

**RESPONSE TO STRATEGIC CHANGE IN THE KENYA POLICE  
SERVICE: CASE STUDY OF LARI POLICE DIVISION**

**BY**

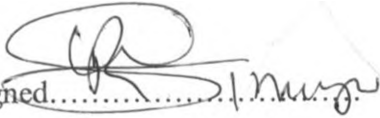
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**RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF  
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), OF  
THE UNIVERSITY OF NAIROBI**

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## DECLARATION

This research project is my original work and has not been presented for examination in any other University

Signed..........

Date.....05/01/2011.....

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

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## ACKNOWLEDGEMENT

This work owes credit to a great number of people. Limitation of time and space impede me from mentioning them all. I feel extremely grateful to them. However, I am compelled to mention a few for their outstanding contribution.

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For the Police Department, despite the fact that you did not want me to pursue further Education in this area, it's worthy noting that you cannot stand in the way of an idea whose time has come.

I extend my sincere thanks to my family and friends for there understanding and persistent encouragement. I did not merit any of these.

The grace, mercy and favor for me are all owed to the invisible hand of the Almighty God.

## **DEDICATION**

My study is dedicated to four ladies; my mother Paustine Namalwa, my wife, Jackline Malaba and my two daughters Sharon Nyongesa and Natasha Nambakha. Thank you for your understanding and patience. May God bless you abundantly.

## ABSTRACT

All organizations are environment dependent. They are in constant two way interaction with the environment and depend on it for continued survival. All organizations operate as open systems. This means that they take assortment of resources from the environment, add value and then deliver them back to the environment. Strategy is therefore not static but it keeps changing even within an organization. As a result it would not be possible to devise a single prescription for response to challenges which would apply to all industries and firms.

According to Pearce and Robinson (1997) in order for organization to achieve their goals and objectives it is necessary for them to adjust to their environment. An organization's success depends on its responses to changes in the environment. The environment can be classified into the internal environment and external environment. The internal environment is composed of elements within the organization, these include, current employees, management philosophy, managerial leadership styles, organization cultures, financial resources, technology, human resources and standard operating procedures. The internal environment is within the control of the organization and is composed of controllable variables. However, the external factors are not controllable. To comprehend a co-operation's task environment, management needs to monitor and understand what each stakeholder group wants and needs from the co-operation. Each stakeholder group uses its own criteria to determine how well a co-operation is performing and constantly judges management's action in terms of their effect on the group. To the extent that a stakeholder group feels that its not being treated properly, it will pressure the organization to remedy the situation.

Therefore all levels of management must be aware not only of principle stakeholders in the co-operation's task environment strategic managers have the responsibility of keeping track of concerns of important stakeholders and consider their decisions when making strategic decisions.

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## CHAPTER ONE: INTRODUCTION

### 1.1 Background to the study

The Vision 2030 provides a broad framework for strategic change in Kenya Police. The blueprint lists the recruitment of staff, establishing an institutional mechanism, crime prevention, capacity building and improved terms and conditions as the strategies appropriate in realizing the security goals of the Vision 2030. Strategic changes in the external environment, including the new constitution establish a legal and institutional framework for responses to guide Kenya Police. The Waki Report (2007) and the Ransley Report (2008) identified several broad principles that must be responded to in the Kenya Police by all the concerned stakeholders. These include representativeness to ensure that police reflects a proper mix of the Kenya communities, impartiality, decentralization of policing, respect for human rights and accountability. The reports have recommended that the government respond to these principles in the institution through the implementation of a new training curriculum, a new code of conduct and vetting for suitability of serving officers. The Alston Report (2008) recommended to the government to develop a National Security Policy, a National Policing Policy, the Police Reforms Implementation Commission, and Independent Policing Oversight Authority, a Police Service Commission and a Witness Protection Programme as well as the enactment of a Police Reform implementation Act. Therefore this study will be seeking to examine responses by police officers to the strategic changes in the external environment.

In today's dynamic and constantly changing external environment, there is a critical need to consistently review and renew the organization's direction to keep pace with the flattening world. This has led to the adoption of many strategic plans, initiatives and innovations by organizations wanting to maintain the competitive edge, or even survive. All these involve managing change for the organization and for its people. Unless the right changes take place in an effective and timely manner, the well intentioned plans, initiatives will not create any positive value for the organizations. This poses a major challenge to the leadership of organizations striving to evolve into great organizations. Organizations exist as open systems and that is why they is constant interaction with external environment. In order to succeed organizations should be able to align its operations to the strategic changes in external environment. This will entail coming up with responses to strategic changes in order to survive and remain relevant (Porter, 1985).

### **1.1.1 Strategic change**

Change is the movement from the current state towards a desired future state. Val and Fuentes (2003) define organizational change as an empirical observation that entails variations in organizational shape, quality or state over time after the deliberate introduction of new operations and innovations. Organization change also involves altering the way processes, structures and systems operate in the organization. Strategic change entails fundamental changes in the business of the organization and its future direction. Successful strategic change is built on an overall strategic management system of the organization (Burnes, 2003). Responses to strategic change are an effort by organizational members to align to the external environment.

Strategic change involves not only deciding what to change but how and when to change specific element of one's strategic orientation (Woorley et al., 1996). This change may be driven by dramatic changes within the environment declining organizational performance, or perhaps even both.

A number of approaches have been proposed for strategic change. Emergent approach views change as a dynamic process and acknowledges the need for organizations to align to both internal and external conditions (Burnes, 2003). Planned approach on the other hand conceives organization change as a process of moving from one fixed state to another through a series of preplanned steps (Burnes, 2003). So as to successfully implement strategic change various theoretical models have been put forward in abide to describe processes that can reduce resistance to change. These include Lewin's (1947) three step model of change and force field analysis model, Kotter's (1995) eight step model, Kanter et al (1992)'s model of change management, Bulluck and Battern (1985) integrated four – Phase model of planned change and Beer et al (1990) Ten step change process model.

