

**EMPLOYEE PERCEPTION ON STRATEGIC CHANGE MANAGEMENT PRACTICES
AND PERFORMANCE AT NATIONAL POLICE SERVICE IN KENYA**

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DECLARATION

This project is my original work and has not been presented to any university or institution of higher learning and that all the sources I have used or quoted have been indicated and acknowledged by means of complete references

Signature

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This research project has been submitted with my approval as the university supervisor.

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DEDICATION

This Research Paper is lovingly dedicated to my loving wife Fridah, father, Mr. S.M Ojwang, my mother Mrs. A. O. Ojwang . They have been a strong pillar of support and encouragement from the start and throughout to the completion of this project. Without their sacrifice and support this project would not have been made possible. May the favour and Grace of God be with you.

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MAY THE ALMIGHTY GOD BLESS YOU ALL!

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LIST OF ABBREVIATIONS

AR	Action research
B.C	Before Christ
C.O.K	Constitution of Kenya
G.S.U	General service unit
IPOA	Independent police oversight authority
KPLC	Kenya power and lighting company
N.G.O	Non- governmental organization
NIS	National intelligence service
NPS	National police service
RBPU	Rural and border patrol unit
RDU	Rapid deployment unit
SGB	Security of Government Buildings.

ABSTRACT

Organization change is a vital process in the health and effectiveness of an organization. Despite the various studies done on strategic change management in organization including state corporations, there has been less focus on security agencies. This study sought to investigate the employee perception on strategic change management practices and performance at National police service in Kenya. The study used cross sectional survey design involving a stratified sample of 1200 employees. Questionnaire containing both qualitative and quantitative questions were administered to the respondent. The questionnaire contained both open ended and closed type of questions. From the research the researcher got information on employee perception on strategic change management practices and performance at National police service. The study found that the change management practices at National police service were necessitated by legislation following changes in new constitution which demanded higher levels of accountability and professionalism. The study results found that the major change practices adopted were vetting of staff, the development of a service charter and establishment of community policing initiative. According to the study, the change management process mostly affected the organizations service delivery and the processes. The employees felt that the impact of the change process could be noted positively on response time and reduction in serious crime. They also noted that employee welfare and customer satisfaction were not taken keenly in the change process. The study also concluded that change process was top-bottom approach and the employees felt that only selected few were actively participating. Major internal processes at National Police Service were affected averagely by the change process. Most of these affected police service delivery. For the organization to fulfill its objectives of service delivery it was recommended that it should improve its ratings. In terms of customer satisfaction and employee welfare, it was recommended that more need to be done if the organization is to achieve its objectives from the change process.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Organizational change management does not only take place in business organizations but also in public sector organization Johnson and Scholes (2003) posits that in global economy that is always changing it is important that firms should come up with means of operating by coming up with new competencies which have been attained are being rendered obsolete quickly due to environmental changes. Strategic change can be influenced by environmental factors changes in the social, global or political space as well as changes in business trends . Organizational change as a process means the interplay of elements of change that goes on and on. As a process it exist in time and it is important in considering organization change to look more than just strategies and their outcome and delve deeper to find the relationship and reaction that feed back to inform the change process.

Perception can be explained as a “complicated series of events by which people chose most suitable, arrange in a pattern, and interpret sensory stimulations into meaning that it coherent picture of the world that is easy to understand” (Berelson and Steiner, 1964:88). In similar breath, perception can be defined as “encompassing reception, selection, acquisition, transformation and organization of information supplied by our senses” (Barber and Legge,1976:7). Allport(1954) among other various researchers have expanded Bartlett’s (1932) work.

Those that take part in change management must make sure that they have found within reason, the precise nature of change that they are about to face. They should not forget the fact that it is imperative to look at change as an event that can result in multiple dislocations to organization structure, culture, system and output. In their effort to predict environment challenging influences, strategic managers are oftenly frustrated. In a recent study involving more than 299 company operatives, the issues identified must include domestic competitive trends, end user or target group and technological trends (John and Richard,1991,p.107)

1.1.1 Concept of strategy

Strategic management refers to decisions and actions that managers of an organization take so as to give direction to the long run performance of organization, and it entails environmental scanning, formulating strategy, implementing strategy, evaluating and control. (Wilson, 1992) Define strategic change management as a systematic way of conducting change, at the individual level as well as at the organizational level. (Dent and Barry, 2004) argue that strategic change management has developed as multidisciplinary body of knowledge. They contend that strategic thinking is still a new field of study and therefore includes varied opinions and methods

Strategic management relates to how vision, mission ,objectives are set by providing plan of action that can be used as a rule of thumb to designate useful strategies in functional areas. Consequently, it is notable that the management at the top level that prepares direction for functional or operational management within a firm. Survival, death or excellent performance of a firm is determined by strategic management.

Hunger & Wheelen (2000), Argue that organizations that employ strategic management are widely believed to do better than those that do not. Strategic management is useful in aiding the organization to act before and prevent future threats and also maximize or utilize the opportunities. It establishes a distinct vision, objectives, mission and strategies that leads a firm into a safe future. Strategic management can be explained as the science and art that encompasses formation, implementation and evaluation of various levels of organizational decisions that makes it possible for organization to attain its goals. In general, strategic management does not only entail single specialization but encompasses the entire organization.

(Naghhibi & Baban, 2011) Argue that strategic change has greater effects in the minds with changes that impact from top to bottom in the organization. It involves changing the aims and vision of the firm in order to attain greater success. (Johnson & Scholes, 1999). The objective of strategic change is to attain effectiveness and affect the whole organization and it is long term in nature. It is the outcome of transition when strategy of an organization is implemented. Management of strategic change then can be said to involve creating conditions that make proactive change a custom or habit (Omar, Ateka & Nyaboga, 2013). Organizations that are faced with cultural forces, political and economic turbulence are increasingly adopting strategic change as way of life (Tichy, 1982). These environmental tendencies and factors on strategic development work by making threats as well as opportunities.

Strategic management involves a wide array choices as well as actions. It also refers to a series of events by which management at the top level of the organization make choices and actions that leads to success in the organization. It assists the organization to win in a competitive

environment by establishing the best possible strategy. As a result of this, strategic management can be said to be away by which strategists determine the current status of an organization and where it desires to be in the future. The performance gap is therefore, determined by knowing the difference between the desired and the possible. In this set of circumstances therefore, strategic management process does not only determine performance gap, it also tries to reduce the gap.

1.1.2 Strategic change management practices

Wilson (1992) Define strategic change management as a systematic way of conducting change, at the individual level as well as at the organization level. Strategic management refers to the decisions and actions that managers of an organization take so as to give direction to the extended period of time in the accomplishment of the firm, and it entails sequential examination of surroundings, formulating strategy, implementing strategy, evaluation and control. (Dent and Barry,2004) Argue that strategic change management has developed as multidisciplinary body of knowledge. They contend that strategic thinking is still a new field of study and therefore includes various opinions and methods.

