was to determine how Strategic Change Management practices influence performance of Kenya Police Service.

1.4 Value of the study

These case study findings provides useful information to the various interested parties. The first of such parties would be the policy makers in different organizations including the Kenya government and the Kenya Police Service top leadership who could benefit from the study by having the various strategies and practices reviewed, get to learn which strategy works and the reason why and at the same time get to know the strategies that don't work and the reasons not working in certain situations. The findings makes recommendations on what strategy to apply and how to apply it to achieve maximum results.

The study makes useful suggestions to those interested in Strategic Change management practices implementation like the administrators and the senior officers with the knowhow of how they fit in the process, especially in the Kenya Police Service. The research findings also act as support basis for further research initiatives in the scholars' world of research. Another group that can benefit from this study is the researchers and scholars of strategic management. Hall and Andriani (2002), define Knowledge gap as the disparity between the corporate present competence and required ability in the field of knowledge management.

Knowledge requirements scrutiny, management systems evaluation and recognition of obstacles are vital in bridging the knowledge gaps. The previous researchers and case studies have gaps and this study findings have reviewed the phenomenon of strategic management practices at Kenya Police Service. On how the management should

acclimatize their management activities and basic practices by integrating, adaptive comportment to maintain strategic change practices. A gap that this study focused on was how the choice of strategic change management practices influences performance of the Kenya Police as an organization.

According to Cartin (1999) human resources are the basis that facilitate the implementation of the organizations strategy, more specifically the human capital. The employees add value by taking advantage of the strategic opportunities presented to them by the change managers. Those managers whose organizations are in service delivery like hotels and hospitals focus on service, geographic diversification and customer satisfaction. They achieve growth through diversifying their services to the public and extending their geographical areas. This creates room for a firm's performance to be improved by the way in which organization use resources in strategy development and implementation. This is by use knowledge-based resources that are often applied directly to serve clients. They are equipped with the knowledge, which facilitates the need of Strategic change management practices and enables them to configure their structure and practices to provide better services. Thus for any organization to achieve an effective performance all the staff whether junior or senior must be able to understand why and be part of the change process.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Globalization, advancement in Information communication technology (ICT) and modes and means of transport has resulted in massive movement of information, people and materials and related vices like crime. This is making organizations to change by adapting the best strategic change management practices to so as to fit in the changing environment in order to fulfill their mission and remain competitive. Planning is important to survive and prosperity according to Rowley (1997). The specific area covered in this chapter includes: the theoretical foundation, the strategic change management practices, the factors influencing strategic change and the mitigation measures, the organizational performance measurement finally the empirical studies and the research gaps.

2.2 Theoretical Foundation

According to Burton (2008), the term strategic change management practice is widely covered in management articles and other publications. Executive interest in the area has been inspired by the comments of Drucker (2007) as to whether one can administer strategic change management practices at all or just facilitate change in an organization. Today's strategic change management practices have developed from the theoretic work of a number of early researchers. This case study is based on three theories namely the Kurt Lewin's three-step planned strategic model, the kotter's eight-step model, and Jick Ten-Step Change Model

2.2.1 Kurt Lewin's Three Step Planned Strategic Change Model

Vakola and Nikolaou (2004) cited this theory as the key involvement of Kurt Lewin in the management psychology and organizational strategic change. Lewin (1947) came up with three key steps in the process of organizational change management. The steps start with the unfreezing the stability of the human behavior based on quasi-stationary equilibrium in which a complex area of driving and restraining forces. The equilibrium destabilized (unfrozen) to enable the old behavior to be discarded (unlearnt) and a new behavior normalized.

The second step which is stirring Lewin noted that discarding of former things is not an end in itself, it stimulates enthusiasm to learn but does not automatically control or envisage the course, and the needed strategic changes are made. Support is important and can be offered in form of training and mentoring as part of the process in developing strategic changes management practices. Clear communication of the desired change is continuously used to aid the concern to focus of the proposed goal. According to Kelman (2012), the final of the three crucial steps is refreezing which is the sustained change.

