

**FACTORS AFFECTING CHANGE MANAGEMENT IN THE  
KENYA POLICE SERVICE**

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## DECLARATION

I, the undersigned, declare that this is my original work and has not been presented to any institution or university other than the University of Nairobi for examination.

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

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## **DEDICATION**

I dedicate this project to family, friends and colleagues for their prayers, encouragement and moral support throughout the time of study.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ATPU</b>	Anti-Terrorism Police Unit
<b>CCTV</b>	Closed Circuit Television
<b>CID</b>	Criminal Investigation Department
<b>GD</b>	Gangsta Disciple
<b>GSU</b>	General Service Unit
<b>LAN</b>	Local Access Network
<b>NPSC</b>	National Police Service Commission
<b>TPU</b>	Troop Program Unit



## ABSTRACT

Change management practices in an organization are needed in the context of technological change, the market, data structures, global financial system, public principles, population of workers and the political environment within which a company operates. The study aimed to determine the factors affecting the national police services' change management. A case study was adopted. Interviews were utilized for primary data collection. This study took on a qualitative analysis because it allowed the researcher to simultaneously describe, interpret and criticise the subject of the research because it was difficult to do it numerically. Content analysis was utilised to analyse the reply, reach observations and draw suggestions. The study found a strong influence of organizational culture on change management. Another main factor that influences national police service change management was the organizational structure. The results also indicate that communication styles influence the national police service change management. This suggested that the method of handling change would be strengthened by greater experiences. The study also showed that the core competencies in the national police force greatly influence the management of change. This led to an increase in the change management system by strengthening core competences. The study finds that organisational culture has an effect on change management at the national police service. Good organizational culture has a positive effect on organizational change management. This research also concludes that the organizational structure in the national police service affects change management. Successful change management in an organization depends on the organizational structure. The study recommended that there should be proper cascading of the change management process so as to assist employees understand the imminent changes being undertaken in the organization. The management should also provide enough resources, both financial and human resources to support change management. Organizations with good resource endowment normally do not experience difficulties when initiating any change.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

According to Cameron (2015), change management is an organized methodology of individual transitioning, organizations and teams to a desired future state from a current state. Therefore, it is an institutional mechanism aimed at allowing workers to commit to and accept improvements to their current business climate. Effective acquaintance with change is as vital in an organization as it is in the contemporary world. How effectively an individual deals with change, determines the likelihood of an individual to thrive. Acquaintance might entail developing a methodical structure for addressing changes in the business setting such as economic instability, or competition threat or developing ways of change response such as new technologies or policies in the place of work (David, 2015). Moreover Jansen (2000) depicted that there exists numerous factors influencing change based on the issue at hand and circumstance. These would include: Communication, leadership, organizational culture and technology, psychological causes and also the sociological causes.

Hypothesis of change management and practice emanate from dissimilar, diverse, disciplines of social science and backgrounds. As a result, change management lacks distinct and clear confines and the traceability of its concepts and origins is very difficult. From various literatures for instance the one for Mento *et al.* (2002), various change models exist aimed at guiding and instructing major change implementation in firms. First, Lewin's Three-step change model will guide this study. The theory brought across the three step model explaining that every change process undergoes three stages (Medley, 2008). Secondly the study will be guided by the model of

ADKAR which comprises of five steps: Reinforcement, Ability, Knowledge, Awareness (Hiatt, 2006).

The reforms that are ongoing in the police are supported by at addressing the police welfare. Improving remuneration is one of the changes as well as commensurate benefits for police officers while placing demands on them to offer security to the nation. In addition, the housing reforms are also ongoing geared towards boosting the police image in the eyes of the Kenyan citizens. Further, the Services lacks a functional communication system and electronic network (National Computer system) for connecting police Stations, connectivity to headquarters offices through Local Access Network (LAN) allows security data and information. Using cameras of closed circuit television (CCTV) to detect crime by police was insufficient. Once these changes are actualized, they will have a crucial impact on the police sector's performance.

### **1.1.1 Change Management**

Moran and Brightman (2001) describes change management as the continuance renewal of an organization's capabilities, structure and direction to cater for the needs of internal as well as external customers that are ever changing. Thus, it is important for firms to know how to counter the changes necessary to achieve their goals and objectives. Changes are inevitable in the current environment for every organization in order to breakeven and remain competitive. Organization more efficient and effective requires planned change. Member's reluctance in an organization is expected because potential threats that can alter their future are foreseen. Hence, willingness to change by the organization members is a major factor change implementation that is successful. Due to environments that are increasingly dynamic, firms are confronted continually

by the need for change implementation in, culture, process, structure and strategy (Burke, 2017).

There are many contributing factors towards the successful implementation of organizational changes. One such variable is willingness to change and desire to improve and the capacity to effectively implement these changes is reflected in Members ' desires, attitudes and beliefs. This is why they either oppose or accept a reform initiative (Amenakis et al., 1993). According to studies, 7 aspects of change are available. They include steps taken by organization to manage the change process, change initiatives, acceptance, respect, mutual trust and vision for change, management support, and perception toward change efforts (Kotter, 2014).

Moreover Kotter (2014) explained possibility of many factors influencing change based on the issue at hand and circumstance. Generally such factors are in three categories: radiant causes being the first, psychological causes being the second and sociological Causes being third. The main causes of change have been the desire of some social groups and employees to remain present, to maintain existing official, casual relationships, to converge the employed and members of society, values of social groups that are contrary to the standards of change proposed and policies and power enclaves that are contrary to the situation. Change which is undesirable for the community as a whole generates opposition from people, sometimes out of fear.