To this end, studies conducted in Kenya and other parts of the world have shown that effective response to strategic change to external environment is a useful tool for facilitating organizational transformations by helping people to deal with environmental uncertainty.

### **1.1.2 Strategic Response**

The oxford English dictionary (2010) defines response as a reaction to what has happened or said. While The Dictionary of Business (2002) defines strategic responses as

the totality of management decisions that determine the purpose and direction of the firm.

The outcome of any strategic plan should be an integrated perspective of the enterprise and a general vision of its future direction.

### **1.1.3. Kenya police service**

The Kenya Police is established under the Police Act, Chapter 84 of the laws of Kenya.

The Force is headed by the Commissioner of Police who is appointed by the President.

The Kenya Police Force comprise various specialized units which include Regular Police, Criminal Investigation Department, Traffic Department, General Service Unit (GSU), Tourism Police, Diplomatic Police Unit, Airport Police Unit, Anti Narcotics Police Unit, Anti- Stock Theft and other specialized units. The Kenya Police maintains law and order, preserve peace, protect life and property, prevent and detect crime, apprehend offenders and enforce all laws and regulations.

A fully functioning police service is critical for maintenance of peace, provision of security and enforcement of the law. In the last two decades the security system deteriorated to a point where the government was unable to guarantee security to its citizens and their property. This has emerged as a result of low morale, lack of professionalism, inadequate resources, political interference and endemic corruption in the service. The effective enforcement of law, the maintenance of public safety and the guarantee of the protection of life and property are fundamental to economic growth and the creation of an enabling environment for private sector- led growth and development. However threats from external environment have emerged as bottlenecks to the provision of quality policing. These threats include slow response to scene of crime, very low rate

of prevention and detection of crime, poor management of scenes of crime, understaffed police service, lack of proper HRM policy and systems, lack of autonomy, poor terms and conditions of service, lack of adequate resources and long and bureaucratic purchasing process in securing security equipment. This awareness calls for effective response to strategic change this external environment.

#### **1.1.4 Lari Police Division**

It's a new creation of the decentralized administration structures having been carved from the larger Kiambu division. Ngugi (2010), explains the emergence of Mau- Mau during the 1953 state of emergence and the establishment of concentration camps meant to deal with the fighters as having led to the establishment of an home guard post. Mass grave of those killed during the uprising lies behind the Division headquarters. The estimated number of those killed not known. It lies a few kilometers from the greater Aberdare forest. Located on the main Nairobi- Naivasha highway it's strategically placed to deal with highway robbers who ply their criminality on the busy route.

The Division is made up of officers drawn from the General Duties, Traffic, Criminal investigation department and Administration police officers. The management, planning and operations are under the directorship of a Senior Superintendent of police who is deputized by two other Acting superintended of police. The division has four stations (geographical units) under the command of an OCS (Officer commanding station). These are; Lari, Kijabe, Tigoni and Kikuyu police station. About three hundred officers are deployed within the division, though the number of officers tends to increase from time to time due to exigence of duty.

## 1.2 Research Problem

According to Kotler (2003), marketing management companies and their suppliers intermediaries' customers competitors and publics all operate in a macro environment of forces and trends that shape opportunities and pose threat. Those forces represent "non-controllable" to which the companies must monitor and respond. For service providers, Lovelock (2007) indicates that the environment plays a critical role in shaping the service experience and enhancing or undermining the customer satisfaction. For Kotler (2003) successful companies take an outside view of their business. They recognize that the environment is constantly presenting new opportunities and threats and must constantly monitor and adapt to that environment

In their pioneering work on strategy formulation and implementation, John Pearce and Richard Robinson (2002) observe that "a host of external factors and largely uncontrollable factors influences a firm choice of direction, action, and ultimately its organizational structure and internal processes. These factors include political, economic, social technological and industry factors" In addition legal factors affect the firms operations.

Given the reality of dynamics in the external environment the Kenya Police seems to be lagging behind in responding to environmental changes. Reports commissioned by the government of Kenya (Philip Ransley Report (2008), Judge Krigler Report (2007), the Kenya police task force on Reform (2009) and Waki Report (2008) all indicate that the Kenya Police has poorly adapted to the changes in the external environment. It is against this background that this study seeks to examine responses adapted by Police officers

working in Lari Police Division in line with the recommendations forwarded by these reports which aim at reforming the institution.

Gatungu N. K (2008) in her thesis, employee perception of strategic change at the Kenya Auditors bureau attempts to quantify and study responses to change in an audit firm; however this lacking in a security based organization. In their research (David, 2003; Mintzberg,1987) have shown that successful strategy involves substantial organizational changes more so cultural changes and if poorly executed results in failure of the strategy. To this end therefore majority of researchers have addressed the issue of strategy implementation and not on response of the strategy among the key players (employees). Koske (2003) conducted study on strategy implementation and its challenges in financial services providers, Olali (2006) conducted a study on the challenges on the strategic plan implementation at Co-operative bank in Kenya. So far no study has been conducted to determine how employees have responded to changes in external environment more so to a security based organization.

The study will be guided by the following research questions: How have police officers in Lari police division responds to changes in the external environment?

### **1.3 Objectives of the study**

To examine how police officers working in Lari police division have responded to strategic change in external environment.

## **1.4 Value of the Study**

The finding of this study will assist police trainers to incorporate changes needed in the curriculum to suit the changing times. It shall also determine factors in the external environment that influence resistance to change more so to police officers working in Lari. Scholars will use study recommendations to advance further studies in other organizations.