Change management practices entail practices entail involving the people who are affected by the change, meticulously planning, keen and delicate implementation and more importantly consulting with the relevant stakeholders. Thus change must measurable, realistic and achievable(Chapman,2005). According to Hill and Jones (2007)b change management practices refers to choices and actions undertaken for organization to cope with changes in the environment. These practices are intended to give a firm the desired direction ,establish the

strategies it will deploy to compete in the market and how internal activities of the organization will be organized.

Change management practices refer to activities or tasks which aid in successful change management (Weijter, Geuens, and Schillewaert 2009). Some common change management practices that an organization would consider include planning which involves creating and documenting goals to be realized and achieved by the change, establishing appropriate organizational structures, roles and responsibilities which support the change effort. Committed leadership is another practice which ensures organizational behaviour is guided towards this change. Lastly and not least there is need to inform stakeholders so as to ensure participation and also aligning workforce to this change by identifying skills and competencies.

1.1.3 Employee perception

Perception can be explained as a “complicated series of events by which people make choice, arrange in pattern and interpret sensory stimulations into meaning that is easy to understand and consistence image of the universe.”(Berelson and Steiner, 1964:88). In similar breath, perception can be defined as “encompassing reception, selection, acquisition, transformation and organization of the information supplied by our senses” (Barber and Legge,1976:7). The origin of research on perception can be associated with the work of Bartlett’s (1932) powerful and robust work on the useful nature of cognition, which asserts that systematic thinking controls human perception in ways that general belief of humans about the world affect and shape information process. Various researchers (e.g Allport, 1954) have advanced Bartlett’s (1932) work and have therefore expanded our understanding not only of perception but other concepts as well.

The research on designed tasks and impact of perception on decision and behavior of people is still evolving. Scholars are still looking for better understanding of broad range of issues in perception of employee's behaviors like turnover and commitment of human resource. Perception of uncertainty within an organization can be linked to people's behavior, this is according to empirical research done by Ashford and colleagues(1989), for instance, have indicated relationship between intent to quit job and perceived job insecurity. Different attitudes and behaviours can be linked to employees perceived support from the organization, this is according to an argument advanced by Eisenberger, Fasolo, and Davis-Le Mastro(1990)

Various researchers have found out that there is a relationship between the process we undergo in perceiving and interpreting information it is therefore important to take cognizance of the fact that when perceptions are made from inadequate information and less observations there is likely to be a perceptual bias that ultimately affect a person's decisions and actions(Anderson and Pained, 1975) According to Colghlan, (1993) employees' own interpretation and perspective of change will most likely be adopted if there is inadequate information about change.

Management initiatives in this study are conceptualized as employee's interaction with the system. They help us understand how an organization works and these interactions take form of planning, communication, crisis management and formalization of routine(independent variables). These interactions form the basis of perception by employees of the requirements of operation, the managerial intervention expected, the rules and regulations governing the operation and the kind of feedback that should be given or expected.

1.1.4 Organizational performance

According to Swanson, (2000) the performance of an organization comes in the form of goods and services that are generated as output from its production system. The areas covering the scope of measuring organizations performance are threefold namely financial(profit), internal non- financial(productivity), external non-financial(customer satisfaction).

Performance measures have three key drivers, this is according to Kaplan and Norton(1992) the system they developed identify these drivers as cost efficiency, motivation of employees and productivity. Davernport and Harris(2007) Have however argued that the overall performance of a firm will best determine the performance of the organization. They contend that the range of use of data is not limited to measurement but can be used in deciding the optimal supply chain, the right price, profitable customers, speeding up innovation of products and determine the key financial performance drivers . Commitment of employees, job satisfaction, service and product quality, operation cashflow, increased sales, percentage of market share, development of new product, return on equity and investment and development of personnel are some of the ways of deciding performance of a firm according to Hoque (2004) and Joiner *et al.* (2009).

The employee perception of the operations will be guided by the kind if decisions they make in carrying out given activities thereby influencing the performance: Task completion, timelines in completing tasks and quality output (dependent variables).

1.1.5 Security organs in Kenya

According to article 238(1) of the Kenyan constitution (2010) national security refers to a state where the country is safe from both external and internal imminent danger on Kenya's complete geographic boundary and sovereignty, its people, their rights, freedoms, property, peace, stability and prosperity, and other national interests.

Security organs in Kenya are covered under article 239(1) of the Kenyan constitution (2010) they include Kenya defence forces, national intelligence service, and the national police service.

The establishment of the Kenya defence forces is covered in article 241 of the constitution of Kenya (2010). The national intelligence service(NIS) is established under article 242 of (COK,2010) while the national police service has its establishment anchored in article 243 of (COK,2010) and it comprises the Kenya police service and the Administration police service.

1.1.6 National police service

Originally the Kenya police and the Administration police were run independently with both the heads being appointed by the president before the Constitution of Kenya (2010). The Kenya police trace its origin to the imperial east Africa Company and the construction of the Kenya-Uganda railways. Over the years the Kenya police evolved into several units to meet the rising security needs into departments such as criminal investigation department, traffic department, paramilitary general service unit, Dog Unit, Railways, Diplomatic police unit, Anti-stock theft unit, anti-terrorist unit, Anti-narcotics among others. Administration police has also evolved into specialized units like rapid deployment unit, SGB which is in charge of government building and

installations, border patrol unit besides the Administration police officers who carry out normal duties. The national police service is established under the constitution of Kenya (2010) and the National Police service Act(2011) which stipulates for the roles, structure of the organization and discipline of the police.

The aims and roles of national police service are to make efforts to uphold highest standards, have composition of disciplined and members with great levels of professionalism. To deter and fight corrupt practices and champion accountable and transparent practices, To conform with the standards of constitution of human rights and fundamental freedoms and dignity; Training of staff to the highest level of competence and to uphold in high respect of human rights and fundamental freedoms and dignity. And to cultivate and champion good relationship with the wider society.

The inspector general is at the helm of the command structure of the national police service. Directly under the inspector general are two deputies in charge of Kenya police service and Administration police service. In the same vertical level with the two deputies is the Directorate of criminal investigation all chosen by the head of state following the recommendations that have been forwarded by the national police service commission .

1.2 Research Problem

Change management practices in an organization are necessary in responses to changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics and the political environment 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 practices are adopted in order to achieve desired results within a specified time frame (Davis and Holland, 2002).

There are many documented cases of failure in organization while they are implementing change. According to Cafasso (1993) who did a study on business process Re-engineering 70% been approximated to end in failure. However, a firm's capacity to effectively manage change is generally agreed to be essential for the organization to be competitive. Managing organizational change effectively is directly linked to its performance.

Studies have been done on strategic change management practices for instance, Makau(2013) studied strategic change management practices in international Non-governmental organization, 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. Mutwol(2009) carried out research on employee perception of people dimension of change at Kenya revenue authority Nyandoro (2015) studied change management practices and performance of commercial banks in Kenya, while Nyogesa(2013) did challenges of strategy implementation at Kenya police service.

