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EFFECT OF IMPLEMENTATION OF CHANGE MANAGEMENT STRATEGIES ON PERFORMANCE OF KENYA POLICE SERVICE IN LIMURU SUB-COUNTY

BY

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A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) OF ST. PAUL'S UNIVERSITY

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DECLARATION

I declare that this dissertation is my original work and has not been submitted to any other University or Institution for Examination purposes.



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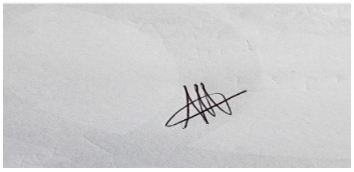
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DEDICATION

I am dedicating this work to my family who gave me invaluable moral support during my studies. I also dedicate this work to my workmates at Manjiri police post who had to accommodate the work-related inconveniencies that were caused during my studies. My dedication also goes to all the lecturers who contributed in impacting knowledge to me during my time at St. Paul's University. Finally, I dedicate this work to my supervisors who have been of great assistance throughout this journey.

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ABBREVIATIONS AND ACRONYMS

AP	Administration Police
BSC	Balance Score Card
CIPEV	Commission of Inquiry into the Post-Election Violence
CIPU	Critical Installations Police Unit
DCI	Directorate of Criminal Investigation
EA	Eastern Africa
EAPCCO	Eastern Africa Police Chiefs Cooperation Organization
GJLOS	Governance, Justice, Law and Order Sector
HRM	Human Resource Management
IBEAC	Imperial British East Africa Company
IGP	Inspector General of Police
INTERPOL	International Police
IPCO	International Police Cooperation Organizations
IPOA	Independent Police Oversight Authority
KAPU	Kenya Airports Police Unit
KNBS	Kenya National Bureau of Statistics
KPS	Kenya police service
KTPU	Kenya Police Unit
NPS	National Police Service
NPSC	National Police Service Commission
PRIC	Police Reform Implementation Committee

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OPERATIONAL DEFINITION OF KEY TERMS

Capacity Development	It is the process of improving the ability of people through job training and impacting knowledge to find solutions to problems with the help of available equipment and infrastructure.
Change implementation.	These are the processes that turn plans into actions and how things are done in an organization that often involve capacity development, communication and stakeholder communication.
Communication Strategies	They are the plans that allow for free the flow of information in an organization through improved technology, favorable organizational policies and having proper feedback system.
Organization Performance	This means the actual output of the organization compared with certain predetermined output in terms of service delivery,
Stakeholder Engagement	Stakeholder engagement refers to initiatives by which Organizations involve their stakeholders in decision making through available communication lines and management policies.
Strategic Change Management	Strategic change management is the process of continuous management in order to meet organizational goals, objectives and missions. It is the management of strategies that are meant to help the organization shift from current position to a desired future position that increases competitive advantage.

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ABSTRACT

The negative effects of the 2007/2008 post-election violence and the promulgation of the Kenyan constitution in 2010 prompted the need for change and implementation of reforms in the Kenya Police Service (KPS). However, the performance of the Kenya Police Service has been a challenge despite the continued implementation of reforms, as noted in the Transparency International survey, Kenya. The Kenyan government, therefore, noted that Kenya police service plays a big role in sustainable economic growth and proposed major reforms that strategically placed the security sector in a position to bring governance, justice, law and order in all sectors. This study focused on the general objective of how change implementation strategies affect the performance of the Kenya police service. The study was focused on the objectives of how capacity development, stakeholder engagement, and communication affect performance in Kenya police service. The study focused on the performance of the Kenya Police Service in Limuru Sub-County. The study was anchored on Kotter's eight-step change model, Kurt Lewin's three-step change model, and stakeholder theory. A census survey was carried out by the researcher while adopting an explanatory research design. The target population was all police officers of the rank of corporal and above within Limuru Sub-County. Data collection was done using semi-structured questionnaires. The researcher used the drop-off and pick method to deliver and collect questionnaires. Coding was facilitated with the help of Statistical Package for Social Science (SPSS) version 28. The unit of analysis was 52 Kenya police officers' senior in rank within Limuru Sub-County, Kenya. Data was analyzed using descriptive and inferential statistics. Descriptive statistics comprised of mean and standard deviation. Inferential statistics was executed using multiple linear regression analysis. Data was presented in the form of tables and figures. The findings of the study showed that capacity development, stakeholder engagement and communication had a positive significant effect on the performance. The study established that change implementation strategies have a positive significant effect on performance of the Kenya police service. The findings of the study showed that capacity development, stakeholder engagement and communication have an implication on organizational performance. The study recommends delegation of duties and improvement of working conditions in the police service in terms of housing, remuneration and equipment. The study also recommends effective communication and the development of policies that align police work to citizen needs.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The Kenya police service is a security providing agency whose work contributes significantly to the smooth running of the Kenyan government and the day-to-day activities of its citizens. The work of the Kenya Police Service is generally to ensure that there is peaceful coexistence within the country which will in turn allow for sustainable economic development. Its contribution ranges from the protection of life and property, maintenance of peace, control of traffic and road safety, crime detection and prevention, and apprehension and prosecution of criminal suspects (Waweru, n.d.). The Kenya police service is therefore, a very significant government department as all citizens squarely depend on it in terms of public protection and safety.