The study shall contribute immensely in the area of response to strategic change. On one side; it shall determine how officers in a security based organization have responded to changes in the external environment while on the other side it shall determine factors that lead to resistance to change in such an organization.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars, analysis and authors. The materials are drawn from several sources which are closely related to the theme and objectives of the study.

### **2.2 The change process**

The process of change has been characterized as having three basic stages: unfreezing, changing and re –freezing. Pettigrew and Whipp (1993) propose a model of strategic change and operational change which involves five interrelated activities: environmental assessment, leading change, coherence, linking strategic and operational change and developing human resources. By undertaking these activities, organizations can hope with uncertainty by becoming open learning systems, with strategy development and change emerging from the way the company, as a whole acquires, interprets and processes information about its environment.

Change in the external environment requires appropriate responses within organizations. It is a response that should promote extensive and deep understanding of strategy, structures, systems, people, styles and cultures and how these can function either as sources of inertia that can block change, or alternatively as levers to encourage an effective change process (Dawson 1994; Pettigrew and Whipp 1993; Wilson 1992). A major development in this respect is the move to adopt a bottom up rather than top down approach to initiating and implementing change. A bottom – up approach requires a major change in the role of senior managers. Instead of direction and controlling change,

their role becomes one of ensuring the organization's members are receptive to, and have the necessary skills and motivation to take charge of, the change process. Wilson believes that to achieve this, senior managers must not only change the way they perceive and interpret the world, but achieve a similar transformation among everyone else in the organization as well.

### **2.3 Approaches to Strategic Change Management**

The planned approach views organizational change as essentially a process of moving from one fixed state to another through a series of predictable and pre-planned steps.

The emergent approach on the other hand starts from the assumption that change is a continuous, open ended and unpredictable process of aligning and realigning an organization to its changing environment. Advocates of emergent change argue that it is more suitable to the turbulent environment in which modern firms now operate because, unlike the planned approach, it recognizes the need for organizations to align their internal practices and behaviour with changing external conditions.

Dawson (1994) and Wilson (1992) both challenged the appropriateness of planned change in a business environment that is increasingly dynamic and uncertain. They argue that those who believe that organizational change can successfully be achieved through a preplanned and centrally directed process of 'unfreezing', 'moving' and 'refreezing' ignore the complex and dynamic nature of environmental and change processes, and do not address crucial issues such as the continuous need for employees' flexibility and structural adaptation. Wilson also believes that the planned approach, by attempting to lay down timetables, objectives and methods in advance, is too heavily reliant on the role

of managers, and assumes that they have a full understanding of the consequences of their actions and that their plans will be understood, accepted and can be implemented.

## **2.4 Models of Change Management**

Planned change is an interactive, cyclical process involving diagnosis, action and evaluation, and further action and evaluation. It is an approach which recognizes that once change has taken place, it must be self-sustaining (i.e. safe from regression). The purpose of planned change is to improve effectiveness of the human side of the organization. Central to planned change is the stress placed on the collaborative nature of the change effort: the organization, both managers and recipients of change, and the consultant jointly diagnose the organization's problem and jointly plan and design the specific change (Burnes, 2003).

Planned approach to change has been widely explored and various scholars have in the process developed a number of models for managing changes in organizations. Key among them include Lewin's (1947) Three step model of change and Force Field Analysis Model, Kotter's (1995) Eight step model, Kanter et al (1992)'s model of change management and Bullock and Battern (1985) integrated Four Phase model of planned change and Beer et al (1990) Ten – Step change process model. A brief description of each of these models is presented below.

### **2.4.1 Lewin's Three- Step Model of Change**

Lewin (1947) offered a three-step model that proposes going through the steps of unfreezing, moving and refreezing. Unfreezing involves removing those forces maintaining the organization's behaviour at its present level. Moving involves acting on

the results of unfreezing that to take action to move to the desirable state of affairs. Refreezing seeks to stabilize the organization at the new set of equilibrium. A feature of this model is that it recognizes, and takes into account the important fact that with many change programmes things may revert back to what they were unless performance of the new level is included in the objective.

Managers wanting to introduce change should recognize that change occurs slowly and moves through a series of stages. In the first instance, the need for change must be recognized. Then it is necessary to define where the organization stands relative to the problem, where it wants to be, and how it is going to get there. With respect to the way the change process needs to be managed, Lewin's three step model can be expanded to show that the following sequential set of activities needs to take place: Recognizing the need for change, defining the problems, identifying where the company is relative to the problem, searching for alternative, defining goals (identifying where the company wants to be after change), preparing the change, unfreezing (loosening the organization so that it can change), moving (consciously managing the process of change), arriving (realizing when the goals have been met) and refreezing (stabilizing and reinforcing the change).

#### **2.4.2 Forces Field Analysis Model**

Force field analysis is a general-purpose diagnostic and problem solving technique. Lewin (1947) proposed that changes result from the impact of a set of driving forces restraining forces. In any situation, there are forces that push (drive) for change as well as forces (restraining) that hinder change. If the forces offset one another completely, there is equilibrium and status quo. The driving force may be external and internal and are

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likely to have economic aspects like to increase sales, improve profitability, improve production efficiencies or generate new forms of competitive advantages. On the other hand, restraining forces may be existing strategies, existing people who are loyal to the status quo among others, all of which may be subjective depending on how one looks at them.

This model assumes that most problems or situations have multiple causes, most problems or situations are held in equilibrium between driving and restraining forces, there is a likelihood of accomplishing change if these forces are identified, and that it is frequently easier to make changes by reducing restraining forces. In applying this model in managing change, some managers may have tendency to increase the driving forces in order to attain change. This may however, result in instability of the system and may lead to negative consequences. Some managers increase driving forces in the short run while reducing the restraining forces in the long run to ensure stability. It is useful to analyze the driving and restraining forces in order to fully understand the change situation.

