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ABSTRACT

Organizations are always changing since they exist in a dynamic environment and National Police Service is not an exceptional. Strategic change management practices occur so that there can be a positive influence on the organizational performance. The objective of the study was to examine the influence of strategic change management practices on organizational performance, a case of National Police Service, Limuru Sub-county, Kenya. The study used descriptive study design and questionnaires were used for data collection. The target population was 240 officers and a sample size of 80 officers. The data was analyzed through Statistical Package for Social Sciences. The study found that leadership, motivation and reforms affect organizational performance at different levels. The study recommended that NPS should use a variety of strategic change management practices and organize frequent training sessions and seminars to ensure that all officers are competent in carrying out their duties.

Keywords: Strategic change management practices, organizational performance, NPS

INTRODUCTION

Organizational performance highly depends on strategic change management practices. The strategic practices must be properly manned and implemented if indeed a firm is to improve its performance. Organizations that fail to plan, they definitely plan to fail. A lot of organizations take a lot of their time in strategy formulation processes but they hardly implement them. A strategy formulated but not implemented is just but a fantasy. Performance for any organization is a measure of how effective an entity is in achieving its objectives. According to (Miner, 2015) organizations exist with a purpose of seeking growth and performance. Organizations must constantly align themselves with their environments either by reacting to external event or by proactively shaping the businesses in which they operate in (De Wit, B. & Meyer, R, 2010)

NPS vision is to be a dignified police service therefore through sound strategic change management practices it is able to achieve this. For instance extensive training on the Constitution of Kenya enables the officers to be fully informed about Bill of Rights of the citizenry this helps them serve Kenyans in a professional and satisfactory manner. Reforms have also brought in a new dawn in the service and it is anchored on four pillars; organizational culture, people management, inter-institutional partnerships and linkages and infrastructural gaps. This tends to do away with the corrupt nature of the service and bring in accountability, it also strives to look into the welfare of the officers so that they are able to deliver their services efficiently, the service partners with institutions of higher learning so that they can offer police tailor made courses for the officers so that they are more efficient, a case in point is Tangaza college in Karen and Kenyatta University. To deal with infrastructural gaps the service has leased

vehicles to ensure that they are able to reach citizenry with ease and respond to incidents promptly.

The NPS refers to trained officers entrusted by the government to be in charge of prevention and investigation of crime, maintaining law and order, taking action on those who break the law as well as conducting regular patrols within the residential and commercial areas to combat crime. The vision of the NPS is to be a dignified world class police service meaning it strives to serve with dignity and meet international set standards. The mission is to provide professional and people-centered police service through community partnership and upholding rule of law for a safe and secure Kenya. NPS strives to offer their services in a professional manner and partners with community members so that they can get information regarding the criminals and acts on the same. Motto is to serve with dignity. The core values include: justice, integrity, equity, participation, accountability, openness and civility

The Kenya Police has over the years served as the state's main organ of oppression and principal violators of Human Rights operating in a culture of low accountability. Police forces have been charged with corruption and misuse of force and this has made the police image in the public domain to deteriorate; they are viewed as hostile, corrupt, abusive and ineffective. The police also lacked adequate infrastructure to carry out their work. There was poor coordination between the two forces; Kenya Police Force and Administration Police Force. This definitely brings a dire need for positive change from the force which is largely marred with brutality to a service that is largely marked with high levels of professionalism and integrity.

The push for multi-party democracy in the early 1990's brought greater pressure for Police Reforms in the country. Transformation of the police force to

a modern service was required in line with the International standards of Policing. The government established the task force on police reforms in 2003. The taskforce was authorized to scrutinize the prevailing poor policing practices and give recommendations. The task force proposed the following recommendations; developing a public relations campaign and implementing of the organizational reforms and institutional restructuring.(Mageka, 2015). Strategic change management is way of creating circumstances that make proactive change a normal way of life. The fit between an organization and its external environment determines its performance and hence it is important to watch on prevailing opportunities and threats in the external environment for a firm to quickly adapt. Several strategic management practices were looked into by the study. Leadership style, National Police Service leaders have broadly embraced transformational form of leadership that appreciates and accepts the reforms and takes great joy in offering professional services to the Kenyan citizens. Training has also been looked into extensively most recent skills that are up to date with the current crimes such as cyber crime, attacks from militia groups are imparted to the officers. Motivation the NPS officers have not been fully motivated especially the proposed 42% salary increment by Retired Judge Philip Ransley this at times brings problem in managing strategic change in the service. Reforms are the proposed changes in the service and it is anchored on four pillars; organizational culture, people management, inter-institutional linkages and partnerships and infrastructural gaps. The leaders in NPS are doing their best to ensure that these reforms are successfully implemented.