Performance in the Kenya police has been declining over the years due to various emerging security challenges affecting the sector. These challenges include, insufficient resources, inadequate personal protective equipment, inefficiency in executing tasks in their lines of duty and excessive use of force while on duty (Muiruri et al., 2019). These factors have led deterioration in the overall performance, and duty to protect the Kenyan citizens. Moreover, there are reported cases of extra judicial killings, collusions with offenders, and massive corruption in the Kenya Police Service (Ayabei, 2017). There have been several strategic recommendations to the Kenya Police Service which were aimed at improving its performance through quality service delivery. However, implementation of these recommendations has not yielded the expected results as insecurity is still a major issue in Kenya and also police officers have not fully accepted the introduction of these reforms (Otieno, n.d.).

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1.1.1 Global Perspective of Performance of Police Service

Globally, the world has undergone various transformations due to advancement in technology and an increase in world population. There is easier and faster means of communication innovations like use of mobile phones and internet which criminal organizations are taking advantage to carry out their crimes(Alexander Lautensach and Sabina Lautensach, 2020). The movement of people and goods has been tremendous, which has increased global, regional, and local security challenges that have direct impacts on national security and threaten sustainable development in the society (World Migration Report 2020 - World | ReliefWeb, n.d.). Security agencies, including police departments must therefore, improve on their performance to cope with criminal dynamics across the world. Global security challenges have led to the formation of the International Criminal Police Organization (INTERPOL) whose mandate is to assist the 194 member states to work together in investigating international crimes and prosecuting offenders (Abiodun & Tunde, 2020) . To improve performance, INTERPOL has been developing strategies that enable member states to strategically counter transnational crimes like money laundering, human and drug trafficking as well as terrorism.

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Yapsan (2012) stated that international police agencies came up with International Police Cooperation Organizations (IPCOs). These were created to counter transnational crimes and improve cooperation among member states. These organizations allowed police officials to make attempts to build collaborative bodies to address emerging illicit movements all over the world (Yapsan, 2012). Most of these IPCOs are being organized in relatively bottom-up system to fit the changing environment. This has been achieved through connectivity, networking, and mutual adjustment based on mutual trust, national interests and organizational efficiency. All these developments are aimed at increasing the performance levels of police departments around the world. The United Kingdom (UK) for example began police reforms in the 1980s which focused on innovation in police management styles. These reforms were intended to bring efficiency and effectiveness (Daniel, 2018). There is, therefore, the need to have good change implementation strategies to ensure reforms bring improved performance all over the world (Yapsan, 2012).

1.1.2 Regional Perspective of Performance of Police Service.

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The general increase in population and rise in rates of crime in Africa have reduced the capacity of police to prevent and investigate crime, (Robins, n.d.). Cross-border crimes such as drug trafficking, human trafficking, corruption, and money laundering are some of the challenges that have caused reduced public confidence of police officers in Africa (Robins, n.d.) Financial constraints in this region also make it difficult for governments to cope with these challenges, which are caused by improved technology, increasing population, urbanization, and unemployment especially from the educated youthful population. Eastern Africa (EA) as a region also faces cross-border security challenges mostly caused by organized terrorist and extremist groups like Al-Shabaab of Somalia, M23 of Congo and Lord's Resistance Army (LRA) of Uganda (Majid, 2018). These challenges have called for collaboration between EA countries to counter the growing threat of violent extremism and terrorism in the region. The East Africa Police Chiefs Cooperation Organization (EAPCCO) was created in 1998 with 14 member states with the mandate of coming up with strategies for management of all kinds of cross border crimes affecting its members ('Home', 2021).