From the above, so much has been done on change management practices but there has not been a study on employee perception of the influence of change management practices on performance especially at National police service. This study will therefore seek to fill the gap in the body of knowledge by determining the employee perception of change management practices adopted by National police service. It also seeks to establish the influence of change management practices to organization performance. The study will be guided by the following study question: What is the employee perception of influence of change management practices on performance at National police service?

1.3 Research Objectives

- i).To determine employee perception of strategic change management practices adopted by National police service
- ii). To establish the influence of change management practices on performance of National police service

1.4 Value of the Study

To the academicians the study will provide a useful basis upon which further studies on effectiveness of change management programmes in organisations could be conducted. It will also provide insight into the effectiveness of the change management practices to performance in real practice.

The study is invaluable to the National police service management in that it will provide an insight into the various approaches towards change management practices and how such practices could be used effectively in the management of change in the organization.

The government relevant ministries and agencies will make use of this study, as it will provide complementary knowledge useful in formulation of policy and a regulatory framework on change management national police service in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the past study on the factors influencing change management practices and ways of evaluating change management and performance in organizations. The specific areas covered here are strategic management, theoretical foundation, models of strategic change management, strategic management practices, concept of perception and performance.

2.2 Strategic Change Management

The foundation of strategic management can be associated to the works of Sun Tzu dating back to 400 B.C and Carl von Clausewitz in the eighteenth century. Sun Tsu's use of quantities, space and other related elements have corresponding traits to the positioning school (Mintzberg, Ahlstrand, and Lampel, 1998) calculation form the basis of victorious situation in warfare according to Sun Tzu.

The sphere of strategic management study has developed over the past 50 years. The dimension and view of strategic management in the 1950s and 1960s was based on general management outlook and the emphasis was on the responsibilities of the leader. Due to this the concentration of concern was on organization structure, processes ,systems, interpersonal relationship and leadership .Organizations adopt a top down approach, making of decision being the main function of the top management. In the late 1960s, the 1970s and the dawn of 1980s organizations shifted towards strategic planning approach with focus concentrating on formal planning and analysis whereby special teams were tasked with developing plans.

Implementation of strategy as a process became interesting focus for scholars in the 1980s. Focus moved from the leader to organization culture and the role it played in determining and implementing of strategies. Researchers began to give insight into the underlying concepts of globalization encompassing systems, processes and structures that gave organization impetus for growth, this follows the rise and popularity of globalization in the imagination of organization executive.

Resource-based view was as a result of some scholars who were trying to give attention to organization's competencies in order to explain strategy. In the 1990s strategic alliances was point of attention around which literature was developed, due to globalization which gave rise to network strategies. More efforts from a resource-based perspective led to the interpretation of traits associated with the organizations internal capabilities that empowered them to maintain a competitive advantage. The change of position leaning towards internal capabilities also saw a change in the view leaning towards knowledge based perspective and learning at the center of strategic competitive advantage in the late 1990s. There has been progress that has continued to be recorded through application of knowledge view from 2000s, with prominence and attention given to corporate social responsibility.

2.3 Theoretical foundation

There exists three different schools of thought on change management, this is according to Burnes (1994) open system, group dynamics as well as individual school. Behaviourist and gestalt-field psychologist are the two divisions that form the individual perspective school. The behaviourist see behaviors as an outcome of forces of an individual interaction with the

environment. This theory posits that an individual is a passive receiver of external and object data and that behavior is acquired through learning. On the other hand, Gestalt-field psychologist asserts that the behavior of an individual is as a result of reason and environmental forces.

Lewin (1947b) postulate that behavior of group is a complex set of symbolic processes and forces that do not just change the group structure but also affect individual behavior. According to him an individual behavior is affected by the group environment or “field” as he puts it. This field generates forces, pulling forces that results from group pressure on each of its members. Lewin argue that at any one given moment, an individual behavior is about how intensity and balance affect each other(whether these forces are positive or negative). As a result of this, he contends that at no one given time is a group in a “ steady state of equilibrium” but posits that a group is in a “ quasi-stationary equilibrium” which he says is in a continuous series of actions of mutual adaptation. Mulin(1989) articulates that firms now see it as normal and acceptable to see themselves as composed of teams or groups than as only collection of individuals.

2.4 Models of Strategic Change Management

Various change management scholars have proposed several models of moving an organization from a current undesirable status to a future desired state. Whereas the models differ in the detail, there is a general consensus that change is the only permanent aspect for today’s organizations and that the organization which will remain relevant and achieve their objectives are those which appreciate the need for change and respond innovatively. Planned change approach advocates have created structural designs and methods to assist in the series of events during transformation (Dawson 1994).

2.4.1 Action Research Model

Lewin (1946) first developed the Action Research (AR) model as a planned and collective approach to solving social and organizational problems. The theoretical foundations of AR lie in Gestalt-Field and Group Dynamics theory.

Burnes (1996) maintain that this model was based on the premise that an effective approach to solving organizational problems must involve rational systematic analysis of the issues in question. AR overcomes “paralysis through analysis” (Peters and Waterman 1982: 221) as it emphasizes that successful action is premised on establishing alternative means of solving problems, examining the alternative, selecting the best solution and that change is attained through taking collective action. The AR approach advocates the use of a change agent and focuses on the organization, often represented by senior management and the individuals affected by the proposed change

2.4.2 Three Phase Model

Lewin’s ubiquitous Three-Phase model (1958) has great extent of influence, it supports many change management models and techniques today (Burnes 1996; Dawson 1994). The main focus of this model is that a good ability to grasp the important steps in the transformation stages increases the likelihood of success in handling transformation. Lewin(1958) also argue that any important team or individual performance could dwindle is fast and quick means are not used to adopt them as standards within the organization.

Any subsequent behavioral or performance change must involve the three-phases of unfreezing the present level, moving to a new level and re-freezing at the new level. Drucker (2002) postulated that to achieve meaningful change, firms out to carry out the steps of unfreezing the status quo, shifting to a new state and refreezing the new level of transformation to make it permanent. The status quo can be considered to be an equilibrium state. To shift from this point of equilibrium there is need to the pressure of individual resistance as well as group conformity-unfreezing is necessary.

It may be fairly understood that this concept of planned organizational change can never be attained by simply understanding the series of events that bring about change, it is also important to understand the states that a firm passes through before achieving the future state that is desired.(Burners,1996)

2.4.3 Logical Incremental Process

Closely related to this is logical incremental process developed by Mintzberg, Quinn & Ghosal (1999) which advocates for managing change incrementally in order to manage complex strategy shifts. It involves a number of steps starting with being ahead of the formal information system by using multiple internal and external sources to assist managers 'sense' the need for change before the formal systems do. The second step is to build organizational awareness which is essential when key players lack information or psychological stimulations to change. The third step is building credibility or changing symbols which help managers signal to the organization that certain types of changes are coming, even when specific solutions are not yet in hand. The fourth step is legitimizing new viewpoints while the fifth step is the technical shifts and partial

solutions. These are typical steps in developing a new strategic posture, especially when early problem resolutions need to be partial, tentative or experimental.