In today's world of strategic change management practices, implementation of the next up-to-the-minute change could happen in weeks or less. This inflexibility of freezing does not fit with contemporary philosophy of change being a ongoing process in which great flexibility is demanded. Cummings & Worley (2015) posited that the core realistic measures that an organization can employ include anchoring changes into the executive culture; finding ways to maintain the strategic change practices, provide education and improvement.

2.2.2 Kotter's Eight-Step Model

This eight-step process defines the manner of managing change in an organization Kotter (1995). The management start by persuading the employees of the urgency of taking new direction in the organization. Kotter advised that the administration should help others have determination to move and win now (Kotter, 2011). The second step is the creation of a guiding coalition of capable and credible people to lead the change. In third step and fourth step Kotter (1995) observed that developing a vision and communicating the same throughout the organization is important for direction. According to Kotter (1995), in the fifth step once the employees internalize and own the new vision, then logically they are empowered to act upon it by removing any impediments and make sure people have the resources and systems to bring about the change.

Kotter explained the sixth step on short-term wins, that companies that experience substantial short-term wins are most probably able to complete a transformation process. The consolidation of gains made to produce more change seventh step. Kotter (2011) posited the last step is the incorporation of changes into the culture. This anchoring the new practices into the corporate culture as the pressure of change ebbs.

2.2.3 Jick Ten-Step Change Model

Jick (1991) developed a strategic level model to guide the execution of major organizational change. The ten-step approach Mento (2002) serves as a design for organizations proceeding on the change process and also used to evaluate a change endeavour already in progress. Change implementation is a merge of both art and science and how change is executed is as important as the change itself. The first step

in the model starts establishing the real need for change in the organization. Jick's second step is similar to Kotter's third since they are anchored on creating a shared vision and a common direction for powering change. On the third and fourth step, the model indicates the significance of delineating existing change initiatives from initiatives that have been in the past precedent and creating urgency around the vision. The contrast in thought between Jick and Kotter is the initial step of establishing a sense of urgency.

Providing firm leadership is the fifth step of the process and the sixth step is political sponsorship by the top management so as move the change initiative onwards. Creating an implementation plan is seventh step in the process. The eighth step is centred enabling structures activities; erasing any projected drawbacks that may hinder the progressing change initiatives. Communicating change program to the stakeholders is the ninth step. Jick's tenth stage is about cementing the actual change initiative and institutionalizing the change by ensuring that the initiative is sustained after execution.

2.3 Strategic Change Management in Public Institutions

Implementation of the strategic change management practices in the public sector is a big challenge. According to Kicker (2010) public administration research concerned with strategic change management is geared towards institutions at a national level instead of at an organizational level. A Public institution implementation of strategic change is not only dependent on the employee and content of change but also on the way it is implemented (Woodman & Cameron, 2001). Recognition of the five different levels of strategic change is made by Lynn (2001) which include; Cultural

environmental, institutional, managerial, technical, and political. This demonstrates that strategic change management practices create a dynamic set of relationships.

Public organizations vary broadly from each in their magnitude, mission, in the sector they operate. Their institutional history differ in accountability systems and relations thus for any strategic change process to be considered for the public sector all those classifications need to factored in Kicker (2010). Strategic change management in the public sector is challenging because the public sector has a multi-stakeholder perspective. To succeed in Strategic management in public institutions environmental influences are merged with internal emerging dynamics, weaknesses, and strengths in the continuous process.

2.4 Factors influencing strategic change management and mitigation measures

An institution adapts the best strategic change based on their unique cultural and stakeholder perspectives but there are common mitigating factors that influence effective strategic change management. The organization needs charismatic leader or a core team who will be effective in identifying and formulating strategic change for them to be competitive. The results of leadership are felt by the multiplication factor of good results from the whole association Thompson (1998). Planning is a key to changing an organization positively. According to a report by De wit and Meyer (2004), these organizations must continuously engage in strategic change renewal to avoid reaching a point of being inert. Both internal and external environmental analysis of the organizational selection of generic strategies gives a firm position to have a sustainable competitive advantage over competitors (Porter, 1996).