#### **2.4.3 The Kotter's Eight Stage Change Model**

In developing this model, Kotter (1996) contends that often, creating value requires significant change. He concluded that there are eight reasons why many change processes do not succeed. This includes allowing too much complexity, failing to build a substantial coalition, not understanding the need for clear vision, failing to clearly communicate the vision, permitting roadblocks against the vision, not planning for short term results and not realizing them, declaring victory too soon and failure to anchor changes in corporate culture.

To prevent making these mistakes, Kotter created the following eight change phase model consisting also of eight steps: Establishing a sense of urgency, creating a coalition, developing a clear vision, sharing the vision, empowering people to clear obstacles, securing short term wins, consolidating and keep moving and anchoring the change. According to Kotter it is crucial to follow the eight phases of change in the above exact sequence. A description of the eight stages in the model follows.

The first stage involves establishing a sense of urgency which is crucial to gaining the need cooperation. With low urgency, it is difficult to bring a group with enough power and credibility to guide the effort or to convince key individuals to spend necessary time to create and communicate a change vision. By examining the market and competitive realities, identifying and discussing key issues, crises or opportunities establishes urgency. The next stage is creation of a guiding coalition, this is because on one individual is able to develop the right vision and communicate it effectively to large numbers of people, eliminate key obstacles and get the change going on. A strong coalition composed of the right members with high level of trust and having a shared objective and vision is needed. The coalition should be able to work as team with enough responsibility and authority. Position power, expertise, credibility and leadership should be the key characteristics to be considered when forming the group or team.

Developing a vision and strategy is the third stage, this is necessary to help direct the change effort and successful implementation of the change. An effective vision should be imaginable, desirable, feasible, focused and communicable. The firm should also develop strategies for achieving the vision, which should be clear and well understood by all

members of the organization. The vision should be grounded on a clear and rational understanding of the organization, its market environment and competitive trends. Strategy provides the logic and a first level of detail of how the vision can be accomplished. Fourthly there is need to communicating the change vision; all means possible should be used to communicate the new vision and strategies. Such means include employee bulletins, staff meetings, memos and newspapers, formal or informal interactions. The team leading the change should be role models to the employees with exceptional behaviour. Communication of change vision can be undermined by behaviors on part of key team members who seem to be inconsistent with the vision. The senior management behaviour is carefully monitored so as to identify and address inconsistencies between words and actions (Kotter, 1996)

The next stage of empowering employees comes next which involves getting rid of obstacles, changing systems or structures that undermines the change visions and encouraging risk taking and no traditional ideas, activities and actions. To fully empower employees, the following could be done: Confront supervisors, who undercut/sabotage needed change, provide the training employees need, make structures to be compatible with the vision, have and communicate a clear and sensible vision and align information and personnel systems to the vision. Generating short term wins comes next, this is basically running a transformation without serious attention to short wins is extremely risky. One should plan for visible improvement in performance or win and also create those wins. In addition, the people who make the wins should be visibly rewarded and recognized.



The other stage in this model is consolidating gains and producing more change. This involves changing all systems, structures and policies that do not fit in the transformation vision. Hire and promote people who can implement the change vision. The system is reinvigorated with new projects, themes and change agents. Lastly anchoring new approaches in the culture is also important. This include creating better performance through better customer and productivity- oriented behaviour, more and better leadership and more effective management. Articulate the connections between the new behaviours and organizational success. Also develop means to ensure leadership development and succession. Kotter says that change process takes time and goes through several different phases in a successful change effort and that a mistake made during any phase of the change effort can have a negative impact on the organization (Kotter, 1996).

#### **2.4.4 Kanter et al Model of Change Management**

Kanter et al (1992) model of change management focuses on managing the political context by providing information, resources and support for change effort. The main theme is that for organizational change to be successful; it needs to be holistic and systemic, addressing individual, social and organizational factors. The model suggest a number of actions that should bet taken during change management: building coalitions by seeking support from power sources and stakeholders, articulate a shared vision of the mission, goals and desired results, define the structure and process that will guide the change, including clear reporting relationships, coordination between activities and teams and accountability for outcomes; ensure communication to keep people informed, education and training to increase their capacities, institute policy and systems reviews in order to align the strategy with resource allocations; operations, systems and staffing.

The phases of planned model developed by Bulluck and Batten (1985) have four stages. These exploration, planning, action and implementation. The first stage is exploration phase which involves becoming aware of the need for change, searching for outside assistance/agent and establishing a contract with the consultant, which defines each party's responsibilities. Here an organization has to explore and decide whether it wants to make specific changes in its operations and if so commit resources to planning the changes. The second stage is the planning phase in which the process of understanding the organization's problem or concern begins. The phase involves the change process of collecting information in order to establish a correct diagnosis of the problem. Establishing change goals and designing appropriate actions to achieve the goals and getting key decisions makers to approve and support proposed changes.

Action phase come third whereby change implementation and evaluation of results in order to make adjustment as necessary is done. It is at this phase where the change process and designed to move an organization from its current state to a desired future state and include gaining support for the action to be action. The last phase is the integration phase; this phase is concerned with consolidating and stabilizing the changes so that they become part of an organization's normal, everyday operation. The phase involves reinforcing new behaviours, gradually decreasing reliance on consultant, diffusing successful aspect of the change in the organization and training staff to monitor the changes constantly and seek to improve upon them (Bulluck and Batten, 1985).

### **2.4.5 Beer et al Ten Step Change Process Model**

Beer et al (1990) give a more practicable ten step approach to change management. This process first starts with establishing a sense of urgency. Once the members of the organization have been sensitized on the need to change, the management proceeds to the second step of mobilizing commitment through joint diagnosis of problems. Having established a sense of urgency, leaders then create one or more task forces to diagnose the problems facing the company. Such teams can produce a shared understanding of what they can and must improve, and therefore mobilize the commitment of those who must actually implement the change. The third step involves creating a guiding coalition. No one can really implement such changes alone. Most companies create a guiding coalition of influential people, who work together as a team to act as missionaries and implementers.