The sixth step involves broadening of political support which is done through committees, taskforces or retreats. The seventh step is to overcome opposition to change done by persuasion, co-option, neutralization or moving through zones indifference, which can be done by pushing portions of the project that are non controversial. The eighth step is consciously creating structured flexibility by active horizon scanning, creating resources buffers, developing and positioning champions. The ninth step incorporates trial balloons and systematic waiting to attract options and concrete proposals which assist the executive to mobilize organization's creative abilities without making a commitment to any specific solution.

The tenth step is creating pockets of commitment in which executives try to get organizations to adopt entirely new strategic directions. Small projects, deep within the organization, are used to test options, create skills or build commitments for several possible options. The eleventh step is crystallizing the focus whereby once executives develop information or consensus on desirable ways to proceed, they may use their prestige or power to push or crystallize a particular formation. The final step formalizes commitment whereby the decision is announced publicly, programmes and budget are formed, and control and reward systems are aligned to reflect intended strategic emphases.

2.5 Strategic change management practices

Bryson and Roening (1987) contend that strategic management starts at the point where a firm creates its strategic management design or a set of intended actions. The series of events starts with a set of intended actions. However, various authors have adopted a multiple view to advancement of strategic management (Berry,2001). In essence strategic management is the work of leaders at the top of the organization.

Due to the fact that strategic thinking is new and developing area of study it represent several ways of thinking and different methods. Strategic management is used by firms in planning for the future using a number of deductive methods and series of events that involve making choices. For this reason, it is a befitting mutual activity for various firms and in various industries, mainly because more and more competitive behavior (Dent and Barry,2004)

To fulfill customer needs and deter people from reverting to old ways that they are used to, it is essential to have resources for change if an organization is to maintain forward move(Kotter,1996). Buchanna and Boddy(2000) quips that in order to deal with difficulties during change, agents of change should be aided by management team to spur others to work hard, this great task falls on management team. Encouragement is appropriate as it works better than using threats towards staff. Training, re-training, seeking new knowledge, coaching and counseling on the job are essentials that companies should entail in their engagements. It is of importance to consider rewards such as pay increase and recognition to help in desired behavioural reinforcement and shun criticism for change process to succeed.

2.6 Factors influencing change

Generally those who facilitate the change process are linked to its successful implementation (Buchanan and Badhan,1999, p.610) Explains that a change agent is a manager who arranges into new configuration roles of the organization, its structures, processes, systems, the use of technology and other resources.

According to Buchanan and Boddy(1992) competencies of effective agents of change include clear and specific goals, negotiating talents, influencing ability, communication skills and team building activities.

2.7 Concept of Perception

Perception is a cognitive process that lets a person make sense of stimuli from the environment. These stimuli affect all senses: sight, touch, taste, smell and hearing. The stimuli can come from other people, events, physical objects or ideas. A person's perception process is a mechanism that helps him adapt to a changing environment (Dember, 1960s. As a result of presumed link between people's perception of their world and their behavior in it, attitude has played a major role in the field of social psychology. An attitude is "a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object" (Fishbein and Ajzan, 1975).

Human beings emerge with various acuity of similar stimulus item as a result of the three series of events that are involved in understanding: Discriminative mental focus ,fussy misrepresentation and selective memory. Selective attention arises due to the fact that human

beings are vulnerable to terrific amount of day to day stimuli. The consumers have a raised awareness of stimuli that meet there needs or interests and minimal awareness of stimuli irrelevant to their needs. Fussy misrepresentation explains the likelihood of human beings to twist facts into individual meanings. Selective retention asserts that people will forget much of what they learn. They tend to retain information that supports the attitudes and beliefs for chosen alternatives (Kotler, 1988; Kibera and Waruingi, 1998).

2.8 Employees Perception of the Change Effort

Change management is an important undertaking for any manager. Whether change is introduced in the organization as a continuous process, or as transformation, it would affect organizational culture and in essence; the employees upon whom the organization depends to effectively manage the change process.

Change can be seen as developmental – meaning to make a successful situation more successful; for example to expand the amount of customers served. Different writers in organizational change management have used different terms to describe the notion of “continuous” change process. Armstrong (2005: 318) defines organizational development as a planned systematic process in which behavioral science principles and practices are introduced into an ongoing organization towards the goals of effecting organizational improvement, greater organizational competence, and greater organization effectiveness. It involves the planning and implementation of a set of structured activities designed to improve the effectiveness with which organizations functions and responds to change.

Organization change involves a series of events that guarantee that a firm can develop and implement great change programmes by responding in a strategic way to emerging and recent demands and continue to work effectively in changing environment in which it works. It denotes fundamental change in organizational structure and nature of doing business. Effective development of projects which creates new products and services or which give rise to new procedures are what leads to future growth of the organization. Projects of these nature are also considered as principle means of generating change in the organization. Beckhards (1989) has identified four types of transformational change in organizations. These are first; change in what drives the organization - like change from being production-driven to being market driven, secondly a fundamental change in relationships such as decentralization; third - a major change of doing work like adopting computerized systems and fourthly a basic change in culture for example developing a customer focused culture. Organizational transformation can be managed well if the process of change is introduced as a one-off project.

Pinkerton (2003) sees the process of introducing change in organizations as a re-engineering project that requires detailed planning to precede organizational redesigning and execution, just like any other project. But most organizations are structured according to rules, policies, and procedures along the Weberian “ideal” model resulting into highly specialized functional units. Change means adjusting the existing organizational patterns. This becomes difficult because the existing behavior is institutionalized and adherence to it is rewarded. Again in a bureaucracy no one takes responsibility for the whole organization but only to assigned duties, yet change management demands process ownership.

2.9 Organizational performance

The performance of a firm is composed of the actual output or the outcome of a firm as measured against the output that was intended to be achieved.(or goals and objectives). Richard et al (2009) performance of an organization covers three specific areas of firms outcome: performance in terms of finance-these include (return on investment, return on assets, profits etc), performance in terms of market products:(market share, sales ect) and return in terms of return of shareholders (total shareholders return, economic value added etc) organizational effectiveness is a concept with wider scope and various specialists are keen on performance of organization including planners,other areas like operations, finance, legal and organizational development

Balanced score card methodology has been commonly used by firms in recent times to measure organization performance. When using this method performance is traced and measured in various aspects like social corporate responsibility, public relations, customer service, financial performance as well as welfare of employees. Nevertheless, every stakeholder group has got interest in various and non-similar view of performance and the firm has to accommodate all the different views. A rational, analytic and universal perspective of performance of an organization refers to its capacity to attract and hold and secure the right composition and quality of stakeholders. This can only be possible where an organization indicating its progress against previous performance

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the method which was used in the collection of data, analysis of data and the presentation of data. The distinctive areas which are covered include; research design, population, sample selection, collection of data, analysis and presentation.