In 2009, the government put up the National Task Force on Police Reforms headed by Retired Judge Philip Ransley. The task force came up with over 200 recommendations. The president set up the

Police Reform Implementation Committee (PRIC) to fast track and in coordination of implementing the recommendations. The creation of the National Police Service is provided for by the Constitution, The NPS Act 2011 and the NPSC Act, 2011. The National Police consist of: KPS, APS and the DCI. The NPS is under the independent command of the Inspector General Mr. Joseph Kipchirchir Boinnet. The KPS, APS and Directorate of Criminal Investigation is each headed by a DIG. Initially the Kenya Police Force was governed by Cap 84 Laws of Kenya while Administration Police was guided by Cap 85 Laws of Kenya.

Statement of the Problem

(Kaplan & Norton, 2008) also observed that organizations frequently experience implementation failure rates as high as 60 to 90 per cent.

Despite having many change initiatives; Revised Police Reforms Program Document 2015-2018, reforms is anchored on four pillars organization culture, people management, inter-institutional partnerships & linkages and infrastructural gaps we are not getting expected or impressive results. We anticipate that with these kinds of strategic change practices in place, we would have a very efficient and customer centered service but in real sense this is not happening. We still have cases of massive graft within the service, bureaucratic form of leadership where leaders do not incorporate the opinions of their juniors; motivation of the officers is still a challenge since the proposed 42% salary increment by Ransley has not been fully implemented. There are many issues affecting the NPS, Kenya such as the poor motivation of officers, poor remuneration, and deplorable working conditions like housing, unclear scheme of service, poor code of conduct, leadership problems, non-professionalism and lack of digitalized services.

Research Objectives

Generally, the study examined the influence of strategic change management practices on organizational performance. The specific objectives were:-

3.2. Specific objectives

- To determine the influence of leadership styles on the performance of the NPS
- To assess the influence of training on the performance of the NPS
- To determine the influence of motivation on the performance of the NPS
- To establish the influence of reforms on the performance of the NPS

Theoretical framework

Resource-based View Theory

According to resource-based theory, organizations that own strategic resources have the competitive advantage over organizations that do not. Resource-based theory as proposed by (Wernerfelt, 1984) contends that: possession of strategic resources gives an organization a golden opportunity to build up competitive advantage above its competitors. Its view looks at the resources of the firm as the primary determinants of competitive advantage and performance. It adopts two assumptions in sources of competitive advantage analysis.(Bridoux, 2004b). The strategic resources that NPS has at its disposal for instance highly trained personnel, graduate officers, strong weaponry, leased government vehicles gives the Service an upper hand and strategic position to be able to offer sound security services to the citizenry. If these resources were not there then there would be much difficulty in offering security services to the people of Kenya.

Change management theory

Change management theory was developed by Kurt Lewin back in the 1940's. The theory is based on

three step process (unfreeze- transition – refreeze) that provides high-level of approach to change. Unfreeze means to reduce the forces that strive to maintain the status quo, and doing away with the present intellect set. Transition is coming up with new attitudes, behaviors and morals at times through the structure of an organization and process changes and techniques of development. Freeze: The final stage of crystallizing and the adaptation of the new situation. The organization may regress to its former ways at this point unless the changes are armored during freezing.(Lewin, 1947). In NPS unfreezing includes doing away with the corrupt nature of officers, doing away with unprofessional service delivery to the citizens. Transition involves establishing free and fair service delivery, offering services in a professional manner, officers asking the public's opinion regarding their service delivery through use of suggestion box or customer care desk, introducing gender desk or office that deals with sensitive issues like rape case, gender based violence. Adaptation of the new situation involves encouraging n even rewarding those fully implementing the new behaviors. For instance a reward for the most professional officer could be introduced.

McKinsey's 7S Model

The 7S model hypothesized by Philips, Peters and Waterman, consultants at McKinsey & Company in 1980, consists of seven interdependent variables. They proposed that productive organizational change requires more than the interaction between strategy and structure. A significant level of alignment should be realized between the variables for the firm to be effective; and that it may prove challenging to make considerable progress in one variable without parallel improvement in the others. They also asserted that the model has no starting point or hierarchy; implying that these

decisions are organization-specific, and driven by the requirements of each firm.

The interdependent variables are systems and processes, style, staff, sources, shared values, structure and skills. They are divided into two: hard areas; strategy, structure and systems and soft areas; skills, staff, style, shared values. All these elements must work in collaboration and cooperation for NPS to realize its objectives.