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Most police services in Africa lack operational autonomy due to political interference and limited resources and equipment. It has also been observed that there is abuse of police services by politicians for political and personal gains (Robins, n.d.). These factors have led to poor performance in terms of crime mitigation, crime investigation, successful law enforcement and preservation of law and order. Other factors that have caused the need for change management strategies within the police services include corruption, defective recruitment processes, sophisticated criminal laws and procedures, poor wage structure and welfare; unfriendly organizational leadership, and outdated logical and technological approaches to law implementation and administration of justice. All these challenges and the continued development of change strategies have caused the need for proper implementation of reform strategies within the security agencies in Africa.

1.1.3 Local Perspective of Performance of Police Service

Kenya is a country governed by laws provided in her constitution, which provides for the establishment of a National Police Service (NPS) whose mandate is to provide internal security. Kenya Police service, which is under the National Police Service, is given special powers to use as expected and with fairness when providing service to the citizens (Muiruri et al., 2019). However, performance in the Kenya police service has not been good enough as most police officers have been involved in issues such as extra judicial killings, bribery, and corruption, as well as favoritism in administering policing services (MburuMaina & Waithaka, 2017). (Sang et al., 2017) posited that the Kenya Police Service is faced with several challenges, which include changes in the legal systems, increased sophisticated crimes, acts of terrorism and cybercrimes. Additionally, there are

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challenges of expected high demand for efficient and effective services by the civilians (Ayabei, 2017). There is also lack of adequate and efficient resources to respond timely when need arises.

The Kenyan Constitution (2010) came with new laws that had a direct impact on the structure and management of the National Police Service (NPS). It introduced the formation of the National Police Service Commission (NPSC) and Independent Police Oversight Authority (IPOA). IPOA was mandated to act as a disciplinary organ against indiscipline among police officers and investigate complaints against members of the police service (Waweru, n.d.) The NPSC was mandated to handle matters concerning strategic human resource management and salaries and remunerations, among other functions within NPS (Constitution of Kenya - Kenya Law Reform Commission (KLRC), n.d.). NPSC strategic plan (2019-2021), for example recommended four strategic dimensions; structural, human resource, governance and symbolic components ('NPSC Strategic Plan 2019-2022', n.d.) There are several reforms that have been proposed to the national police service for implementation in order to boost performance. Reform implementation strategies in the Kenya police service therefore requires good implementation processes that will bring expected results in terms of good service delivery to citizens that will satisfy their needs.

1.1.4 Change Implementation Strategies

Strategy implementation is the process of turning plans into actions (Sinaga, 2020). The rapid changes in environments in which organizations operate compel managers to formulate change management strategies that allow these organizations to cope with the changes in the environment. These strategies are usually aimed at creating new strategic competencies. The new strategic competences create the organizational competitive advantage in the market (Li, 2016). The gained advantage enables businesses to thrive through the creation of new products, new markets, and

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improved customer satisfaction. New products, new markets, and improved customer satisfaction increase profits of the organization and thus enhances overall performance. To achieve this, managers should monitor the changes in the environment and align their organizations according to the needs of the environment.

McKinsey classified approaches that explain how best a proposed strategy can be implemented in an organization. These are the McKinsey 7s Framework factors that ensure the sustainability of any organization (Jurevicius, 2013). Managers at this stage need to pull together the necessary resources to execute the strategy, which requires a lot of commitment from all participants. It has been noted that most strategies fail at the implementation stage due to lack of full commitment (Brinkschröder, n.d.). Brinkschröder (n.d), also stated that 'organizations invest a lot of time and resources in the planning of strategy, but very little of it will get successful implementation'. Change strategies must therefore, be implemented carefully so that there is minimal disruption in the organization, and it must be a systematic process.

The ever changing and turbulent business environment leads organizations from familiar to unfamiliar territories (Kimutai, n.d.). These unfamiliar grounds include new products, technologies, customers, tastes, and preferences. Therefore, organizations such as KPS must craft ways and strategies to manage the implementation of intended changes. Kimutai (n.d.) indicates that successful change management involves identification of suitable implementation strategies. These strategies call for proper planning as well as the involvement of all the stakeholders for successful change management. All strategic levels of management must also commit to supporting the efforts of change implementation (Stanikzai, 2017). They should also encourage

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stakeholders' engagement through open consultations to bring them to a common understanding. Human resource should also be aligned to change so that they fully support the change initiatives.