Development of a shared vision is the fourth step. Organizational renewal requires a new leadership vision, “ a general statement of the organization intended direction that evokes emotional feelings in organization members. The fifth step involves communicating the vision. Beer et al assert that the real power of a vision is unleashed only when most those involved in an enterprise or activity have a common understanding of its goals and direction. To do this, the management has to communicate the vision. The key elements in doing so include: Keeping it simple by eliminating all jargon and wasted words, use of multiple forums which entails using every channel possible big meeting and small, memos and newspapers, formal and informal interactions to spread the word, use of repetition again is necessary to ensure that ideas sink in deeply only after employees have heard them many times. Lastly managers need to lead by example by

“walking the talk” always making sure their behaviours and decisions are consistent with the vision they expose (Beer et al, 1990).

The sixth step involves helping the employees to make the change. It is futile to communicate your vision and to have employees want to make it reality, if they really haven't the wherewithal to do so. Perhaps lack of skills to stand in the way; or policies, procedures and the organization chart make it difficult to act, or some bosses may actually discourage employees from acting. This will be followed by the seventh step which involves generating short term wins. Changes such as redesigning a firm's control systems, or launching a new division may take time, but the teams working on them need some intermediate reinforcement. The eighth step involves consolidating the gains to produce more changes. Such short term wins can generate the credibility to move ahead such as to change all the systems, structures and policies that don't fit well with the company's new vision. Leaders continue to produce more change by hiring and promoting new people; by identifying selected employees to champion the continuing change; and providing additional opportunities for short term wins by employees. The ninth step is to anchor the new ways of doing things in the company's culture. Organizational changes usually require a corresponding change in culture and values. A “team based, quality – oriented, adaptable organization” is not going to happen if the values employees share still emphasize selfishness, mediocrity and values bureaucratic behaviour. Leaders thus take steps to role model and communicate the new values. This is followed by monitoring progress and adjusting the vision as required. Finally, continuous monitoring and evaluation is undertaken corrective put in place. Effective management of change requires management of five key phases, Hiatt and Creasy (2003)

names Awareness, Desire, Knowledge, Ability and Reinforcement (ADKAR). According to the authors and based on numerous researches the first step to enable change is to create awareness of the need change and it's the first step in the ADKAR model.

## **2.5 Resistance to change**

According to Ansoff and McDonnell (1990), resistance to change is multi-faceted phenomenon which introduces delays, additional costs and instability into the change process. They note that resistance is not confined to strategic planning only but occurs whenever there is departure from Historical behavior, culture and power structure and further note that the following may occur during the change process; procrastination and delays in triggering the process of change; unforeseen implementation delays and inefficiencies which may slow down the change and lead to escalation of cost; presence of efforts within the organization which may sabotage the change efforts. The author distinguishes two types of resistance to change; systematic resistance to change and behavioral resistance to change.

Chew et al (2006) add that resistance to change is often understood from the management standpoint as a perceived behavior of organizations members who refuse to accept an organization change. Ansoff (1990) indicates that behavioral resistance may be both by individuals or groups within an organization and people may resist change either due to self interest, misunderstanding and lack of trust, different assessment or low tolerance to change.

On the other hand systematic resistance refers to incompetence's by the organization represented by differences in capacity as required for new strategic work and the capability required to handle it. Kagan and Evans (1994) indicate that systematic resistance arises from inappropriate knowledge, information skills and management. While behavioral resistance derives from reactions, perceptions and assumptions of individuals and groups within an organization. They further say that while systematic resistance can be dealt with by good management practices, consultation and information flows, behavioral resistance include emotional reactions such as lack of trust and its more difficult to deal with. Change creates anxieties in an organization and if anxieties are not fully addressed can lead to failures in implementation of strategies. Understanding the way individuals respond to change would provide a potential avenue for development of a range of change management strategies thereby straitening the degree to which employees support organizational change (Vithesonthi 2005; Chew et al 2006)

## **2. 6 Response to Strategic Change**

Change is traumatic for everyone. There are those who resist the change, survivors of the change, employee engagement and organizational justice. Bologon (1999, as change occurs there is emotional reaction to the change process and therefore the level of commitment and trust of there organization. When the organization changes the extent to which employee perceive to be a fair and just process matters a lot. Thompson and Strickland (1998), depending on how much consensus building and organizational change is involved, implementation process can take several months to several years. It takes adept managerial skills to overcome pockets of doubt and disagreements build

consensus on how to proceed, secure commitment and co-operations and secure all implementation pieces into place and intergrade.

Mike Pedler (1991), states that today organizational leaders are experiencing a consciousness shift where they sought excellence they now seek learning not only to achieve excellence but to stay on top by being flexible, intelligent and responsive. The environment is said to be turbulent and rapidly changing and each person must move with the changing time. Bani, P (1999) indicates that it's a whole lot easier to develop a sound strategic plan than it is to make it happen.

It would be naïve to presume that a manager can effectively formulate and implement a strategy without being perceptive about company politics and being adept of political maneuvering. Individuals and groups will form coalitions all about the direction the organization is headed to. Arthur (1980) competitive advantage is only gained when all people in the organization impress innovation, quality enhancement and cost reduction.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the procedure that the researcher will use to collect and analyze data. It covers the following major areas: Research Design, Target Population, Sampling, Data collection and analysis procedures.