Management style sets a model for the organization to establish the pace of operations that influences the process of decision making creating action urges. An institution's culture influences the way functions are shared within an institution influences how strategic change management is implemented (De wit & Meyer 2004). Strategic managers restructure the institutions to implement strategic change aimed at improving performance. According to Hill and Jones (2000) organizations rely on innovation to achieve a competitive advantage and must embrace malleable structures like cross-functional teams. These give employees platforms for experiments and to be creative.

2.5 Organizational Performance Measurement

Various mechanisms and models are used in performance measurement. According to Goodman (1977), goal model is the customary model that depend on a vision of the organization as a balanced set of measures focused on the achievement of goals. Effectiveness is measured in terms of execution of outcomes Etzioni (1960). Yuchtman & Seashore (1967) posited that the System model underlines the means (resources and processes) needed for the achievement of specific results. The Strategic-constituencies model builds on the two models by adding the outlooks of the stakeholders of the organization Connolly, Colon and Deutch (1980).

Finally, there is Competing-values model that is a blend of the previous models as posited by Quinn & Rohrbaugh (1983). Using organizational values as the basis, three sets of competing values are contrasted to form a measurement matrix. These are (i) means-ends predicament denotes to the goal and system model, (ii) the internal-external concentration predicament denotes to the diverse stakeholders' requirements, and (iii) the control-flexibility predicament is an open debate in organizational literature. Grounded on these competing values, Quinn and Rohrbaugh (1983)

pinpointed four models of effectiveness: rational goal, internal process, open system, and human relations.

2.6 Empirical Studies and Research Gaps

The strategic change management models are important and can normally with one exception – the speed at which change take place. This article addresses a select change management models and research, their significance in the contemporary environment facing organizational top management and researchers. The organizations which not innovate and adapt to the changing environment fade away oblivion. The 5P's Model can be used to manage change in respond to environment and an organization can become a model for others learn from.

Empirical research should be carried out to define the extent to which organizations have adapted flexible ways to progressively reinvent themselves. This study was to find out parts of the system which are inadequately aligned in order to project how capable the organizations are in terms of organizational transformation. There is justification for a detailed, systems model that is strategic and has elements that are effected at the operational level. From the Literature review what comes out clearly is that sound strategic management practices are key to an organization being able to perform remain relevant, competitive and meet its mission without which demise is the natural progress. The Three models of phased step by step strategic change in an organization support the need for a well-planned and implemented change management in any organization for positive change.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the stages, methods, tools, and techniques of research used by the researcher in the study. In this chapter, focuses on research design, approaches, data collection, and analysis to be used.

3.2 Research Design

A research design is a comprehensive and all-embracing strategy that a researcher makes use of to bring together different parts of the study in a logical and a flowing manner such as such that the readers whom the research is intended for are able to follow and understand (Kothari, 2006).The study adopted a case study design to address the objective of the case study which was to determine how strategic change management practices influence performance of the Kenya police service.

According to Robinson (2002), to refer a study as a case study design mean that its qualitative method and that the research is ethnographic, clinic, participant observation or otherwise. There is no similar organization like the Kenya police for comparison purposes so a case study is the most appropriate approach where a profile is built from scratch.

3.3 Data Collection

The study utilized primary data in collecting information for this study. Primary data involved the use of interview guide which responsible senior officers who are either commanders or staff officers were taken through. The senior officers were selected

based on the individual role in strategy formulation or implementation at the Kenya police service and they were expected to give their considered opinion or experience.

The holders of the following positions were to be interviewed: the director planning who is in-charge of strategic planning including implementation monitoring and evaluation, director personnel who is in-charge of human resource sourcing optimal allocation and development, director logistics who is in-change supply chain which is critical for resources acquisition and optimal use, director operations this is actual police work of crime prevention and enforcement of law and order, communications information for police work is critical. All the serving police commanders needs to understand the strategic change practices and influence their juniors positive, the police also need to maintain a positive image for public support including citizens reporting crime and suspicious characters, administrative secretary is in-charge of crafting and implementing administrative policies including finances and legal issues also targeted for interview were the chief economist and Chief finance officer both key in total resource planning and financial budgeting respectively. Nairobi County Commander who is in-charge of the largest and busiest policing zone in Kenya.