Kotter (2014) conducted a study on global benchmarking and established that good Management of change is correlated strongly with successfully realizing business results on budget and schedule. These business repayments cover the overall effect of the transition, a fixed period for the change and a limited risk of failed change, and are not confined to the preparation and simplification of existing and new injectors within

the company. Furthermore, these benefits are applied to organizations that use and choose the most suitable and effective transition mitigation approaches. Several companies also changed their organizations so that other companies can duplicate them. Change in an organization is only termed effective if it is viable, therefore the necessity of comprehending diverse strategies of change management and choose the most viable for the firm (Kummer, 2016). The current study examined the factors affecting the Kenya police service change management.

### **1.1.2 National Police Service Commission**

As an Autonomous Department of the Government, the Kenya's NPSC is established under the Fifteenth Chapter Article 246 of Kenya's Constitution (2010). Among other things, the management works: a task previously carried out by the Police Service, by the Public Service Commission, to allow National Police Service of Kenya to run smoothly. One of the functions of the commission is the selection and transition of individuals to work in the government, the confirmation of responsibilities and the decision on changes and the transfer within National Police Service and due process supervision. It also mandated the safeguarding of the liberties and rights of persons employed in the Kenya police and administration police department and, by implication, guaranteed the rights and freedoms of Kenya's population at large (Kenya Constitution, 2010).

The Ransley Report, Waki Report, Akiwumi Report and Alston Report found that the key obstacle leading to a dysfunctional police service is training, promotion, transfer, and appointments. Ransley's Task Force specifically reviewed Kenya's procedures, legal structures, and policies and proposed reforms to promote the policing transition into a public-responsible, post-modern police force. Among others Ransley

recommended a transfer of the police to an autonomous police service commission, mandated to perform personnel management roles within the Police Service from Public Service Commission.

The NPSC has highlighted ground work to pave the way for change while it is still in the early implementation process. Employees should be made part of it as they are pivotal in order to be effective in a mechanism. The ongoing initiative of the NPSC involves the use of change agents and stakeholders to advocate and implement the company's change round. The current transition process needs to be strategised, prepared, and determined. Managing change is a vital step of the change process during transformation (Kummer, 2016).

### **1.1.3 The Kenya Police Service**

According to the Kenya Constitution's National Police Service Act (2011), CAP 14(4) covers the Kenya Police Service and outlines its recruitment and training functions. Foran (1962) argues that Kenya Police Service Antiquity dates back to 1880 when the colonial era underwent a variety of name changes and transformation stages. According to the Kenya Police Strategic Plan (2008-2012), the police service has over 40,000 both women and men deployed in various provinces, training groups and units. The Kenya Police Service is regulated, super-designed, and directed by the IGP, aided by its deputies and other high-ranking officers to perform their duties. Some of the divisions include, among other specialist police units, the ATPU, TPU, ANU, CID, GD, Port Police, Marine Police, and GSU.

Auerbach (2003) suggests that similar to other institutions, institutions of police require coming up with new ways of operations so as to assert their relevance in the modern world. Similar to other initiatives of change, reforms in public sector includes the

government restructuring its institutions to boost the service delivery to the public. Of late, an upsurge in criminal operations has been witnessed globally influenced by diverse factors spanning from social cultural, technological, political to economic factors forcing the department of Kenya police to adopt unusual approaches in stemming crime and executing its day to day functions of administration. Following the execution of the reforms numerous challenges has faced the service both resulting from outside and within in regard to the transformation process to a police service from a police force (Pollitt, 2015).

The Constitution greatly promotes accountability in police service; therefore, they are put under one chain of command led by an IGP overseeing the two police services in Kenya: the Administration Police (AP) and Kenya Police Service. Following reforms enacted within the police, the police are required by the Constitution to have professionalism, to be corruption free, to uphold accountability and transparency as well as practice them. Accountability and effectiveness in the police is highly sought by the Constitution. This allows for autonomous supervisory bodies, creating a strong unified command. A raft of amendments had to be introduced in order to reconcile Kenya's laws with the new Constitution. Therefore, three key laws were enacted on the police force that includes the act of National Police Service Commission, the act of the National Police Service and the act of independent police oversight authority (IPOA). Other developments exist that are aimed to fast-track police reforms like opening of a platform on police accountability and policing via public debate creating reform implementation momentum and the public have gained assertiveness in demanding public inquests, often calling for policing that is accountable via media. Junior officers have also been empowered to call for reform within the police where such officers are able to advocate for improved conditions of working (Amnesty International, 2013).

## **1.2 Research Problem**

Changes in organizational management practices are needed in response to technological advancement, market evolution, information communication systems, worldwide economy, social norms, workplace dynamics and political scene in which an organization operates (Hoque, 2004). Chapman (2005) asserts that so that firms remain relevant and competitive in the long run, organizations must implement change practices such as downsizing and acquiring new technology fast, efficiently and with high level of success. Change management methods are taken to achieve desired outcomes in a given period (Davis & Holland, 2002)

There are several changes and reforms taking place in the national police service. The main changes are focusing on improving remuneration package for police officers to cater for the rising demands brought about by increased need for security. In addition, the housing reforms are also ongoing geared towards boosting the police image in the eyes of the Kenyan citizens. Further, the Services lacks efficient national computer system that connects police stations, such as Local Access Network (LAN) at headquarters offices which allows the preservation of crucial information and data. Police also did not use closed-circuit television (CCTV) cameras to detect crimes. The implementation of these reforms will influence on police sector performance significantly.

Strategic change management techniques were previously studied, for example, Makau(2013) studied strategic change management models in INGOs, Ogaga(2015) did study on strategic change management practices and performance of companies in hospital industry in Kenya. Kiraithe(2011) carried out a study on management of strategic change at Kenya police, while Gitau(2011) studied strategic change



management practices within state corporations this cannot be used to generalize national police service as there are significant differences in the manner of their operations. Ojwang (2016) studied on employee perception on strategic change management practices and performance of the national police service while Nyongesa(2013) did challenges of strategy implementation at Kenya police service.