### **3.2 Research Design**

The research framework is descriptive case study. It involves gathering, processing and interpreting data from police officers in Lari Division of Kiambu County. The choice of Lari as a study area is considered due to its convenience in terms of accessibility, time schedule and financial resources available to the researcher. A case study is preferred to since it has the dimensions of investigating relationship between two or more variables. Naikuni (2001) and Wambugu (2002) used this method successfully in their studies.

### **3.3 Data Collection**

The study will collect pertinent data using self administered questionnaire to collect data. Copies of questionnaire will contain both open and close ended questions. The questions are divided into four parts: Section A will elicit the bio-data information, Section B will measure the extent to which external forces have affected individual officers Section will gather information in respect to responses on the effects of external forces, while Section D will try to elicit information on what according to individual officer affects him most among the external forces. The respondents will fill the questionnaire as the researcher waits. This is expected to increase the response rate. Where unavoidable the questionnaire will be dropped and picked up later.



### **3.4 Data Analysis**

Data analysis is the process of categorizing, manipulating, and summarizing of data in order to obtain results to research questions. The completed questionnaire is edited for completeness and consistency.

Content analysis shall be used to analyze data; Tables, means, frequencies and percentages shall be used. No variable has been designed as being predicted by others and the research intends to look at the interrelationship among all the possible variables that affect individual officers. Quantitative analysis techniques such as frequencies and percentages were used to analyze the data. Abishula (2010) used this method successfully.

# CHAPTER FOUR: DATA ANALYSIS, RESULT AND DISCUSSIONS

## 4.1 Introduction

This chapter entails the findings of the study based on the data collected from the field. The responses were compiled into frequencies and converted into percentages and presented in charts, tables, measures of central tendency (mean) reasons of dispersion to facilitate easy analysis and interpretation were done on the basis of study objectives and research questions.

## 4.2 Respondents demographics

Being a case study twenty-eight respondents were interviewed.

**Table 1: Respondents distribution per formation**

Age	CID	Formation				Percentages
		AP	General duties	Traffic duties	Total	
21- 30yrs.	-	2	8	2	12	42.85%
31- 40yrs.	2	-	5	-	7	25%
41- 50yrs.	-	-	3	1	4	14.29%
51- 60yr.	1	1	3	-	5	17.85%
Total	3	3	19	3	28	100%
	10.71%	10.71%	67.86%	10.71%	100%	

The study location was composed of officer's majority working in general duties; they make 69% of the studied respondents. The other officer from other departments each makes 10.71%.

### 4.3 Respondent gender distribution

**Table 2. Respondents gender distribution**

Gender	Respondent	Percentage
Male	22	79%
Female	6	21%
Total	28	100%

The gender balance is an issue in question. By picking respondents randomly only 21% females could be interviewed. Government policy requires the same to be at least over 33%.

### 4.4 Identification of External Environmental factors

The study identified external factors in the statement of the problem effecting organizations. It's at this juncture the same had to be looked into to find out if they affect police. The findings are as indicated in the tables below.

**Table 3. Effect of politics**

	Frequency	Percentage
Very important	10	35.71%
Somehow important	2	7.14%
Important nor nun important	7	25%
Almost not important	3	10.71%
Not important	6	21.43%
<b>TOTALS</b>	<b>28</b>	<b>100%</b>

Looking at the table, its worthy noting that all police officers interviewed are in agreement that politics affect them on their duties, however looking at the percentages 21% consider politics not being important.

**Table 4. Effects of Economic factors**

	Frequency	Percentage
Very important	16	57.14%
Somehow important	6	21.43%
Not important nor non-important	5	17.86%
Almost not important	1	3.57%
Not important	-	-
<b>Totals</b>	<b>28</b>	<b>100%</b>

From the table not even a single officer disputes the importance of technology. Indeed 57% indicates how economics is important.

**Table 5. Effects of Technology**

	Frequency	Percentage
Very important	18	64.29%
Somehow important	4	14.30%
Not important/nor important	5	17.85%
Almost not important	1	3.57%
Not important	-	-
Totals	28	100%

Perhaps having an increase cyber-crime indicates the importance attached to changes in technology. 64% of officers interviewed indicate that technology is very important.

**Table 6: Effects of legal factors**

	Frequency	Percentage
Very important	13	46.42%
Somehow important	8	28.57%
Not important/nor important	4	14.30%
Almost not important	2	7.14%
Not important	1	3.57%
Totals	28	100%

Still 46% which is the highest in terms percentage believe legal factors affects them a lot in discharge of duties.

**Table 7: Effects of social factors**

	Frequency	Percentage
Very important	5	17.86%
Somehow important	2	7.14%
Not important/nor important	5	17.86%
Almost not important	1	3.57%
Not important	15	53.57%
TOTALS	28	100%

Unlike the other factors already discussed police place very little importance in social factors. Majority of those interviewed believe that the police force integrated in such a way it reflects the image of the country Kenya. On the same note the constant transfers has enabled officers to intermingle a lot with other people and hence the outcome.

#### 4.5 Response to strategic change

The following tables indicates how officers have responded to the changes in external environment

**Table 8: Response to Political changes.**

	Frequency	Percentages
Excellent	1	3.57%
Very Good	3	10.71%
Good	7	25%
Moderate	12	42.86%
Poor	5	17.86%
Total	28	100%

More than half of the respondents believe that they have only moderately or poorly responded to change in the external environment associated with politics. That indicates interference associated with politics. This defines the legal and regulatory framework.

The direction and stability of political factors are of major consideration when evaluating the remote environment.

**Table 9: Response to Economic changes.**

	Frequency	Percentages
Excellent	2	7.1%
Very good	1	3.7%
Good	10	35.71%
Moderate	9	32.14%
Poor	6	21.43%
Total	28	100%

67.85% believe that they have only in a good way or moderately adapted to changes in the economic aspects associated with the external environment. Those interviewed believe the government has tried in terms of remuneration to improve their economies. However it lacks behind in terms provision of equipments.