3.2 Research design

This research exercise used cross section survey design in collecting primary data. This implies that the entire population will be under observation, or a sub-sect of the population will be used to represent the population, this takes place at one specific point in time with the objective of furnishing data on the population under study.

3.3 Population of the study

The study was done within the national police service. The target population totaled to 42,000 police officers . These employees are spread across the country within the forty seven counties and composed of various units within the National police service.

3.4 Sample selection

National police service is structured into two main departments namely Kenya Police and Administration police and these are the two departments that formed the units of analysis. Kenya police has Air wing, Airport, Criminal investigation department, Dog unit, Diplomatic unit, General service unit, Kenya police college, Maritimime police, Railway police, Tourism

police unit and Traffic police unit. Administration police has Rapid deployment unit(RDU), Security of government buildings(SGB) and Rural and Border Patrol Unit(RBPU). Stratified sample of 1,200 employees was used as the representative sample then a simple random sampling was applied for each stratum. This sample size was arrived at using the formula

$$n_r = \frac{(1.96)^2 pq}{d^2}$$

A 95% confidence level was used which gives a minimum sample size of 400 where n_r = required population size, p =proportion of population having required characteristic, d =margin of error ,therefore a sample size of 1200 was deemed sufficient.

3.5 Data Collection

Participants in the research were given structured questionnaires which were used to collect primary data. This method was preferred because it supports a sense of reality and concreteness. In this method there is a low frequency of researcher's participation while the respondents have high frequency of participation. Past research papers were used as a source of secondary data to enrich the data that was obtained from the questionnaires.

3.6 Data Analysis and Presentation

This research exercise generated both quantitative and qualitative data. Quantitative data was analyzed as frequency, percentages, means, medium and standard deviations under the corresponding objectives. Quantitative data has been presented in form of the following outputs; bar graphs, and tables, among others. Qualitative data has been presented as themes and sub-themes in cases where they are not used to explain quantitative findings.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

The research objective was to determine the employee perception on the strategic change management practices adopted by National police service in Kenya and to establish the influence of change management practices on performance of National police service. This chapter presents the analysis and findings with regard to the objective and discussion of the same.

The target population of this study was all employees of the National police service and a sample of 420 managers from the company was targeted. However only 315 out of the total target sample responded and this forms the basis of the findings presented in this report. The findings are presented in narratives, charts and tables.

Out of the 1200 questionnaires that were issued to the respondents, 900 of them were fully completed and returned. This represented a response rate of 75%, which was considered adequate enough for the analysis of the study. According to Cooper(1999) a response rate between 30% to 80% of the total sample size can be generalized to represent the opinion on the entire population. Therefore a response rate of 75% is sufficient.

4.2 Employee Perception

The respondents were asked to describe the operating environment at NPS. The results are presented in table 4.2.1 below.

Table 4.2.1: NPS: Operating Environment

Description of National police service	Frequency	Percent
Operating environment in kenya		
Stable	540	60
Turbulent	252	28
Very turbulent	108	12
Total	900	100

Source: Research data (2016)

As shown in Table 4.2.1 above 60% of the employees felt that the operating environment was stable, 28% percent felt that it was turbulent. The remaining 12% felt that the situation in NPS is very turbulent.

Further, the respondents were asked to describe how NPS reacts to the business environment.

The results are as shown in Table 4.2.2 below

Table 4.2 2: The way NPS reacts to operating environment.

How NPS reacts to operating environment	Frequency	Percent
Proactive	270	30
Reactive	405	45
In-between	144	16
Others	81	9
Total	900	100

Source: Research data (2016)

According to the results in the Table 4.2.2 above, majority of National police service employees (45%) felt that NPS responds reactively to its business environment as opposed to proactively (30%).

The respondents were also required to indicate the forces that necessitated changes at NPS.

Table 4.2 3: Forces of change

Forces that necessitated change at NPS	Frequency	Percent
Change in customer needs and preference	108	12
Deregulation/Legislation	495	55
Core operation inertia	207	23
Globalization	90	10
Total	900	100

Source: Research data (2016)

From above Table 4.2.3, 55% of the employees believe that legislation was the major reason why National police service necessitated change while 23% of them believe that core operation inertia was the reason that led to it. Therefore there is need for NPS to ensure that its employees know of the other forces behind the change process so as to easily embrace its objectives.

The employees were required to list the change management practices that had been adopted by NPS.

Table 4.2. 4: Change management strategies adopted by NPS

Change management practices adopted by NPS	Frequency	percent
Re-branding from police force to national police service	81	9
Vetting of staff	180	20
Coming up with charter for service delivery	153	17
Promotion based on merit	45	5
A belief in customer first	54	6
By training staff	99	11
Community policing	135	15
Establishment of internal affairs unit	27	3
Decentralization of operation	18	2
Suggestion box for customers for feedback	36	4
Installing emergency toll free numbers	72	8
Total	900	100

Source: Research data (2016)

As per the Table 4.2.4 majority of employees responded that change management practices adopted by National police service were mainly seen in vetting of staff (20%), coming up with charter for service delivery (17%) and community policing (15%).

The respondents were also required to indicate which stakeholders they felt had initiated the change management efforts in their company. The findings were as shown in the Table 4.2.5 below:

Table 4.2.5: Stakeholders who initiated Change Management Practices

Stakeholders who initiated change at NPS	Frequency	Percent
National police service commission	378	42
Office of Inspector general	225	25
Officer commanding county	99	11
Officer commanding division	54	6
Officer commanding station	27	3
others	126	14
Total	900	100

Source: Research data (2016)

As per the Table 4.2.5 above, majority of the respondents 42%, felt National police service commission was the most vocal in the change management effort followed by the office of the inspector general 25%. 14% of the of the respondents also felt that there were other stakeholders involved such as the independent police oversight authority.

In order to know what the change management process has affected at National police service, the respondents were asked to rate their opinions on the given sectors using a 5 point scale with 1 being most affected and 5 being least affected.. The mean scores and standard deviation for each sector were computed and summarized as here below as Table 4.2.6

Table 4.2. 6: Effect of Change Management Practices on Processes

Effects of change management process	Mean	Std. deviation
structure	2.46	1.31
system	2.8	1.24
behaviour	2.44	1.44
processes	3.06	1.34
services	2.46	1.42

Source: Research data (2016)

The findings in the Table 4.2.6 above indicated that all the sectors had a mean ranking of 2.44 to 3.06 which implied that majority of the respondents felt the given sectors were affected averagely and so there is still room for more to be done.