There was a great deal of research being done on the management of change, but a study of factors that affect change management was not carried out in the national police force to the best knowledge of the researcher The aim of this study is therefore to resolve the gap in the information by determining factors influencing the change management in the national police service. Therefore, this study sought to ask: Which are the factors that influence change management at the national police service?

### **1.3 Research Objectives**

The aim of this research was to identify factors affecting the national police service change management.

### **1.4 Value of the Study**

This study may be used by government related ministries and agencies to provide additional knowledge useful in formulating policies and a regulatory framework for the national police in Kenya on change management.

The study is useful for the national management of the police services, since it provides insight into the different approaches to change management practices and on how these techniques can be effectively used in improving leadership.

The study will show the significance of procession theory for the National Police Service on how to adapt to the market environment. It also creates emphasis on

strategies to integrate patterns and stream of actions and decisions in strategy implementation.

To potential researchers the findings of the study were of great importance as they would be a point of reference. The findings might also be significant to scholars and researchers, in identifying the research gaps on the related topics of the study as well as reviewing of the empirical literature to institute further areas of research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter dealt with literature on factors that influence change management in both theoretical and empirical terms. The chapter starts by discussing the theories behind these principles, a review of the empirical literature on factors that influence change management, which show connections, discrepancies and research gaps.

#### **2.2 Theoretical Foundation**

The literature review essentially discusses and explores the work done in the change management by other scholars. The reviews gave thorough information about how the studies were conducted and served as a guide for understanding and addressing the shortcomings of the previous studies. The next section described and discussed different theories such as three step theory of change, dynamic capability theory and institution theory.

##### **2.2.1 Three Step Theory of Change**

Kurt Lewin (1951) established the three step change process. He visualized behavior as an active balance of forces that work in conflicting directions. The moderating forces promote change as they usually propel personnel in an anticipated path. The restraining forces impede change as they propel personnel in the dissimilar direction. It is necessary, therefore, to analyze these forces and the three-step model of Lewin helps change the balance to the expected adjustment.

The initial step in the change in behavior is to unfreeze the existing state quo or situation as argued by Lewin. The current situation is called the state of equilibrium. The war of

individual opposition and team conformity needs to be eliminated by unfreezing. Unfreezing is usually done with three approaches. First of all, by increasing the driving forces that lead actions away from the equilibrium. Secondly, by reducing the controlling forces against the status quo movement. Thirdly, by using a variation of the above two strategies. There are several actions that facilitate the unfreezing step and they include: motivating the participants by training them on the proposed change, building confidence and awareness for the need to change and active participation in identifying obstacles and discussing solutions in a group setting (Cummings & Worley, 2009).

The second step of Lewin's change model is movement. This step entails the shifting of the current system to a new equilibrium state. There are three actions that aid the movement step, they include: changing the perspective of the employees by convincing them to acknowledge that the prevailing situation is not beneficial to them, working together in developing new data and linking the views of the team to admired leaders that support the change (Cummings & Worley, 2009).

Step number three of Lewin's change model is refreezing. Refreezing must be executed after successful change implementation for the new equilibrium state to be sustained over time. If refreezing is not done, there is a high chance that the implemented change will be temporary and the subordinates will return back to the old equilibrium. It's the final incorporation of the new standards into the organizations values, processes and practices. The goal of this step is to stabilize new equilibrium by neutralizing driving forces and restricting forces as a consequence of the change. The approach used for the refrigeration process is to improve and integrate new requirements through informal and formal processes, including systems and policies. Therefore, Lewin's three-stage model shows how factors encourage or stop change are affecting. In short, forces of

drive facilitate change and forces of restriction prevent change. Therefore, the magnitude of one force exceeds the size of the opposing collection of forces would change (Lunenborg, 2010).

### **2.2.2 Dynamic Capability Theory**

As defined by (Leonard-Barton, 1992), it refers to ability of a firm to restructure, strategize and integrate external and internal proficiency so as to address the speedily changing environment. The observation by Teece, Pisano, and Shuen, (1997) holds that dynamic capability theory concentrates primarily on the firm's ability to aptly reconfigure, integrate and adapt its external and internal proficiency and resources as well as corresponding them to the essentials of a mutating environment.

The idea of dynamic capability is multifaceted as put across by Erickson (2013) since the components of the hypothesis exist in a business environment that is dynamic hence bringing threats and opportunities with it. Dynamic capability firms identify and take up opportunities of sustainable development so as to obtain a competitive advantage as well as better performance through activities of true change on both capabilities and resources. According to Lopez (2005) the theory of dynamic capability enables organizations to compete by adjusting to changes in their external environment. Development of capability is dependent on time and does not often bring about performance effects immediately. Organizations should hence carryout exhaustive capacity checks to ascertain that deliverables of the development of capability are acclimatized without comes over time (Wang & Ahmed, 2007).

Dynamic capabilities are created from a framework that is composed of these three attributes: path dependencies, organizational positions and processes (Teece et al., 1997). Processes view how tasks are performed, therefore: routines and practice

patterns. They establish how capabilities could be created within the organizations for capitalization of the existing opportunities by analysing the external as well as internal capabilities. A resource endowment for example technology, associations with customers and suppliers and intellectual property defines an organization's position (Teece et al., 1997). The evolutionary theory shows the capabilities' evolutionary path in which the evolution of past capabilities cause the emergence of distinctive capabilities (Ambrosini & Bowman, 2009). Thus, path dependencies concentrate on improving firms strategic options by ensuring the current capabilities are modified.

A constant review of the competencies and firm's capabilities by managers should be carried out when formulating strategies to ensure analogy of resources and capabilities to the predetermined outcomes and the changing occurrences of the environment (Thompson et al., 2005). By developing efficient and effective approaches, dynamic capability should be looked at not in isolation but should involve synchronized evaluation of the environmental changes that are external, weaknesses and strengths and setting of product market to assist the institution direct its injections towards developing capability (Wang & Ahmed, 2007).