To individual police officers, the level of disposable income, availability of credit and the propensity of people to spend, interest rate, inflation rate and trends of growth are important. However based on understanding of the respondents, academic, there interfere and impact, feel to them abit remote. The availability of fuel for patrol, weapons, patrol vehicles all hinge on economics.



**Table 10: Response to Technological changes.**

	Frequency	Percentages
Excellent	3	10.71%
Very good	8	28.57%
Good	4	14.29%
Moderate	7	25%
Poor	6	21.43%
Total	28	100%

Only 21.43% are poor in technology. Of those interviewed majority indicated complete lack of knowledge associated with computer technology. They also indicated lack of incentive on the part of the employer to pursue technological related education. From the point of view of the co-operates strategies, technological development are not only the fastest, unfolding but the most far-reaching in extending or contracting opportunities for an established organization.

By predicting future technologies, police can be in a position compact crime more effectively and efficiently. A comprehensive analysis of the effect of technological change involves study of the expected affect of new technologies on the remote environment and on the business - society interface.

The ease and wide availability of internet technological is increasing the market place for internet related activities and crime of which the police need to protect. It has got both impounding challenges and promising opportunities.

**Table 11. Response to changes in Social dimension.**

	Frequency	Percentages
Excellent	3	10.71%
Very good	8	28.57%
Good	4	14.29%
Moderate	7	25%
Poor	6	21.43%
Total	28	100%

Majority of officers interviewed have got no problem adapting to changes in the social environment. Though still a number feel that the society they are posted to work are cruel and no accommodating.

Many do not feel it as now social changes for example the entry of large number of women into the labour market. This has not only affected the hiring and compensation policies and resources capabilities of their employers. It's yet to be felt in the police force. The discrepancies led to an outcry in recruitment of police officers.

Like other forces in the remote external environment, social forces are dynamic with constant changes resulting from efforts of individuals to satisfy their desire and needs. By controlling and adapting to environmental factors. The social factors include beliefs, values, attitudes and opinions and lifestyles of persons. In the study, though social factors did not fluctuate much, still it remains poor responded to.

**Table 12. Response to legal changes**

	Frequency	Percentage
Excellent	4	14.29%
Very good	5	17.86%
Good	9	32.14%
Moderate	7	25%
Poor	3	10.71%
Total	28	100%

The response stands at 32.14% for good while the rest ranges between 10.71% to 25%.

To this end therefore response to legal changes is not as good as may be anticipated.

More needs to be done.

#### 4.6 Importance attached to the various external factors in performing police operations.

**Table 13: Importance attached to Politics**

	Frequency	Percentages
Extremely important	5	17.86%
Somewhat important	6	21.43%
Neither important nor important	2	7.14%
Fairly important	6	21.43%
Not important	9	32.14%
Total	28	100%

It's funny that 32% of the respondents believe that politics is of no importance at all. This is so since it is a disciplined force where orders are to be respected. At the same time police do lack a union which could link them external world in terms of politics.

**Table 14: Importance attached to Economic factors.**

	Frequency	Percentages
Extremely important	18	64.28%
Somewhat important	6	21.43%
Neither important nor important	1	3.57%
Fairly important	2	7.14%
Not important	1	3.57%
Total	28	100%

The majority of those interviewed 64% believe economic factors are of great importance.

This has to do with provision resources, equipment and even remuneration.

**Table 15: Importance attached to Technological factors.**

	Frequency	Percentages
Extremely important	17	60.71%
Somewhat important	7	25%
Neither important nor important	1	3.57%
Fairly important	1	3.57%
Not important	2	7.14%
Total	28	100%

Of those interviewed 60% believe technology is of great importance. The police as a department is required to facilitate the same.

A technological breakthrough can have sudden and dramatic affect on the organization environment. It may spawn sophisticated new markets and products or significantly shorten life of a manufacturing facility.

Thus, all firms, and most particularly those in the turbulent growth industries must strive for an understanding both of existing technological advances and probable future advances that affects them.

**Table 16: Importance attached to Legal factors.**

	Frequency	Percentages
Extremely important	16	21.3%
Somewhat important	5	17.86%
Neither important nor unimportant	3	10.71%
Fairly important	4	14.29%
Not important	-	-
Total	28	100%

Nobody believes it's not important, how ever compared to the other factors; officers don't give it the seriousness it deserves. It's like why should one think when the boss shall think for you.

**Table 17: Importance attached to Social factors.**

	Frequency	Percentages
Extremely important	17	60.71%
Somewhat important	8	28.57%
Neither important nor un important	2	7.14%
Fairly important	1	3.57%
Not important	-	-
Total	28	100%

Translating social change into forecast of business effects is a difficult process, at best, nevertheless, informed estimates of the impact each alterations as geographic shifts in population and changing work values, ethical standards and religious, orientation can only help a strategizing firm in its attempt to prosper.

#### **4.7 Resistance to change**

Management is about coping with complexities. Without good management, complex enterprise tend to become chaotic in a way that threaten their very existence. When

respondents were asked, if in case of resistance, what are the courses, 80% indicated resistance as emanating from poor leadership. Leadership is about coping with changes.

The net result is that doing what was done yesterday or doing it 5% better is no longer a formula of success Pearce and Robinson (1997). To this end therefore the officers who were interviewed singled out the force standing order (F.S.O) 1953 that stipulates rules and regulations that govern management of the service that needs to be changed. No reforms in respect of the same have been done.

When analyzed, environmental data form a series of strategic environmental issues, which are the trends and developments that are likely to determine future conditions. In so far as strategic management are concerned, they must analyze these environmental issues to identify their importance to the co-operation future. A corporation external strategic factors are the strategic environmental issues that are judged to high probability of occurrence. These can be looked as threats and opportunities.