All these senior officers have been involved in strategic change planning and implementation; they know which practice works and which does not work including the reasons in each case Nyongesa (2013). Their responses will be key in this study. The Secondary data collection involved spotlighting various internal and external programs, plans and reports by or on the Kenya police service. This includes government policy documents, police strategic plans, police crime reports, internationally institutions reports on Kenya police performance, corruption and transparency indexes, researchers findings and from the libraries. The interview guide

has open-ended questions for which the senior officers in a face-to-face interview at the police head office will answer and give detailed data. According to Mugenda and Mugenda (2003), personal interview enables detailed information to be obtained.

3.4 Data Analysis

Once researcher obtains a qualitative data from the interview guide, it was analyzed using content analysis. According to Mugenda and Mugenda (2003) Content analysis is a technique for making inferences by systematically and objectively identifying specific characteristics of messages and using approach to relate trends. The researcher analyzed the details provided by the respondents against known strategic management concepts and models to determine strategic change management practices at the Kenya police services and determine the viability of such practices.

The qualitative data after analysis was presented in percentages and ratios. To present the views gathered through respondents on strategic change management practices and performance at KPS, the data was presented in form of discussions.

The research design guided this study all through, data collection and analysis was critical in crystallizing the key issues and facts concerning the change management practices and the performance of KPS. This influenced the outcome of the study.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents an analysis of the study findings on strategic change management practices and performance of the Kenya Police Service. The finding was intended to answer the study research questions. Content and qualitative analysis were employed and findings presented in a continuous prose as a qualitative report on strategic change management practices.

4.2 Response Rate

The researcher targeted 8 respondents; however, 6 out of the 8 respondents targeted were interviewed making a response rate of 75%. The response rate complies with Mugenda and Mugenda (2003) who suggested that for generalization a response rate of 50% is adequate for analysis and reporting, 60% is good, and a response rate of 70% and over is excellent. This commendable response rate was actualized after the researcher made personalized calls and followed by an actual visit to book appointments to explain the importance of participating in the study and finally visited respondents to fill in the interview guide.

4.3 Demographic Characterization of the Respondents

The study found it crucial to ascertain the broad information of the respondents since it forms the basis on which the study relies on the information and responses given. The analysis relied on this information of the respondents to classify the different results according to their knowledge and responses. The respondents targeted for information

were mostly those in the top management cadre including operations director, administrative secretary, planning director, logistics director among others.

The study noted that all the officers interviewed were men and were graduates, long-serving officers who joined the service as juniors, rose through the ranks to the top in the KPS hierarchy with only small percentage of the group managing to get to the top ranks. On the duration that the respondents had worked in the organization, the study found that most of the respondents had worked in the organization for 1-15 years while few had worked for 16-30 years. This result implies that majority of the respondents had worked for an ample time in the institution and that they have adequate information that can be relied in this study.

To the changes experienced in the police service over the time, the study established that respondents have been working there for a long period. Respondents indicated that they have experienced the era of deteriorated working condition where majority of officer were unqualified, equipment were poorly maintained and of low standards, inefficient communication gadgets and poor structure on services. However, there is some improvement that have been realized in most areas where with only few needs required in housing which the government and the ministry is working on.

4.4 Change Management Practices

Effective strategic change management in an organization performance depends on competent personnel and internal organization systems (Aosa, 1992). Failure to adopt the change in an appropriate and timely way results in organizational failure. The success of embracing change is enormously dependent on the people involved and the nature of the organization. Any organization that needs to achieve strategic change

management should be in a position of linking bottom-up resource management to top-down strategies.

The researcher requested the respondents whether they have realized any change management practices within the police services. Respondents pointed that the police opted for the phased steps models at varying degrees where the human behavior is unfrozen to unlearn the old ways and new behavior successfully adopted. To implement changes, the Government increased finances and resources resulting in the introduction of more sophisticated equipment and systems that are more modern which help in dealing with insecurity in the country.

The state has sub-statically increased the number of police officers. Human capital development including retraining as part of change management police reforms, the community policing policy and discipline are some of the considerations that have been emphasized on to ensure changes, goals, and objective of reforms within the KPS are realized.