### **2.2.3 Resource Based View**

Developed as an addition to the perspective of industrial organization (IO), the resource-based hypothesis has Bain (1968) and Porter (1985) as some of its chief promoters. The IO perspective focuses on the design paradigm of behavioral performance in its design, places contributors to the performance of the organization without the organization. Contrary to this view, the theory based on tools that seek to prove why companies in the industry are often different in terms of performance is specifically searched for internal sources of sustained competitive advantage (SCA).

Thus the RBV does not substitute but supports the IO viewpoint (Barney, 2002; Peteraf 2003).

Each and every individual organization could be viewed as a bundle of intangible and tangible capabilities and resources that are unique (Wernerfelt, 1984). Resource can be described as anything specific that offers an advantage to a company or disadvantage over its opponents. An organization's intangible and tangible assets are identified as resources at any given time (Wernerfelt 1984). These could include all assets such as human resources, physical assets, business, organizational assets, financial assets and technical assets used by enterprises in order to innovate, produce and deliver services and products to their customers (Barney, 1991).

Wernerfelt (1984) argues that while there is direct relation between how a company performs and the performance of its own offerings in the market, organizational performance is also impacted indirectly by the resources that are utilized in the production process. Therefore for organizations to achieve above average performance and returns they have to identify, know and acquire these resources that are core to the development of the products that are demanded by the customers. A firm resource has to be valuable, scarce and hard and costly to copy for the organization to achieve sustained competitive edge (Barney 1991). Two assumptions govern RBV. One, it assumes that organizations that operate in an industry that are viewed as being in the same strategic circle may differentiate themselves through the resources they possess. Two, it assumes that these differences may last way into the future because these resources cannot be transferred from one company to another because they are not portable (Barney, 1985).

The basic causes and drivers of the competitive advantage and superior achievements in strategic management according to the resource-based hypothesis are primarily linked to the costly and important aspects of their injections and skills to duplicate (Mullins, 1999). In the event Barney (1992) assesses the relationships between resources and sustained competitive advantage if strategy capital is unevenly divided into organisations, and such disparities eventually remain stable. Using this hypothesis, it is intended to increase competitive advantage through maximum use of unique abilities and resources.

The hypothesis is capable of promoting the uniqueness of resources to create a platform for improvement that is sustainable. The criticism of the theory says that the RBV does not have significant management implications or 'validity operational' (Priem & Butler, 2001). It implies that managers need to grow and achieve substitutable (VRIN) capitals without showing the way to achieve this, inimitable, uniqueness and quality and establish articulated organisations (Connor, 2002; Miller, 2003). The idea of immobility, the heterogeneity melding and uniqueness of resource according to Gibbert (2006) fails to give the RBV any generalization potential, where uniqueness cannot be generalized.

### **2.3 Factors Affecting Change Management**

Retaining high energy and enthusiasm amidst major organizational transformation or change can be a very difficult task to stakeholders. by the change may at first depict enthusiasm coupled with worry but their interest starts depreciating over time to diminishing levels and eventually to disillusionments over time especially when the results fails their prospects (Burke et al, 2009). Of the major factors expected to impact change management in organizations some are explained in this section.



Core skills; Denrell (2004) explains the advantage of evaluating institutions on the capital side, not the performance side in his study resources and returns. He resolved that the foundation for obtaining and maintaining strong mechanisms for change and high performance of the company is capital such as efficient procedures, capital, machinery, trade contacts, skilled personnel, technology and brands. The resource in a firm comprise all knowledge controlled by a firm, information, firms attributes, organizational processes, capabilities and assets that help a firm to formulate and that better its productivity and success. Best resources must be valuable, rare, hard to imitate, and not easily replaceable. Organizations of Poor resource endowment normally experience numerous hurdles when initiating any change. For successful and hitch free change management process of change management the police force must alienate good amount of its injections to boost it. Lack of enough investment in the change initiative process brings about failure (Sugarman, 2010).

Organization culture; as outlined by Potosky and Ramakrishna (2001) the achievement of a firm's process of change management is impacted by organizational culture significantly. Institutions often develop an organizational culture that is positive through leadership, policies and programmes, norms, values and communication. Major signs of organizational culture which will be looked at in this study include rituals, history, symbols, norms, beliefs, values and organizational attitudes.

Therefore, during internal audits of strategic management, organizational choices have to be reviewed. If strategies rely on cultural values such as a strong working culture or superior moral beliefs, management can quickly and easily make changes. Nonetheless, tactical adjustments can fail and can be counter-productive if the company's microclimate does not aid (Nadler & Tushman, 1980)

Organization structure; this stipulates the formal reporting contacts of a firm, decision making processes, authority, controls and procedures. Formulating a design that helps a firm's initiative of change is challenging especially due to the vagueness of the ever dynamic and fluctuating environment. Hence organizational structure makes up a crucial part of an effective process of change management. Structures that are effective give stability to the company needs to effectively manage process of change as well as maintain its competitive edge and develop more competitiveness. Senior managers often disagree that there are hurdles with the organizations structure as it would mean that their initial decisions were somehow errant. Owing to these unpredictable tendencies, instead structural alteration is often initiated by the dealings of stakeholders who lack the willingness to bear the performance the firm (Hitt et al., 2005).