## **CHAPTER FIVE: CONCLUSION AND RECOMMENDATION**

### **5.1 Introduction**

This section highlights summary of the findings, draw conclusion and make recommendations.

### **5.2 Summary**

The objective of the study was to examine how police officers working in Lari police division here responded to strategic changes in external environment. In summary the study shows that 3.5% only have responded positively to changes in political environment, while 67.85% have either moderately or in a good way responded to changes in economic factors. This may be attributed to consideration in terms of salaries to the officers.

When it comes to technological factors, despite the fact that the respondents consider it highly as affecting police operations by 60.71% knowledge among individual officers in the same field is wanting only about 39.28% who have been able either to excellently or in a good way respond to the same.

In terms of the legal aspect of the research, one would expect, officers to be excellent in this area, however only 14.29% and 17.86% have been able to respond well in so far as its concerned. Further, analysis indicator that, junior officers would be very comfortable when they just take order from their seniors. It's as if the senior officers are to think on behalf of there juniors.

A look at the response as pertains the social dimensions, 25% of respondents indicate having moderately responded to changes in the same. The social fabric of the police on its own (internally) gives room for accommodation of individuals. The training aspect of the police also emphasizes the same.

The respondents attribute poor response to the aforementioned external factors to; nepotism, corruption, poor training. The cadre of leaders of the top are also said to be an impediment to strategic change in the police force. That majority of them are not ready to impress the new way of thinking and due to the turbulence of the environment, police service finds itself lacking behind in terms of response.

### **5.3 Conclusion**

The study concludes that response to external environment among police officers is moderate. The worry is little is being done on the ground to remedy the situation.

### **5.4 Limitation of the study**

The study was done at Lari police division. This was only one of the divisions in the republic of Kenya. There exist other two – hundred and thirty divisions within the republic. Due to this fact, what may appear as important in one region may turn-up as being of no consequence at all in other regions. With resources a wider area of study needs to be conducted.

### **5.5 Recommendation**

Based on the study findings the following recommendations were made:-

### **5.5.1 Recommendation to policy makers**

Based on the study findings it is recommended that, emerging new developments especially in technology and legal aspects be inducted to the new recruits and those already in the field to be assessed for individual deficiencies and be trained. A research need to be conducted for change management within the police service.

### **5.5.2 Recommendation for further research**

The study confined itself to police working in Lari. However, this can be replicated to officers working in other areas to establish consistency. At the same time, strategic response is an area which has not yet been explored properly. Other scholars should study organization in respect of time same.

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## APPENDICES

### Appendix I

#### Letter of introduction to Respondents

Ronald Wafula Simiyu  
School of Business  
University of Nairobi  
P.O BOX 30197-00100  
NAIROBI.

Dear Sir/Madam,

I am an MBA student in the School of Business, University of Nairobi. In partial fulfillment of requirements or degree of Masters of Business Administration (MBA), I am conducting a study entitled **“Response to strategic change in external environment. A case study of police officers working in Lari Police Division”**

You have been selected to provide your input into this study because of strategic position you occupy in Police Service. To this end, I kindly request your assistance in completing this questionnaire.

In no way will your name appear in the final report. The information and Data are needed for academic purposes only and will be treated in strict confidence.

Your co-operation in the research will be highly appreciated.

Yours sincerely,

Ronald W. Simiyu  
MBA Student

Dr. J. Gathungu  
University Supervisor



## Appendix II

### Respondents Questionnaire

Please answer the following questions. Your responses will be treated in the strictest confidence and will be used for research purposes only. The questionnaire is meant to determine how police officers have strategically responded to changes in the external environment.

#### Section A (Bio-Data Information)

1. Respondents name (optional).....
2. Station.....
3. Rank.....
4. Please tick the age bracket in which you fall 20-30yrs() 31-40yrs (  ) 41-50yrs (  ) 51-60yrs (  )
5. Gender male (  ) female (  )
6. Police Establishment; CID (  ) Administration Police (  ) General Duty (  ) Traffic (  )
7. Duties performed.....
8. For how long have you been working for the police force.....

**Section B**

Please indicate the extent to which the following external forces have affected you in discharge of police duties. Note that NO.5 (indicates very important) and NO.1 (not important at all.)

i. How has politics affected you in performance of your duties?

1 ( )    2 ( )    3 ( )    4 ( )    5 ( )

ii. Has Economic factors affected you in discharge of your duties?

1 ( )    2 ( )    3 ( )    4 ( )    5 ( )

iii. Has changes in Technological (computer and telephone) affected your duties?

1 ( )    2 ( )    3 ( )    4 ( )    5 ( )

iv. Has legal changes (for example constitutional) affected your duties?

1 ( )    2 ( )    3 ( )    4 ( )    5 ( )

v. Has social factors Such as religion and culture affected your duties?

1 ( )    2 ( )    3 ( )    4 ( )    5 ( )

Is there any other external force in the environment affecting police officers? Please state.....  
.....

**Section C**

To your perception how to you measure your response to these external forces;

Where, 1. Poor 2. Moderate 3. Good 4. Very good 5. Excellent

	1	2	3	4	5
Political	( )	( )	( )	( )	( )
Economical	( )	( )	( )	( )	( )
Technological	( )	( )	( )	( )	( )
Legal	( )	( )	( )	( )	( )
Social	( )	( )	( )	( )	( )

**Section D**

Indicate with a tick in the appropriate space the level of importance which you attach to the following regarding strategic factors affecting police operations

5. Extremely important 4. Somewhat important 3. Neither important nor unimportant  
 2. Fairly important 1. Not important DK-Don't know'

	1	2	3	4	5	DK
Political						
Economic						
Technological						
Legal						
Social						

What factors do you think contribute to resistance to change? Please list them in the space provided below