The employees were required to indicate how engaged they were in the change management practices. The results were as shown below in Table 4.2.7

Table 4.2.7: Level of Employee engagement in Change Process

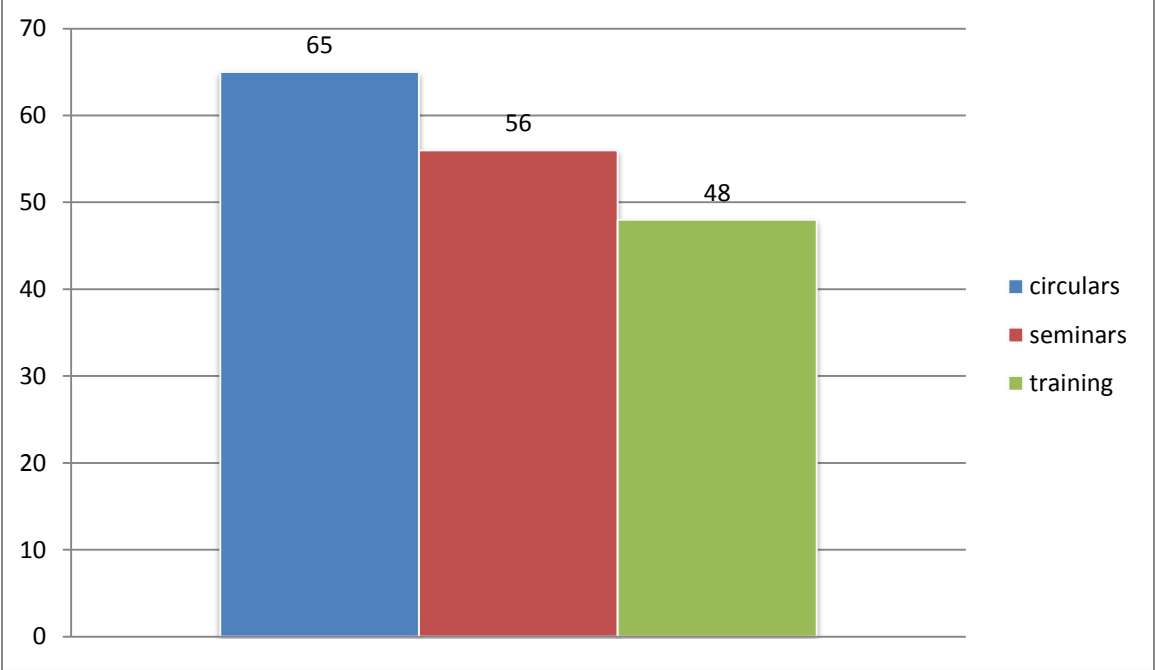
Level of employee engagement	Frequency	Percent
Not engaged at all	36	9
Very engaged	306	34
Selected few engaged	513	57
Total	900	100

Source: Research data (2016)

From the above Table 4.2.7, 57% of the employees felt that only a selected few were engaged in the change management practices while 9% felt that the employees were not engaged at all.

Further, employees were required to indicate how the vision developed from the change management process was communicated to them.

Figure 4.2. 1: Vision Communication Channels

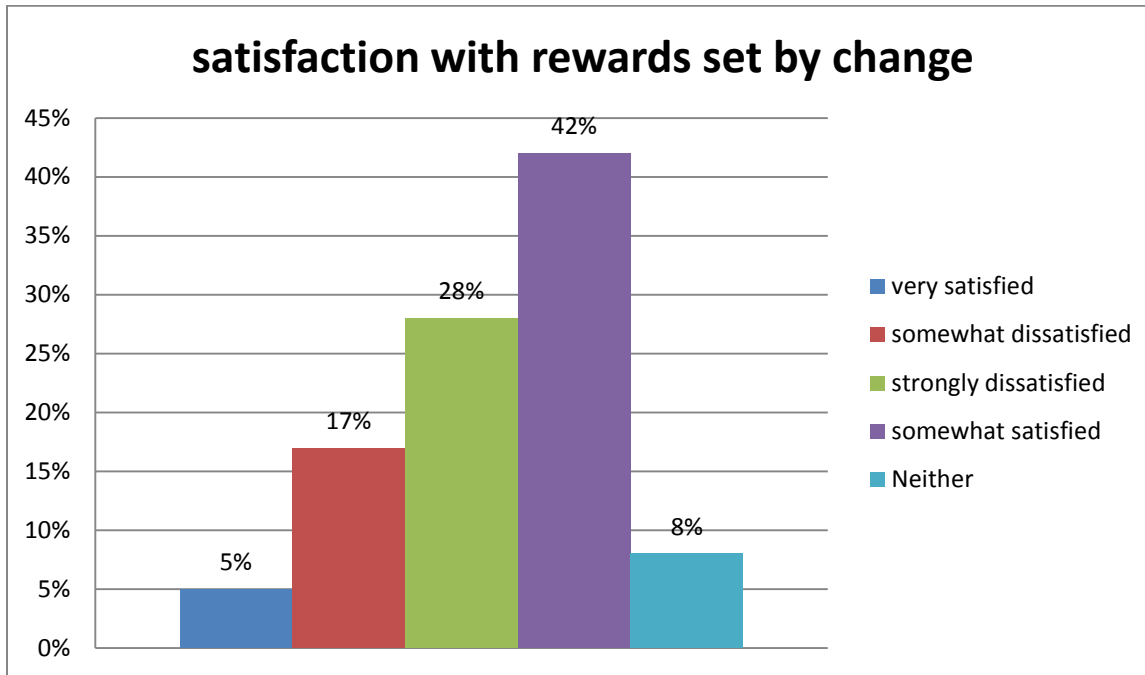


Source: Research data (2016)

According to the Figure 4.2.8 above, the vision developed was communicated mostly through circulars (65%), trainings (56%) and finally through seminars (48%) as displayed in figure 8 above.

The respondents were asked to rate the way National police service rewards its employees who meet the targets set by the change practices. The results are shown here below in figure 4.2.2:

Figure 4.2.2: Employee Satisfaction levels

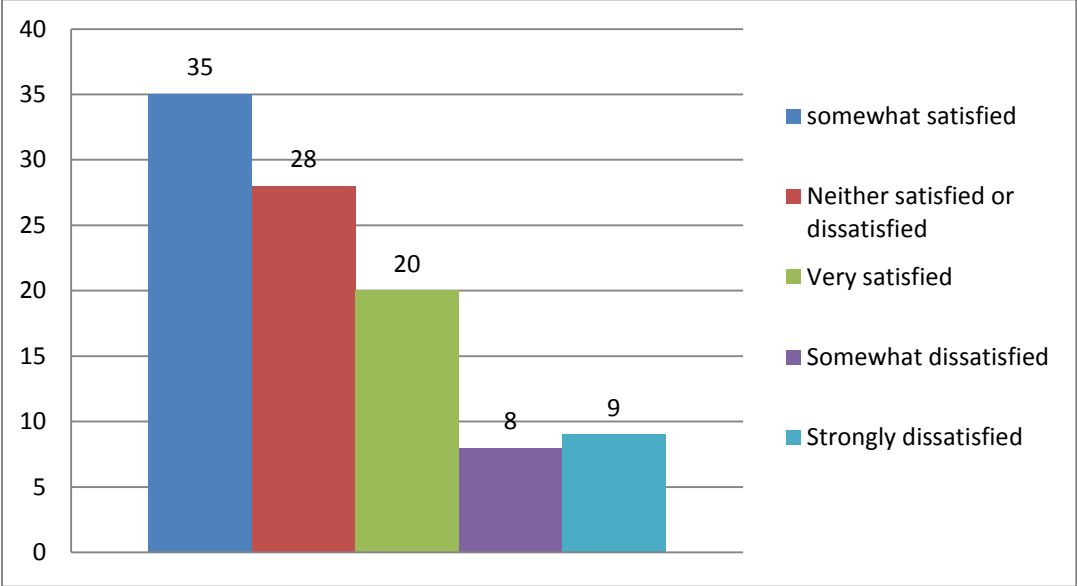


Source: Research data (2016)

This was done by measuring the respondent's perceptions that reflected their satisfaction rates with the rewarding system of National police service. According to the information in Figure 4.2.29 above, only 5% of the respondents were satisfied with the rewards given by NPS while 28% were strongly dissatisfied. National police service is generally perceived as not to rewarding its employees satisfactorily.