Flawed or poor leadership; Kotter (2001) states the strategic transformation management is usually attributable to the strategic manager's performance. Governance is the process of directing an organization in its endeavor towards archiving an aim or goal (Stodgill, 1950). Skilled administrators may also be incompetent leaders. This may breed disparity in urgency between strategic and operating work. There is no automatic strong leadership necessary to direct the change management process in any organization. Incompetent managers who do little to inspire the workers to make progress. Personnel must be shown the whole way (Peters and Waterman, 1982).

reluctance towards change; Ansoff and McDonnell (1990) defined opposition as a multidimensional occurrence, which brings about unpredictable delays, expenses, and instabilities into the strategic change process Paton and McCalman (2008) stated that resistance is evidenced throughout the cradle of change. Additionally, Hill and Jones (2001) noted that opposition is the expression of the illogicality of a firm, a repudiation

to identify new scopes of reality, to reason rationally and to execute the outcomes of rational inferences.

## **2.4 Summary of Empirical Literature and Knowledge Gaps**

In 2014, Prosci published its eighth benchmarking report, finest in change management practices-2014 edition. This report presented data from various change leaders and change management practitioners. They concluded that there are seven top contributors to successful change management namely: designed adjustment management methodology, frequent uncluttered communication concerning the change as well as the necessity for change, devoted resources of change management and financing, active and visible executive sponsorship, engagement and integration with management of project, staff appointment and participation, and finally the engagement and full support from the middle management.

Fritzenschaft (2014) conducted a research on Critical Success Factors of Change Management: An Empirical Research in German small and medium-sized enterprises. He found out that the critical success factors of change projects include: communication, employee participation, financial and other rewards and top management commitment. He concluded that communication is critical in the beginning of the change project in order to engage and mobilize employees which in turn aids in creating shared problem awareness. Employee participation is important as it creates a sense of ownership. He also concluded that rewards are important in the implementation stage of the change project. In conclusion he settled that devotion and leadership by the top management is the most important role for the senior management in a successful change project.

The studies carried out locally such as King'ori (2013) on factors swaying the perception of police officers' concerning police reforms, Simiyu (2011) contribution to the management of tactical change of the police service and Kipkurui (2014) on the challenges of national police department's implementation of the strategy did not focus on the factors influencing change management in Kenya police service. This is the gap the research sought to fill.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In order to address the research objective of the study, a research methodology is necessary. This chapter consisted of the research design to be adopted, tools used for data collection and analysis. The chapter started with a review of the research design. The chapter included the method for collecting and analyzing data.

#### **3.2 Research Design**

Cooper and Schindler (2008) described research design as that method that is procedurally acquired by the researcher and that which enables the researcher to be able to answer questions accurately, validly, objectively, and economically. According to Khan (2008), a research design aims at improving the ability of the researcher in conceptualizing an operational plan in order to be able to embark on the various techniques available and required tasks for the completion of the study while at the same time ensuring that the procedures used are sufficient enough to acquire valid, objective and precise responses to the research questions.

A case study was utilised. The core reason for the carrying out of a case study, as per Cooper and Schindler (2008) was to identify factors and the relationship between factors that led to the behavior studied. It is a framework applied at the point when the limits amongst setting and marvel are not plainly obvious and in which numerous wellsprings of confirmation are utilized.

### **3.3 Data Collection**

Primary data collection was done by use of an interview guide as shown in appendix I. For this case study, the interview guide was chosen as it provides better feedback and interpretation of the findings. The interview guide will also help the researchers to obtain information that could not have been collected by the other data collection methods and generate new information.

The interview guide was administered to 7 senior managers at Kenya Police Headquarters. These are, administrative secretary, Chief Finance Officer, Chief Economist, Directors of Planning, operations, personnel and administration, Police reforms. Qualitative research encourages a person to reveal information in details opposed to other data collection methods. These interviews endeavor to identify factors influencing change management. The response of the respondent can therefore provide an insight into its emotions, secret desires of motivation and decision and provide as much information as possible without resisting.

The interview guides were organized into various sections. The first focused on the respondents' bio data while the other sections focused on the study research objectives. To ensure that the research instrument captures information from respondents as intended, the researcher was asked to open ended questions that gave room for further prodding if any response is not clear. The researcher personally conducted the interviews. Care and control was achieved by keeping a register of all the questions asked and their responses.

### **3.4 Data Analysis**

From the interview guide, the collected data was qualitatively analysed as general assumptions were drawn on how the categories of information were linked. This

research required qualitative analysis since the researchers were able to identify, view and critique the research topic simultaneously, although quantitative results are difficult to achieve. The qualitative analysis was carried out through the use of content analysis.

In order to evaluate the response, draw conclusions and extract suggestions, a content analysis was used. To order to identify themes and develop categories, content analysis involves an analysis of interview responses seeking similarities / differences. The content analysis, according to Khan (2008), is a study of the contents of documentary materials such as newspapers, journals, books and contents of all oral materials available for printing and/or speaking.

## **CHAPTER FOUR**

### **DATA ANALYSIS**

#### **4.1 Introduction**

The analysis and interpretation of the field data is provided in this chapter. It presents analysis and results of the study as outlined in the methodology of research on factors that influence change management within the National Police.

The guide to the interview was designed according to the study goals. Unstructured questions were used to improve the quality of the data, by which participants expressed their views and opinions on the change management factors that influence change management.

#### **4.2 Objectives of the Study**

Interview guide was used to collect the data. The goal of the analysis was to identify factors influencing the change management by the national police. This chapter was done in line with the objectives.

#### **4.3 Demographic Information**

The respondents were asked to indicate the position they hold in the national police service. Results indicated that the people who were interviewed included; Administrative secretary, Chief finance officer, Chief economist, Director of planning, Director of operations, Director of personnel, Director of administration.

In addition, respondents were asked about their time in the national police service. The findings revealed that Chief finance officer and Chief economist had worked for the national police service for 7 years, Administrative secretary had worked for 15 years,



Director of planning had worked for 5 years, Director of operations had worked for 4 years, Director of personnel had worked for 12 years while the director of administration had worked for 10 years.