Bringing change into an organization is a challenge and the management's main focus is to ensure that the desired results are attained with little disruption, as change attracts resistance from employees in any organization (Rossi & Sengupta, 2022). Successful implementation of change highly depends on those involved in bringing the change and the nature of the organization. Change depends largely on the level of understanding among people in the organization about the change process and their belief that the change will bring success into the organization (Mutugi, 2017). Implementation of change strategies requires managers to ensure that the organization has the capacity to accommodate the new changes to avoid uncertainties in the course of change implementation. The organization should be able to lay down effective communication channels and policies that will assist to adequately communicate the intended change to all stakeholders.

1.1.5 Organizational Performance

Organization performance is the degree to which an organization positions itself in the market in terms of information, financial, and human resources (Conţu, 2020). The indicators of organization performance include profit, costs, sales, customer satisfaction and retention, employee satisfaction, employee turnover, and competition. (Bartoli & Blatrix, 2015) argued that performance factors like piloting, assessment, efficiency, effectiveness, and quality can be used to gauge the performance of an organization. The management of an organization usually collects data and analyzes it over a time period. Based on the results, the organization is able to gauge its performance within that specific period.

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The Balance Score Card (BSC) is a tool used by organizations to measure performance that was developed by Kaplan and Norton in 1992 (Alfred, n.d.). According to Kaplan and Norton**,** the BSC analyses organization performance from four approaches namely, financial, customer, internal business activities, innovation, and new knowledge. These approaches must be strategically aligned with the organization's objectives and mission. As a result, organizations can come up with key performance indicators to measure their achievements (Rossi & Sengupta, 2022). The BSC uses both financial and non-financial indicators to measure performance. It also combines both internal and external information in conjunction with organizations' short- and long-term goals. These assist the organization in achieving their overall strategy and mission.

Every organization selects its system to measure performance so long as it is able to indicate the level of performance. The selected performance measurement system must show if the organization is achieving the expected results (Majid, 2018). Secondly, it must show if each stakeholder is helping the organization in achieving its desires. Additionally, it should assist in the development and implementation of processes that contribute in the achievement of goals. Moreover, it should help in the evaluation and monitoring of strategic planning agreements that the company has made with stakeholders (Kimhi & Oliel, 2019).

1.1.6 The Kenya Police Service

Kenya police service (KPS) traces back to 1887 during the imperial British East Africa Company (IBEA) when Sir William MacKinnon who had an interest in protecting his business stores along the Kenyan coastal area (Sommer, n.d.). It is from this idea that a police service was constituted in Mombasa. Its strength was mainly of Indian origin and some Africans (Askaris). The construction of the Kenya Uganda railway line caused the need to expand the police service to Nairobi and

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Kisumu whose mandate was to safeguard the railway property, materials and protect the workers. The laws adopted were mainly borrowed from the Indian police ordinance which included the criminal procedure code, evidence act and police ordinance (Sommer, n.d.).

The Kenya police service kept on expanding with the increase in personnel, increased police powers, administration and residential housing. African policemen increased in number due to access to education which reduced the rate of illiteracy. Police units were formed including the Dog Unit and General Service Unit to serve in the troubled areas and respond to emergency situations. An Air Wing Police Unit was formed in 1949 to provide communication and evacuation duties. The police service was integrated into the ministry of defense in 1958 and the main duty was ensuring that there was law and order during political gatherings. There have been tremendous changes in the police department after Kenya attained its' independence including formation of more specialized units. More recommendations have been implemented to improve service provision that include merging of majority of administration policemen and women into the Kenya police service in 2019. Most of the developments that have been made up to date are all intended to increase the performance levels of the police service in service provision to the public.

The Kenya police service is founded under the National Police Service act 2011 CAP 14(4) of the Kenya constitution. The Inspector General of Police (IGP) is the head of the service with the assistance of two deputy inspector generals (DIG) that is DIG Kenya police service and DIG administration police and the Director criminal investigations (DCI). Kenya police service is divided into regions, counties, sub-counties, stations, police post and patrol bases which are all controlled by officers of different ranks as stipulated in the Kenya police service manual of 2016

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(Service, 2016). Specialized units include Traffic police unit, Kenya tourism police unit, Railway police unit, Presidential escort unit, Marine police unit, Kenya airport police unit, General service police unit, Diplomatic police unit, K9 police unit (formerly dog unit) and Kenya Police Campus A, Kiganjo. The directorate of criminal investigation DCI is under a director who reports to the inspector general and has several specialized formations, units and components.