The researcher requested respondents whether they are aware of strategic plans proposed in the National police service. Majority of the respondents pointed that they are aware of the strategic plans at KPS which covers 5 years. Some of the strategic plan mentioned by the respondents includes; 2008-2012, (KPS) 2013-2018 (NPS) 2015-2020 (DCI) and 2015-2019 (KPS) which advocates for 'Service to All'', "Service with Dignity" and "Society free from fear and danger'' respectively.

To the implementation team, some of the respondents pointed that the Inspector General (IG) and the in charge KPS (DIG) and top and middle-level officers in the NPS, departmental heads in various units are some of the team members bestowed

responsibility to develop and implement strategic plans. However, commanders in every unit, middle-level officers, and the chief economist were responsible for ensuring the plans are timely achieved. On whether the operational plans set in the strategic plan are working, respondents were of the view that the plans were working. Further respondents pointed that senior officers are involved in all level of strategic change management practices but more so on implementation process while junior officers are involved in selected cases.

The respondents pointed out that the culture in most organization is aligned to the strategy of the organization, the respondents pointed that the culture of the organization is partially aligned to the organization strategy though measures were being considered to ensure the culture of the organization is aligned to strategic plans of the organization. The study aimed to investigate how to strategic change management practices influence the performance of the organization. Majority of the respondents were of the opinion that change of attitudes and culture, policy setting, adoption of best practices, proper communication, motivation and reward among officers and adequate budget are some of the factors that ensure the success of change management practices.

4.5 Factors Influencing Strategic Change Management Practices

An institution adapts the best strategic change based on their unique cultural and stakeholder perspectives, but there are mitigating factors that influence effective strategic change management. Both internal and external environmental analysis of the organizational selection of generic strategies gives a firm position to have a sustainable competitive advantage over competitors (Porter, 1996). Every organization needs a charismatic leader or a core team which will be responsible identifying and formulating strategic change for them to be competitive.

The study aimed to investigate the factors influencing strategic change management practices by KPS. Majority of the respondents pointed that most of the strategic change management practices have been influenced by internal and external factors. This scenario has been encountered due to; inadequate budget resources, lack of commitment, turnover of high ranking personnel in authority, resistance to change, inadequate capacity such as lack of trained staff are some of the factors that hindered the timely achievement of the strategic change management practices proposed.

On the external factors that have impacted in strategic change management practices at Kenya Police services, most of the respondents revealed that political interference and uncertainty, ICT advancement, the new crime rise of terrorism and cyber-crime are major external factors affecting change strategic change management practices at Kenya Police service. Change of command, conflicting personnel, interest among the implementers, lack of sharing of information, inadequate human resources, personal interest, vetting of police officers and termination of the staff are some of the competing activities that affect strategy implementation at Kenya Police Services. The awareness of the citizens who are the consumers of Policing services and the Constitution of Kenya 2010 and legal reform has put pressure on police to change and to improve.

To how organization strategy is communicated, most of the respondents were of the opinion that communication is moderate, some pointed that it was immediate while few posited that is was slow. On whether top management offers adequate support on strategic change management practices, most of the respondents pointed that the support offered by top management is adequate, few pointed that it is not adequate where high turnover of the officers affects efforts directed towards supporting change management practices. To monitor the practices, respondents pointed that information systems were used to monitor strategic management practices while few were of the opinion that it was partly used in the process.

On challenges encountered from lack of appropriate coordination of responsibility on strategic change management practices, respondents pointed that; realization of the goals and a poor relationship among policing players within the NPS (DCI, APS, KPS) and others such as IPOA, National Police Service Commission. The confusion and stagnation, uncertainty, demotivation of staff and resistance to change were challenges faced in poor coordination and sharing of responsibilities. In internalizing change respondents pointed that they were not recognized in the process, personal interest, lack of involvement and consultation of the staff were some of the challenges that surround strategic change management in Kenya police.

The researcher further requested respondents to indicate the approaches that would be employed to counter challenges affecting strategies implementation. Most of the respondents pointed that planning, involvement of all staff, stakeholder participation, effective communication, having clear goals, defining hypothesis of strategies are some of the main strategies that can be employed to counter challenges faced in strategic plan implementation. Likewise, proper training, adequate allocation of resources and human

resources and holding quality reviews of the process can be employed in countering challenges faced in strategic plan implementation.