The participants were asked if they have any role to play in the national police change management. Among the senior managers, 4 (57%) of them played a role while 3 (43%) of them did not play any role. The following were the roles that they played; setting goals, Formulating performance improvement strategies, advising on suitable structural changes and employee appraisal and initiating strategies for service efficiency and public satisfaction.

#### **4.4 Factors Affecting Change Management in the National Police Service**

In the national police service, the researcher looked at factors that influence change management. It was clear from the respondents that factors had an impact on change management. The following were the factors; leadership, organizational culture, technology, performance appraisal, monitoring and evaluation, information dissemination.

##### **4.4.1 Organizational Structure**

The respondents were asked if the organizational structure of the National Police Service influences the change management. Most of the participants (72%) indicated that the structure of the organization affects the management of change at the national police, whereas only 28% stated that the organizational structure does not affect the change management at the national police. The respondents have suggested that an efficient organizational structure defines the quality of communication

Organizational structure also enhances division of work for easier execution and also determines task allocation and coordination. In addition, effective organizational structure fosters good leadership that fosters change management. In concurrence with the results, Hitt et al. (2005) argued that organizational structure makes up a crucial part of an effective process of change management. Structures that are effective give stability to the company needs to effectively manage process of change as well as maintain its competitive edge and develop more competitiveness.

#### **4.4.2 Organizational Culture**

The interviewee was asked to state whether organizational culture affects change management. All interviewees stated that the change management in the national police service impacts organizational culture. Those results also agree with Nadler and Tushman (1980) that organizational culture has significant impacts on organizational change management. The interviewee further argued that effective organizational culture boosts good leadership, employees morale and employee commitment.

In addition, organizational culture enhances new change efforts and teamwork. Potosky and Ramakrishna (2001) the achievement of a firm's process of change management is impacted by organizational culture significantly. Institutions often develop an organizational culture that is positive through leadership, policies and programmes, norms, values and communication.

#### **4.4.3 Communication Styles**

The interviewees were asked whether communication styles affect change management. All of the interviewees indicated that communication styles affect change management in the national police service. The interviewees indicated that

communication styles were found to influence efficiency in task allocation. In addition, communication enhances change initiatives.

Communication styles also enhance set of timeliness of information relayed. These findings agreed with that of Fritzenschaft (2014) who found that the communication is a critical success factor of change projects. Fritzenschaft (2014) also concluded that communication is critical in the beginning of the change project in order to engage and mobilize employees which in turn aids in creating shared problem awareness

#### **4.4.4 Core Competences**

The researcher also asked the interviewees whether core competences affected change management. All the interviewees affirmed that core competences affected change management in the national police service. The interviewees indicated that core competences foster team work. Core competences also enhance collaborative work relationships and diagnostic information gathering. These findings agreed with that of Denrell (2004) who argued that capital such as efficient procedures, capital, machinery, trade contacts, skilled personnel, technology and brand names are the basis for getting and retaining strong change mechanisms and firm's high performance.

#### **4.4.5 Technology**

The researcher also asked the interviewees who indicate other factors that affect change management at the national police service. The interviewees indicated that technology was another factor that affects change management. These findings agreed with that of Kivuva (2012) who indicated that external factors that led to change include technology, competition and government regulations. He further indicated that introduction of appropriate technology increases the efficiency of change management process.

#### **4.4.6 Monitoring and Evaluation**

The interviewees were further asked to indicate another factor that affects change management at the national police service. Majority of the interviewees indicated that monitoring and evaluation affects change management. These findings agreed with that of Kotter (2001) who indicated that monitoring and evaluation is a key factor in change management process.

#### **4.4.7 Information Dissemination**

The interviewees were further asked to indicate another factor that affects change management at the national police service was information dissemination. Majority of the interviewees indicated that information dissemination was another factor that affects change management. These findings agreed with that of Denrell (2004) who concluded that information dissemination had a significant influence on change management. An improvement in information dissemination would boost change management process.

#### **4.4.8 Employee Participation**

The interviewees were further asked to indicate another factor that affects national police service's change management and they gave employee participation. Majority of the interviewees indicated that employee participation was another factor that affects change management. These findings agreed with that of Lewin in his theory of change management who stated that employee thoughts are very important in change management. He stated this in the second step of change model is movement. This step entails the shifting of the current system to a new equilibrium state. There are three actions that aid the movement step, they include: changing the perspective of the employees by convincing them to acknowledge that the prevailing situation is not

beneficial to them, working together in developing new data and linking the views of the team to admired leaders that support the change (Cummings & Worley, 2009).

#### **4.4.9 Management Support**

The interviewees were further asked to indicate another factor that affects national police service's change management was management support. Majority of the interviewees indicated that management was another factor that affects change management. It is important for the managers to be careful on how they handle the employees in the organization. Communication of any change the organization intends to undertake is very important. These findings agreed with that of Peters and Waterman (1982) who stated that for change management to be effective, management support is required. Strong management required to lead the process of change management in any given firm is not automatic. Incompetent managers who just provide do little in inspiring the workers to forge forward. Staff needs to be shown the way all through (Peters and Waterman, 1982).

The interviewees were further asked whether there was resistance to change at the national police service. Majority of the interviewees (57%) indicated that there has been resistance to change at the national police service while only 43% who indicated that there was no resistance to change at the national police service.

The interviewees further stated that Strong bureaucracy resisted change management. In addition, refusal to own organizational goals by employees and lack of employee incentives resisted national police service's change management. In addition, time, resources, change of status quo and moving people to comfort zone were other the hindrance to change. These findings agreed with that of Paton and McCalman (2008) who stated that resistance is evidenced throughout the cradle of change. Additionally,

Hill and Jones (2001) noted that opposition is the expression of the illogicality of a firm, a repudiation to identify new scopes of reality, to reason rationally and to execute the outcomes of rational inferences. Gekonge (1999) also indicated that resistance was the biggest challenge that the Kenyan companies listed at the Nairobi Stock Exchange faced when implementing change. This is the same observation made in the management of change at national police service.