The Employees were required to rate their satisfaction with the level of resources used to implement the change process. The findings are as shown below as Figure 4.2.3

Figure 4.2.3: Satisfaction Level on Resources used in the Change Process



Source: Research data (2016)

The figure 4.2.3 above 55% of the employees felt satisfied with the level of resources that National police service used in implementing the change process while the 17% felt dissatisfied. The remaining 28% neither felt satisfied nor dissatisfied implying that there is still need for more to be done in order for the organization to fully gain the confidence of its employees in this sector.

The respondents were required to rate how they viewed the change management process.

Table 4.2.8: Change Management Process

How employees view National police service Change process	Frequency	Percent
Top-Bottom	702	78
Bottom-Up	81	9
Consultative	117	13
Total	900	100

Source: Research data (2016)

The findings presented above in table 4.2.8 show that, 78% of the employees interviewed viewed the change process of National police service as being from top – bottom while those who viewed it as either consultative or from bottom – up were 22% in each case.

When researching on the general reputation and attributes of National police service, we asked the employees to rate them in order for us to understand their perception towards these attributes.

The mean scores and standard deviation for each sector were computed and summarized below in Table 4.2.9

Table 4.2.9 National Police Service General Reputation and attributes

Attributes	Mean	Standard deviation
Police service has standing reputation & leadership	3.78	1.24
Police operate as monopoly hence no need for change	2.42	1.48
Change process has greatly improved the service delivery	1.46	1.04
Culture at the National police service has greatly improved after the change process	3.89	1.04
Customers are now much satisfied after service delivery	2.34	1.64
It takes less time to respond to customers' needs	1.73	1.42
There is high level of integrity at National Police service	3.86	1.02
It is a prestigious organization to associate with	3.89	1.26
The change process was accepted seamlessly by all ranks at National police service	3.94	1.14
Efficiency in dissemination of information has Accelerated the change process	3.08	1.26

Source: Research data (2016)

The findings above in Table 4.2.9 shows that majority of the respondents neither agreed nor disagreed with all the attributes apart from the point that of National police service that it takes less time to respond to customers' needs and that the change process has improved service delivery.

4.3 National Police Service Performance

In an attempt to establish how positively the changes impacted on the performance indicators of National police service, employees were required to assign weights to various performance indicators of the organization. The indicators are; Reduction in the number of serious crimes, Employee welfare, Stakeholders interest, Response time, Measurement of enforcement productivity(e.g number of arrests, citations or stop and frisk searches) and Customer satisfaction.

The weights attached to each of the above factors shows the ranking in terms of the most positive to the employee.

Table 4.3.1: National police service Performance Indicators

How positively the changes have impacted on the Performance indicators of National police service	Mean
Reduction in number of serious crimes	3.18
Employee welfare	2.28
Stakeholders interests	3.04
Response time	3.76
Measurement of enforcement productivity	2.64
Customers' satisfaction	2.37

Source: Research data (2016)

Findings above as Table 4.3.1 show that, response time was the most positively impacted factor with the mean of 3.76 followed by reduction in number of serious crimes at 3.18 while employee welfare and customer satisfaction are ranked as the least positively impacted with mean values of 2.28 and 2.37 respectively.

The employees were required to rate the visible benefits that they had realized from the change management practices.

Table 4.3.2: Employees Benefits

Visible benefits realized by employees from the change management practices	Mean
Remuneration	3.68
Allowances	3.66
Increased morale	3.98
Training	2.02

Source: Research data (2016)

According to the employees' ratings as shown in above in table 4.3.2, the most visible benefit that they benefited from the change practice was in training followed by allowances, remuneration and finally in increased morale .

The respondents were required to indicate the major benefits obtained by National police service from the change management practices. The responses were as follows below in Table 4.3.3.

Table 4.3.3: National Police Service Benefits from Change Process

Benefits realized by NPS from change management Practices	Mean
Improved customer rating	2.96
Less complaints reported against police	2.46
Prestige	3.84

Source: Research data (2016)

According to the employees' ratings as shown in above in table 4.3.3, the most visible benefit realized was reduced number of complaints against police officers followed by improved customer rating and lastly prestige.

CHAPTER FIVE: SUMMARY CONCLUSIONS RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings of the research based on the research objectives and the research questions. It also gives the conclusions derived from the findings. Finally, this chapter highlights the recommendations that the researcher provides to the management of National police service and its stakeholders.

5.2 Summary of findings

The main objective of this study was to determine the employee's perception to the effectiveness of the change management practices on performance at National police service. The study showed that the change management practices at National police service were necessitated by legislation following the passing of the new constitution. The new laws demanded higher levels of accountability in all police operations and there is also IPOA , police oversight body. The study yielded that the major change practice(s) adopted was vetting of staff to meet the constitutional standards, the development of a charter for service delivery and establishment of community policing initiative. According to the study, the change management process has mostly affected the organizations service delivery and the processes. The employees felt that the impact of the change process could be noted positively on response time and reduction in serious crime. They also noted that employee welfare and customer satisfaction were not taken keenly in the change process. The study also concluded that change process was top-bottom approach and the employees felt that only selected few were actively participating in the change effort.

5.3 Conclusions

The findings show that the employees felt that the change management process at National police service was mainly initiated by the National police service commission and the office of the Inspector general. This led to a key weakness being seen in the lack of inclusiveness by the other stakeholders of the organization especially officers in the lower cadre in their contributions to the change management process.

Like most organizations in the security sector charged with internal security of the state around the world, National police service in Kenya offers various services to its stakeholders within the republic of Kenya. The findings indicated that the features under study that were most positively affected by the process included improvement in response time and reduction in serious crimes. Those that were least affected included measurement of enforcement productivity and customer satisfaction.

This survey also revealed that the level of benefits gained from the change management practices as felt by its employees is average in almost all sectors. Training was perceived to be the most realized benefit by employees. It was followed by the benefit in allowances, then an increase in morale and finally in remuneration. It also shows that National police service has generally benefited from the strategic change management practices with less complaints being reported against police officers and improved customer ratings.