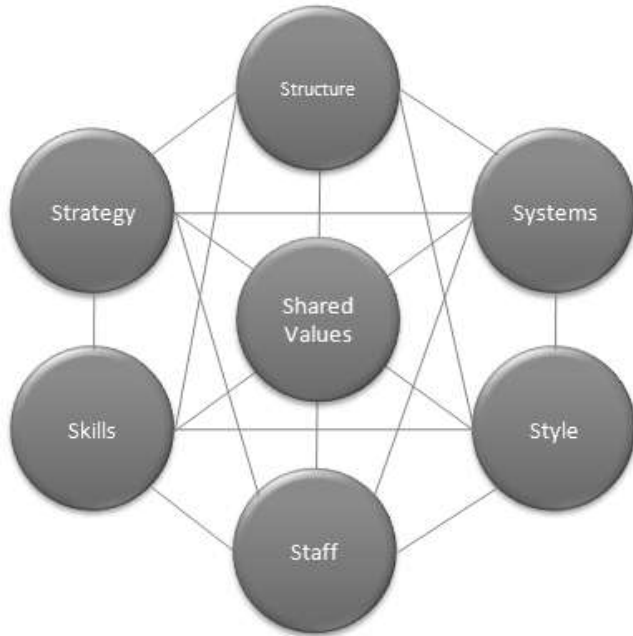


Figure 1 : Source: (Waterman, Peters, & Phillips, 1980)

Empirical Review

Leadership styles and the Performance of the NPS

Leadership style is the manner and approach of providing direction, implementing plans and motivating people. As seen by the employees it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, & Davis, 1993)

The National Police Service today faces a lot of difficulties most of which are linked to leadership as one of the major internal factors (Chtalu, 2014). The NPS requires a serious review of the current

leadership styles available in order to streamline its service delivery efforts and do away with the prevailing kind of colonialism style of leadership. By and large NPS has adopted transformational form of leadership from a force to a service whereby the leaders empower their junior officers, respect and consider their opinions, believe in team work, execute their mandate in a professional manner and their services are customer centered. This helps change the mind set of Kenyans of an archaic kind of force but to a user friendly Police Service.

Training and the Performance of the NPS

Training is an organized activity aimed at imparting information and/ or instructions to improve the recipients' performance or to help him or her to attain a required level of knowledge or skill.(BusinessDictionary.com, 2018). When training of the officers is thorough and all rounded; the officers get superior and unique skills and they are able to deliver their security services to the citizens in a professional way. The service has engaged in rigorous training of officers in matters pertaining terror attacks and cyber crimes since terrorism and online fraud have become very sophisticated. The service has also recruited graduates in to the system from various fields of specialty; this helps it to have a great touch of professionalism and lots of difference from the former set of brutal and unprofessional officers. The training department also keeps enlightening and training officers on the several strategic changes that are taking place so that they feel part and parcel of the changes and it becomes easier for them to adapt.

Motivation and the Performance of the NPS

Motivation is the internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. It results from the interaction of both conscious and unconscious factors such as the intensity of desire

or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers.(BusinessDictionary.com, 2018). Over the years officers have been poorly motivated for instance a police officer earning below Sh. 20, 000 a month is left with hardly any money to spend or save once the bulk of the money is taxed or remitted for other services like insurance and pension. The little they take home is inadequate to even support their families and household expenses. This coerces most of them to engage in corruption to complement their income.

Reforms and the Performance of the NPS

The IGP looks forward to leading police officers who are devoted, dedicated to discharging their duties, freely interact amongst themselves and the public, know their professional code of conduct, hold high integrity levels, and their work is appreciated by the society at large (Ransley, 2009). Reforms largely looks at the complete transition from a force to a service whereby the officers offer customer friendly services and observe high levels of professionalism and integrity. The organizational culture of corruption have continually being fizzled out, the welfare of the officers have been looked in to for instance medical scheme.NPS have partnered with institutions of higher learning to offer courses which are tailor- made for police officers. Infrastructural gaps have been considered for instance the government leased vehicles making it easier for officers to access their areas of jurisdiction with ease and therefore reducing rates of crime.

Conceptual Framework

The conceptual framework adopted organizational performance as the dependent variable and strategic management practices as the independent variables.

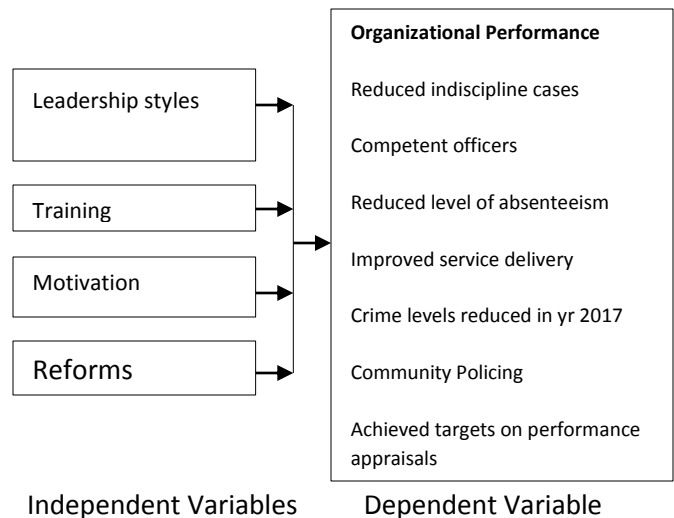


Figure 1: Conceptual Framework, Source, (Researcher, 2018)