The researcher asked the interviewees to indicate how they address challenges to change management. The interviewees indicated that they address challenges to change management by empowering the employees, performing performance appraisals among the employees and ensuring good employee reward and recognition.

#### **4.5 Discussion of Findings**

The study also found that organizational culture had a strong influence on change management. All of the interviewees indicated that organizational culture affects national police service's change management. This implied that improvement in organizational culture would lead to improvement in change management process. These findings further agreed with that of Nadler and Tushman (1980) who argued that Organizational culture greatly impacts change management in an organization.

Organizational structure was also found to be one of the key factors that affect change management in the national police service. Results showed that most of the interviewees indicated that organization structure affects national police service's change management. This implied that effective organizational structure would lead to improvement in change management process. These findings agreed with that of Hitt et al. (2005) who argued that organizational structure makes up a crucial part of an effective process of change management.

The results further revealed that communication styles affect change management in the national police service. All of the interviewees indicated that communication styles affect change management in the national police service. The interviewees indicated that communication styles were found to influence efficiency in task allocation. In addition, communication enhances change initiatives. This implied that good communication styles would lead to improvement in change management process. These findings agreed with that of Fritzenschaft (2014) who found that the communication is a critical success factors of change projects. Fritzenschaft (2014) also concluded that communication is critical in the beginning of the change project in order to engage and mobilize employees which in turn aids in creating shared problem awareness

The study further found that core competences had a strong effect on change management in the national police service. All the interviewees affirmed that core competences affected change management in the national police service. The interviewees indicated that core competences foster team work. This implied that improvement in core competences would lead to improvement in change management process. These findings agreed with that of Denrell (2004) who argued that capital such as efficient procedures, capital, machinery, trade contacts, skilled personnel, technology and brand names are the basis for getting and retaining strong change mechanisms and firm's high performance.

Findings also indicated that there were more factors that affect change management included; technology, training and feedback management. In addition, there was resistance to change management in the national police service. Some of the resistance included strong bureaucracy, refusal to own organizational goals by employees and lack

of employee incentives resisted national police service's change management. The interviewees indicated that they address challenges to change management by empowering the employees, performing performance appraisals among the employees and ensuring good employee reward and recognition.

The results further revealed that technology affects change management process. Technology fastens the change management process. These findings agreed with that of Kivuva (2012) who indicated that external factors that led to change include technology, competition and government regulations. He further indicated that introduction of appropriate technology increases the efficiency of change management process.

The study identified that another factor that affects change management practices was monitoring and evaluation. All the interviewees indicated that monitoring and evaluation positively influence on change management. This implied that an improvement in monitoring and evaluation would lead to improvement in change management process. These findings agreed with that of Kotter (2001) who indicated that monitoring and evaluation is a key factor in change management process.

The study findings further showed that information dissemination was another factor that affects change management. These findings agreed with that of Denrell (2004) who concluded that information dissemination had a significant influence on change management. An improvement in information dissemination would boost change management process.

The results further showed that another factor that affects national police service's change management was employee participation. Majority of the interviewees



indicated that employee participation was another factor that affects change management. These findings agreed with that of Lewin in his theory of change management who stated that employee thoughts are very important in change management. He stated this in the second step of change model is movement. This step entails the shifting of the current system to a new equilibrium state. There are three actions that aid the movement step, they include: changing the perspective of the employees by convincing them to acknowledge that the prevailing situation is not beneficial to them, working together in developing new data and linking the views of the team to admired leaders that support the change (Cummings & Worley, 2009).

The study further showed that another factor that affected national police service change management was management support. All the interviewees indicated that management was another factor that affects change management. It is important for the managers to be careful on how they handle the employees in the organization. Communication of any change the organization intends to undertake is very important. The findings are in line with that of Peters and Waterman (1982) who stated that for change management to be effective, management support is required. Strong management required to lead the process of change management in any given firm is not automatic. Incompetent managers who just provide do little in inspiring the workers to forge forward.

# **CHAPTER FIVE**

## **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter covers summary of study findings, the conclusions drawn and the recommendation.

### **5.2 Summary of Findings**

The study found that organizational culture had a strong influence on change management. In addition, results revealed that effective organizational culture boosts good leadership, employees morale and employee commitment. In addition, organizational culture enhances new change efforts and teamwork.

Organizational structure was also found to be one of the key factors that affect change management in the national police service. Effective organizational structure was also found to determine the communication efficiency. Organizational structure also enhances division of work for easier execution and also determines task allocation and coordination. In addition, effective organizational structure fosters good leadership that fosters change management.

The results further revealed that styles of communication affect change management in the national police service. The study also found that styles of communication were found to influence efficiency in task allocation. In addition, communication enhances change initiatives. Communication styles also enhance set of timeliness of information relayed.

The study further found that core competences had a strong effect on change management in the national police service. In addition, results indicated that core competences foster team work. Core competences also enhance collaborative work relationships and diagnostic information gathering.

The results further revealed that technology affects the process of change management. Technology fastens the change management process. Introduction of appropriate technology boosts the process of change management. The study identified that another factor that affects change management practices was M & E. Improvement in monitoring and evaluation would lead to improvement in change management process.

The study findings further showed that information dissemination was another factor that affects change management. Information dissemination had a significant influence on change management. An improvement in information dissemination would boost change management process. The results further showed that another factor that affects national police service's change management was employee participation. What employees think is are very important in change management.

The study further showed that another factor that impact change management at the national police service was management support. For change management to be effective, management support is required. Strong management required to lead the process of change management in any given firm is not automatic. Incompetent managers who just provide do little in inspiring the workers to forge forward.