4.6 Performance of Kenya Police Services

According to Dess and Robinson (1984) emphasize on Organizational Performance results in overall positive progress both resource management and customer satisfaction. An organization in the vital industry like the security sector cannot afford to underperform; it might mean the loss of lives or properties and in case of a country losing its competitive edge in the business environment which attracts investors. An organization that can set systems in place over time indicates the ability to meet its goals and objectives which are critical for survival and relevance in the dynamic environment. In service industry this is very profound; it should inform the thinking of the managers.

On service delivery in Kenya police service, respondents pointed that the service delivery has improved over time as a result of strategic change management efforts and the practices implemented. The study further aimed to investigate monitoring and evaluation mechanism put in place to implement strategies in Kenya police service. Most of the respondents pointed out quarterly returns, annual returns and special police operation returns, performance appraisal reports and official police inspections reports were some of the systems used to monitor and evaluate strategic management practices.

Respondents were requested to indicate strategic change management practices which have helped the institution to improve its performance. Most of the respondents pointed the adoption of the phased steps of strategic change management models applied of varying degrees. Where the weak status is gradually destabilized (unfrozen) so that negative aspects are unlearnt and new values learned then frozen. The police reform

has included constitutional and legal changes aimed at the institution independent, efficient and professional in police hierarchy, resources (financial and human) in addition to training and retraining. There have been changes in the police basic processes manual (the service standing order) was revised. That use of modern equipment and systems, training, performance contracting, staff welfare like better housing, better pay and rewards are some of the approaches that helped the institution to perform better. Likewise, respondents pointed that performance monitoring of policing operations and policing inspections, requirements for production of reports and returns of on policing have positively and tremendously affected the performance of the Kenya police services.

4.7 Discussion of Research Findings

This section presents the discussion of the study findings; according to Kurt Lewin's (1947) in his theory of the group dynamics the three-step model is applied in organizational change whereby unfreezing, learning and freezing a fresh bring about lasting change. There must be compeling reasons for the change. Likewise, there must be the right conditions to enable change and further conditions favorable to sustained changes.

The study found out that there has been massive pressure to transform the Kenya Police Service from both within and without; the changed legal environment and the enlightened masses who demand better-policing services. The KPS is an institution not built to be customer oriented but used to entrenched traditions of corruption, incompetence and impunity. Success of the organization's change management depends on the degree of involving both the external and internal stakeholders.

According to Kaplan and Norton (2001) implementing change by involving the middle managers and supervisors who have hands-on knowledge of the organization operations, the possibility of realizing the objectives increases substantially. The police have involved the top and middle-level managers.

The eight–step process of managing change in the organization according to Kotter (1995) involves persuading the employee the urgency of the organization taking a new direction. The KPS seem to have been unable to communicate properly the message of change to the junior police officers who are used to the old ways. The top management does not seem to share the same vision with the juniors.

Policing involves providing security services to the mighty and the ordinary citizens who are part stakeholders in policing services. The main obstacle to complete organizational change in KPS does not involve the service main stakeholder; the common citizen. This finding is contrary to what Schimechero (2010) posited that an organization's value is created when it meets the needs of its most important stakeholders, the citizen. Organization value has resulted in a KPS which is feared and hated by the ordinary citizens.

The Kenya Community Policing initiative aimed at making the citizen and police partners in fighting insecurity seem to find resistant from both the police and the citizen because of the historical injustices and mistrust. Making the concept to be accepted by both sides is taking longer than expected neither of the two sides seems to own the initiative and run with it. Aosa (1992) posited that the right managers must be in the right positions for effective implementation of a new strategy because the administration's goodwill and ownership of the process is key to effective

implementation. The respondents pointed out too much transfer where senior officers serve short terms and mostly in areas their skills don't match the position is a main impediment to strategic changes management. Politically, motivated changes in top leadership in short periods make the leadership ineffective. Thampson (1997) noted that strategic leader gives an organization Direction in achieving long-term objectives. The study found out that the service has been losing the most qualified professionals as a result of demotivation and unfavorable working conditions.