METHODOLOGY

The study employed descriptive research design to examine the influence of strategic change management practices organizational performance. The target population was two hundred and forty officers (240) and a sample size of eighty officers (80) from Limuru Sub County that serves the NPS in different rank of badges. Data was collected through questionnaires and respondents were identified through stratified random sampling where each ward from Administration Police Service produced ten respondents and they are five then thirty from Kenya Police Service. It had both structured and semi structured questions. The researcher analyzed data using Statistical Package for Social Sciences (SPSS) to establish relationships. The data was presented using bar graphs, pie charts and frequency tables for easier understanding and interpretation of the results.

RESULTS OF THE FINDINGS AND DISCUSSION

Regression analysis was done since it is robust to determine the relationship between the independent and dependent variables. The following were the outcomes.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 ^a	.549	.504	.676

a. Dependent Variable, b. Independent Variables

Source: SPSS Generated Analysis for the Study, (2018)

Table 1 showed a model summary of the regression analysis between the four independent variables and the dependent variable. The study established a correlation value of 0.741 which was closer to positive one this depicted a nearly perfect linear relationship which meant there was a strong relationship between the independent variables and the dependent variable. R square indicated the proportion of the variability of the data set accounted for by the model it was found to be

0.549. This implied that the predictor variables (leadership, training, motivation and reforms of strategic management practices) accounted for 54.9% of the predicted variable (organizational performance); the remaining 45.1% of the variations were brought about by other factors that were not captured by the objectives of this study. The standard error of estimate measures the amount of variability of the actual values of the dependent variables from the predicted variables.

Table 2: Anova

Model	Sum of Squares	Df	Mean square	F	Sig.
Regression	39.427	7	5.632	12.325	.000 ^b
1Residual	32.446	71	.457		
Total	71.873	78			

a. Dependent Variable, b. Independent Variables

Source: SPSS Generated Analysis for the Study, (2018)

Table 2 showed Analysis of Variance statistics of processed data including the F test of the overall significance of the linear model. At 95% confidence level, the value of calculated F was found to be 12.325. The F value was used to assess the overall

statistical significance of the model. The regression model was statistically significant at $F_{(7, 71)} = 12.325$ and calculated probability =0.000 thus adequately fitted the data.

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	1.199	.370		3.245	.002
Leadership style	.201	.152	.217	1.321	.191
Training	.139	.157	.161	.883	.380
Motivation	.236	.152	.235	1.554	.125
Reforms	.076	.115	.103	.666	.508

a. Dependent Variable, b. Independent Variables

Source: SPSS Generated Analysis for the Study, (2018)

Table 3 showed the coefficients as a result of multiple regression analysis. The coefficient table showed that the Beta values for independent variables were: leadership $\beta=.201$; training $\beta=.139$; motivation $\beta=.236$; reforms $\beta=.076$. The regression model is as follows:

$$Y=1.119+0.201X_1+0.139X_2+0.236X_3+0.076X_4+0.370.$$

Where Y=Organizational Performance, α =constant, β = coefficient factor, X_1 = Leadership styles, X_2 = Training, X_3 = Motivation, X_4 = Reforms and ϵ =error term.

The model implied that if all factors (leadership styles, training, motivation and reforms of strategic change management practices) were held constant, organizational performance of the organization would be at 1.119 units, and that a unit improvement of leadership styles, training, motivation and reforms of strategic change management practices would lead to an increase in organizational performance by 0.201, 0.139, 0.236 and 0.076 units respectively.

Conclusions

It was clear that the government had invested in the security sector through increased budget allocation and reforms in the legal framework. Remarkable improvement had also been realized in terms of better housing and equipment for the officers; this heightened the officers' capacity to

handle insecurity across the country. The findings of this study showed that strategic change management practices had an influence on organizational performance at the NPS. In order to boost organizational performance, NPS managers should therefore endeavor to adopt effective strategies which address the potential challenges faced by the organization.

Recommendations

With reference to the findings of the study, the following recommendations were made: The National Police Service should adopt a variety of strategic change management practices that are unique and relevant for instance transformational form of leadership, frequent seminars, training and workshops should be organized to ensure that the officers are competent in carrying out their duties. Special skills like counter terrorism should be widely taught and also about online fraud. The officers should be properly motivated in terms of remuneration so that they are able to carry out their duties efficiently and also be able to take good care of their dependants with the skyrocketing current living standards. Structural incorporation of strategic change management practices in the NPS and it should address the challenges affecting these changes. It should also engage in specialized consultants' services to examine their strategic change management practices to see what needs to be improved or adjusted.

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