On resistance to change, the study found that time, resources, change of status quo and moving people to comfort zone were the hindrance to change. Further the study found that change champions were responsible of ensuring changes required are

communicated to the junior staffs and that availability of resources and timing should be observed to ensure that there is no resistance to change.

### **5.3 Conclusion of the Study**

The study concluded that change management in the national police service is affected by organizational culture. Good organizational culture positively influences change management in an organization. Institutional culture is therefore a powerful driving force to the implementation of change management. The study further concluded that organizational members are more likely to embrace the change when the organization culture is aligned with the goals and mission of the company.

The study also concludes that organizational structure have impact on change management. Successful change management in an organization depends on the organizational structure. In addition, top leaders play a key role in the change management process. Operative change management relies on leadership style in an organisation. Managers should have undeviating authority with the individuals going through the change and they should execute change in their span of influence. The study concludes that core competences have impact on change management in the police service. Good organizational structure positively influences change management in an organization.

The study concludes that mode of communication impact change management in the police service. Good communication positively influences change management practices in an organization as the employees are prepared for the changes. Communication is necessary to clarify the situation and ensure that all stakeholders understand the purpose of change. Therefore, communication In addition it's critical in

the beginning of the change project in order to engage and mobilize employees which in turn aids in creating shared problem awareness.

The study concludes that technology affect change management in the national police service. Implementation of technology facilitates effective change management process. In addition, the study concluded that monitoring and evaluation influences change management in the national police service. Good monitoring and evaluation process positively influences change management in the national police service. Organization should outsource management professional with skill that confers with the change that the national police service intends to adopt so as to ensure that those changes do not have negative effect on the objective of the organization and their goals and achieved easily.

The study further concluded that information dissemination affect change management in the national police service. Information dissemination is very important in implementing change management in the national police service. the study also concluded that employee participations affect change management in the national police service. Employees are able to give thoughts that can quicken the change management process. In addition that setting up of the individual in the employees level is vital as it help them in understanding their colleagues and that they can apply simple way that can be applicable to all employees with ease to adopt change.

In addition, management support also affects the change management in the national police service. For change management to be effective, the support of the management and the key leaders is required.

#### **5.4 Limitations of the Study**

The study had various limitations. Accessing the respondents who were sampled was difficult. The researcher asked for the permission from the national police service so as to reach the prospective respondent facilitated by issuance of introduction letter and requisite data collecting permission. The conservative nature of police service and administration of secrecy oaths on their staff in regard to disclosure of information made collection of data difficult.

In addition, some respondents refrained from providing some of the information fearing that the information provided would be availed to their competitors to gain competitive advantage. This was mitigated by assuring the respondents that the information collected was purely for study purposes and they were free to ask for the final report of the study for their use.

#### **5.5 Suggestions for Further Research**

The research examined factors influencing change management at the Kenyan police service only. Other studies can focus on the factors influencing change management at national police service in other East African Countries for example Uganda and Tanzania.

The study was confined to only four factors that affect change management. However from past literature and from the findings there were more factors that affect change management for example leadership styles, technology. Therefore further study should focus on other factors that affect change management that were not carried out in the study.

## **5.6 Recommendations**

### **5.6.1 Contribution to the Theory of Development**

There should be proper cascading of the change management process in order to help employees understand the imminent changes being undertaken in the organization. The management should also provide enough resources, both financial and human resources to support change management. Organizations with good resource endowment normally do not experience difficulties when initiating any change.

The study recommends that establishments should first assess the effect of the change that organization aims to adopt. This will assist in anticipating the result of the change. Professional should be outsourced where necessary sine they are equipped with quality skills and experience in the relevant field.

### **5.6.2 Recommendation on Policy**

Organizations should be conversant with the environment so as to monitor any change that may occur. The government should set up government organizations with good company structure. Formulating a company design that easy in change management is key since organizational structure makes up a crucial part of an effective process of change management.

Communication has a positive effect on change management. The relevant policy makers in the national police service should ensure adequate communication on the intended change management to the employees. Internal communication managers have a role to play in the moving of employees and teams smoothly through organizational change.

### **5.6.3 Recommendation on Practice**

Leaders are very crucial in change management. The leadership of the national police service needs commitment to the change management process. The leadership should create team work among employees and create a culture that supports change management process.

Employees are very important while managing change. This study recommends that organizations should encourage employee's participation on the changes that are required within the organization. This will assist to create prestige to the employees hence creating positive attitude to the work and encouraging easier adoption of change.



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## **APPENDICES**

### **Appendix: Interview Guide**

This interview guide is designed to collect data that will help in better understanding factors influencing change management at the Kenya police service. The data collected by this interview guide will be held with strict confidentiality.

#### **PART A: DEMOGRAPHIC INFORMATION**

- 1) What is your current position in the Kenya Police Service?
- 2) How long have you worked at the Kenya Police Service?
- 3) What is your role in the Kenya police change management process?

#### **PART B: FACTORS INFLUENCING CHANGE MANAGEMENT**

- 4) What are some of the factors that affect strategic change management in the Kenya Police Service?
- 5) Please share with me ways in which organizational structure affects change management in your organization. Expound on your answer.
- 6) In your opinion, how does organizational culture adopted by Kenya police service affect the implementation of change management?
- 7) Please share with me how leadership styles adopted by Kenya police service affect implementation of change management?
- 8) Please share with me how communication style adopted by the Kenya police service affects implementation of change management? Please explain.
- 9) Does the Kenya police service experience resistance to change in its bid to implement change management?
- 10) In your opinion, do core competencies at the Kenya police service affect implementation of implementation of change management?

#### **PART D: OVERCOMING THE CHANGE MANAGEMENT CHALLENGES**

- 11) How do you address challenges to change management?

Thank you for your co-operation