The study findings indicate that the organizational challenges in implementing strategic changes and the resulting performance are influenced by overlapping mandate between the KPS and other policing and security agencies like the APS, DCI, IPOA, DPP, and KACC. This was captured by Chelimo (2012) who posited that for a firm to realize its strategic objectives there should be no vagueness in the assignment of responsibilities.

The study found out that the effects of strategic change management on the performance of KPS is measured against the set objectives in the strategic plans. The study finding is in line with Etzioni (1960) who posited that effectiveness is measured based on accomplishment of outcomes. Kotter (2011) noted that the final stage in organizational change management is incorporating and anchoring the new practices and approaches into corporate culture as the pressure to change subsides. The KPS has had some quick wins. But the changed ways do not seems to have been cemented; incompetence and lethargy seems to be in the organization even after a lot of efforts and resource have been pumped towards changes. The anticipated quick strategic changes have painstakingly taken the longer than anticipated. The finding is within the position of Woodman and Cameron (2001) who noted that a public institutions implementation of

strategic change is not only dependent on the employee, the content of the change but also the way the change is implemented.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of the study findings. The chapter is structured into the summary of findings, conclusions, recommendations, limitations, and areas of further studies.

5.2 Summary of the Findings

The aim of the study was to find out how Strategic Change Management practices influence the performance of Kenya Police Service. From the study findings, it was clear that the government of Kenya has invested in police reforms. This is clearly illustrated by changing the constitution and laws combining the KPS and APS and detaching DCI from KPS to create a three services institution (NPS) under the IG. Legal reforms have resulted in a lean structure at the top of the police command, compulsory vetting and retirement for those found to be unfit. This gave room for introduction of the National Police Service Commission who are in charge of recruitment, promotion, and discipline.

Kenya has also increased finances used in staff Capacity Building by increasing the number of officers (fresh easy to train). Likewise, more emphasize on human capital development and procurement of modern equipment and systems has helped in dealing with insecurity in the country. The community policing strategy has also been emphasized to ensure changes, goals, and objectives of reform within the service are realized.

The study also established that a majority of top levels managers of the organization were aware of strategic plans which include 2008-2012, 2013-2018, 2015-2019 and 2015-2020 which advocated different aspects to be achieved within the stipulated period. The NPS, the in charge KPS (DIG), managers in the KPS, departmental heads in various units are some of the teams bestowed of change management. Senior staffs are involved at all level of strategic change management but more so on implementation process while junior staffs are involved in selected cases.

The culture of the organization is partially aligned with the organization strategy though the measure was being considered to ensure the strategies adopted by the organization to change the wanting culture of the organization. Change of attitudes and culture, policy setting, adoption of best practices, proper communication, motivation and reward among staff and adequate budget are some of the factors that ensure the success of the practices that are aimed at influencing organization change.

To the factors influencing strategic change management practices, the study found that most of strategic change management practices implemented have not been effective to the extent planned. Lack of commitment, turnover of high ranking personnel in the KPS, resistance to change, inadequate capacity such as lack of trained staff these are factors that hindered the timely achievement of the strategic change management practices proposed. Political interference and uncertainty, ICT advancement, emerging crimes of terrorism and cyber-crimes are major external factors factor affecting change strategic change management practices at Kenya Police service. To how organization strategy is communicated, most of the respondents' were of the opinion that communication is moderate.

Top management offers adequate support on strategic change management practices while information systems are put in place to monitor strategic management practices. Some of the challenges encountered include ineffective coordination, poor sharing of responsibility on strategic change management practices, lack of ownership and poor relationship among various players in policing such as IPOA, National Police Service Commission, DCI, APS and KPS. Confusion and stagnation, uncertainty, demotivation of staff and resistance to change were also challenges faced within the security organs. Planning, the involvement of all staff, stakeholder participation, and effective communication are some of the approaches that can be employed in countering challenges facing strategies implementation.