5.4 Limitations of the study

The total response rate: Not all respondents issued with questionnaires were able to fill them and submit. To overcome this limitation was the confidentiality of the information that was given them with the emphasis that the study was an academic project.

The employers' perceptions: Significant number of officers in lower cadre within National police service felt that the study would not make any difference since some senior officer did not whole heartedly embrace the change process and were therefore reluctant to participate.

Hostile respondents: Some employees of National police service who were given the questionnaires were not willing to give responses.

5.5 Recommendations

5.5.1 Recommendations with policy indications

The study found out that major internal processes in NPS were affected averagely by the change process. Most of these processes affect the operations and in deed the service delivery of the organization. For the organization to play its role in fulfill its mandate as enshrined in the constitution which guarantee service delivery to all Kenyans, the organization needs to improve on these ratings.

Findings also indicated that the change management process at National police service was positively impacting on the performance indicators in terms of response time and reduction in number of serious crimes. However, in terms of customer satisfaction and employees welfare, it is recommended that more need to be done for the organization to achieve its objectives from the change process which moves from technical orientation to customer focus.

5.5.2 Recommendations for further research

The study found out that the strategic change management practices have impacted positively to the performance of National police service and the employees perceive them to be successful, however, the study recommends further research on the impact of the strategic change management practices on the different units within the National police service.

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APPENDICES

APPENDIX I : LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI
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Nairobi, Kenya

DATE... 4.8.2016

TO WHOM IT MAY CONCERN

The bearer of this letter PHILIP OCHENJI OJWANG


Registration No. D 61/68403/2012

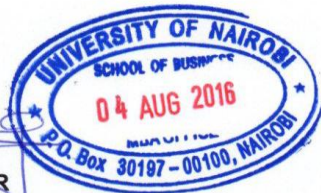
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



APPENDIX II: QUESTIONNAIRE

I am carrying out an academic research project titled: *Employee Perception on strategic change management practices and performance at National police service*. I am selecting respondents randomly and I would appreciate if you would respond to the following questions. Your response will be treated confidentially and used for academic purposes only. 0

Part A:

Please indicate you're:

- 1. Title
.....
- 2. Division/ department
- 3. Experience.....
- 4. The number of staff under you if any

Part B: Employee perception

5. How would you describe national police service operating environment? (Please tick)

- Stable
- Turbulent
- Very turbulent
- I don't know

6. How does National police service react to operating environment? (Please Tick the most appropriate)

- Proactively
- Reactively
- In – Between
- Others (Please specify).....

7. What forces necessitated change at Natinal police service?

- Change in customer needs and preference.....
- Deregulation.....
- Core operation inertia.....
- Globalization.....

8. Please name the change management practices adopted by National police service?

.....
.....

9. Who initiated the change management effort in National police service? (Tick more than one if possible)

- National police service commission
.....
- Office of Deputy
IG.....
- Officer commanding
county.....
- Officer commanding
division.....
- Others (Please specify)
.....

10. what has the change process affected(1 most affected-5 least affected)

Change management process	1	2	3	4	5
structure					
system					
behavior					
processes					
services					

11. Kindly indicate the level of employee engagement in the change management practices

	Tick please
Very engaged	
Not engaged at all	
Selected few engaged	

12. Was a vision developed? If yes how was communicated to all the company employees?

	Please Tick
Seminars	
Circulars	
Training	
Don't Know	

13. How do you rate the rewards to the employees who meet the targets set by the change practices? Please indicate

- Very satisfied
- Somewhat satisfied
- Neither
- Somewhat dissatisfied
- Strongly dissatisfied
- Don't Know
- No response

14. Are you satisfied with level of resources used to implement the change process? (Please indicate below?)

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Strongly dissatisfied
- Don't Know
- No response

15. How do you think the organization employee's view the change process (tick the most appropriate)?

- Top – bottom
- Bottom – up
- Consultative
- Others
(specify).....

16. Thinking of National police service general reputation and attribute, kindly circle the most appropriate answer

Attributing rate	Totally disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Totally agree
police service has standing reputation & leadership					
Police operate as a monopoly hence no need for change					
Change process has greatly improved service delivery					
Culture at national police has greatly improved after change process					
Customers are now much satisfied after service delivery					

It takes less time to respond to customer's needs					
There is high level of integrity at national police service					
Is it a prestigious organization to associate with					
The change process was accepted seamlessly by all ranks at national police					
Efficiency in disseminating information has accelerated the change process					

Part C: performance:

17 How positively have the changes impacted on the following performance indicators of the organisation (where 1 is least positive and 5 is most positive)

- a. Reduction in number of serious crime
- b. Employee welfare
- c. Stakeholders interest
- d. Response time.....
- e. measurement of enforcement productivity(e.g number of arrests, citations or stop and frisk searches.....
- f. Customer satisfaction.....

18 Rate the visible benefits employees realized from the change management practices? (1 – most benefit to 5 least benefit)

	1	2	3	4	5
Remuneration					
Allowance					
Increased morale					
Training					

19 Rate the benefits the company realized from the change management practices? (1 – benefit to 5 least benefit)

	1	2	3	4	5
Improved customer rating					
Less complaints reported against police					

APPENDIX III: KNOWLEDGE GAP

Author	Knowledge gap
Ogolla K.O (2007)	<p>This cross section survey investigated the strategic management practices of pharmaceutical importers and distributors in Kenya</p> <p>The study focused on strategic management practices such as creation of mission/vision, setting sales objectives ,strategic processes etc</p> <p>This current study will focus on employee perception on strategic management practices and performance at National police service</p>
ssMarangu J. M(2012)	<p>Conducted a cross section survey research on employee perception on strategic change management practices at Kenya Power and Lighting Company Limited. However, the study was done on the energy industry and not the security industry .</p>
Makori A.O(2014)	<p>Established that there was moderate relationship between employee perception and management initiatives though not significant, was indicative of the fact that employee performance .</p> <p>He also concluded that there were other predictors of employee performance that were stronger than perception on management initiatives. However, the study was done on hotel industry which is different in context to the current study</p>
Zakayo M(2009)	<p>Carried out a study on manager’s perception of strategic management practices by the national assembly.</p> <p>This current study focuses on employee’s perception on strategic management initiatives more over the study focused on manager’s Perception of strategic management practices while the current study will investigate the relationship between employee perception on strategic management practices and performance.</p>
Risper A.N(2013)	<p>Carried out a study on challenges of strategy implementation at Kenya police service.</p> <p>This current study though conducted in the same organization is different since it focuses on employee perception on strategic management practices and not challenges of strategy implementation.</p>
Gitau S.K(2011)	<p>Did a study on strategic change management practices within state corporations. However this study cannot be used to generalize since National police service as an organization has significant difference with other organizations in the manner of its operations.</p>
Kiraithe E.(2011)	<p>Carried out a study on management of strategic change that focused on Kenya police whereas this study will expand as it will survey the entire national police service.</p> <p>The objectives are also different.</p>