On the performance of Kenya Police Service, the study found that that the service delivery has improved over time as a result of strategic change management practices. The study also found that staff appraisal, performance contracting, annual report and returns on performance, and inspections data management were some of the systems used to monitor and evaluate strategic management practices. Use of modern equipment and systems, training, performance contract, staff welfare like better housing, better pay and rewards are some of the approaches that help the institution to perform better are some of the factors that have helped the institution to improve its performance.

5.3 Conclusions

The study sought to find out strategic change management practices and performance of the Kenya Police Service. Based on the findings in relation to specific objective, the study concluded that the national government has invested in security and in policing by reforming the policing legal framework and increasing allocation of resources. This practices helps to build police capacity in dealing with insecurity and the community

policing strategy have been emphasized on to ensure changes, goals, and objective of reforms within the service is realized. Staffs in the police service were aware of strategic plans which include 2008-2012, 2013-2018 and 2015-2019 for both NPS & KPS which advocated different aspects to be achieved within the stipulated period. Senior officers are involved in all level of strategic change management practices but more so on implementation process while junior staffs are involved in selected cases. The culture of the organization is partially aligned with the organization strategy though the measure was being considered to ensure the strategies adopted by the organization to change a culture of the organization. Change of attitudes and culture, policy setting, adoption of best practices, proper communication, motivation and reward among staff and adequate budget are some of the factors that ensure the success of change management practices.

On factors influencing strategic change management practices, most of strategic change management practices are not yet completed within proposed time. Lack of commitment, turnover of high ranking personnel in the service, inadequate capacity are factors that hindered the timely achievement of the strategic change management practices. Political interference and uncertainty, ICT advancement, emerging crimes of terrorism and cyber-crime are major external factors affecting change strategic change management practices at Kenya Police service. Top management offers adequate support on strategic change management practices while information systems are put in place to monitor strategic management practices. Planning, involvement of all staff, stakeholder participation, and effective communication are some of the approaches that can be employed in countering challenges facing change management.

The study also concluded that the service delivery has improved over time as a result of better equipment systems and processes, substantial increase number police officers (who are trained differently) and improvement staff welfare like better housing, better pay and rewards are some of the approaches that help the institution to improve its performance.

5.4 Recommendations

The study recommended that to ensure that the process of strategic change management takes the appropriate direction; the organization management team have to develop frameworks that will come up with the best decisions possible. The organization should consider various areas when formulating the strategy which is critical in identifying the responses of the service to its environmental challenges. These include objective setting, smart objectives where after considerations of the firms strengths and weaknesses vis-à-vis service delivery and customer needs (citizen security needs) the service establishes a position of advantage.

Strategic change management practices adopted by organizations should focus on making an organization change in form, structure, and operations into meeting the needs of their customers who are the most crucial part of the organization's environment. Organizations must respond dynamically to changes in its environment to thrive in a changing business environment. Moreover, the competitive environment is rapidly changing due to technological innovation and globalization.

An organization should aim at adapting maintained a competitive advantage by adapting changes in outer circles and occasions and internal capacities, skills, and assets; and by viably defining, actualizing, and assessing methodologies that support

those variables. If organizations want to remain vibrant and competitive in the end, they must make an impact assessment of the external environment, especially on relevant groups such as customers, consumers and how they impact on its operations. Success is dependent on productivity, achievement of objectives customer satisfaction.

5.5 Limitations of the Study

The researcher encountered various limitations that tend to hinder access to information that the study sought. The main limitation of the study was that respondents were reluctant to respond to the study hence not reaching the targeted sample size. The study also failed to get all feedback from all organization that the study targeted. The study also was affected by the election since it was conducted during the repeat presidential election where respondent profiled research assistance based on the political affiliation hence determined their motivation to the respondent to the questions that the study sought.

5.6 Areas of Further Study

From the study, it's clear that the Kenya Police Service is Public institution with a long history and complex organizational issues. Several attempts to change the institution for better have either failed or been partially successful therefore the researcher suggests that further research needs to be carried out on the strategic management practices and performance of Kenya Police Service. The study on the strategic change management practices and performance of the Kenya Police has brought out many factors that influence the performance of an institution. It has come out clearly that the institutional culture is a key pillar in not only the institutional definition and identity

but also its performance. Therefore there is need for further studies on how institutional culture affects their performance.

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