Major reforms in the Kenya police service began in 2003 when the government of the late former President Mwai Kibaki recognized the importance of security to economic growth and created a sector wide governance, justice and law and order sector (GJLOS) (Ogada, 2016). GJLOS brought several changes that were implemented in order to turn around performance of the security sector in Kenya. A commission of inquiry into the 2007/2008 post-election violence (CIPEV) showed that there were serious violations of human rights by police officers and recommended for creation of a police reform task force to look at challenges within the police service in Kenya. The task force came up with more than 200 recommendations which were overseen by a Police Reform Implementation Committee (PRIC) in 2010 (Ogada, 2016).

The new constitution 2010 gave parliament the mandate to come up with legislations that support reform recommendations and implementation. In 2011, NPS act was passed into law and an independent inspector general of police (IGP) was installed to give overall command of NPS. The act also recognized police work as service and not a force. The act merged the KPS and APS to be controlled and commanded by the IGP. The National Police Service Commission (NPSC) and Independent Police Oversight Authority (IPOA) were formed in 2012 for provision of policy management and investigate any complaints against police officers respectively.

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Continuous reforms have been taking place in the national police service including the transfer of majority officers from administration police to Kenya police in 2019. This was intended to improve service delivery in the Kenya police service by increasing personnel working in the general duty and the Directorate of Criminal Investigation (DCI). The administration police (AP) was renamed to be Critical Installations police unit (CIPU) and mandated to protect vital installations in the country. Ogada (2016) concluded that despite the improvements made through reform processes, evidence and analysis show that there are serious challenges that prevent proper implementation of police reforms in Kenya.

1.2 Statement of the Problem

Several measures have been put in place to improve the service delivery of Kenya police service but there has been minimal improvement in terms of performance (Ogada, 2016) . For instance, the administrative merger between the regular police and administration police under one command of the Inspector General of police (IGP), has not resulted into any reasonable fruits (Daniel, 2018). On the contrary, the merger was marred with tribalism, favoritism, corruption and human rights violation. Various recommendations aimed at improving the performance of KPS have been implemented to ensure that there is modern service provision, clear command assignments, and decentralized decision making. However, KPS being a vital department of the government is still facing continuous complaints from citizens and human rights bodies. Most of these complaints arise from challenges that have been existing over the years that include extra judicial killings, bribery and corruption as well as favoritism in administration of policing services (Maina & Waithaka, 2017). Other challenges include; continuous changes in the legal systems, increased sophisticated crimes such as terrorism and cybercrimes as well as expected high demand for

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efficient and effective services by the civilians (Ayabei, 2017). Corruption, use of excessive force and abuse of powers has also been associated with Kenya police officers (Waweru, n.d.). On the other hand, lack of necessary equipment, poor infrastructure, and inadequate coordination has rendered police services inefficient to the public. A combination of all these challenges has rendered the KPS to perform dismally in terms of service delivery.

It has been observed that although police officers in top management positions are aware of strategic plans, it is not clear how the strategic plans affect the performance of police officers at lower levels (Mutugi, 2017). This therefore prompts the need to evaluate the change implementation strategies in the Kenya Police Service and see if they give the desired results. It has also been observed that strategic change management practices influenced organizational performance at the national police service and a recommendation was done for adoption of effective implementation strategies by the NPS managers to address potential challenges (Musheke, 2021). Kenya police service plays a key role in the stability of the nation in terms of ensuring there is peace and free movement of people and goods which promotes all kinds of economic activities. Kenya police service also play a paramount role in providing security to citizens and their properties. It is therefore important to check if change implementation strategies adopted during change management processes can bring the desired results in terms of performance levels. The current study sought to establish how change implementation strategies affect performance of KPS in Limuru Sub County, Kenya.

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1.3 Objectives of the Study

The study was guided by one general objective and three specific objectives.

1.3.1 General Objective

The general objective of the study is to determine how implementation of change strategies affect the performance of Kenya Police Service in Limuru sub-county, Kenya.

1.3.2 Specific Objectives

The specific objectives were:

(i) To determine the effects of capacity development on the performance of the Kenya police service in Limuru Sub County.

(ii) To determine the effect of stakeholder engagement on performance of the Kenya police service in Limuru Sub County.

(iii) To assess the effect of communication on performance of the Kenya police service in Limuru Sub County.

1.4 Research Questions

(i) How does capacity development affect performance of the Kenya police service in Limuru Sub County?

(ii) Does stakeholder engagement affect performance of the Kenya police service in Limuru Sub County?

(iii) What effect does communication have on performance of the Kenya police service in Limuru Sub County?

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1.5 Significance of the Study

1.5.1 Senior police officers

The findings of this study will assist senior management in implementing change management strategies in a way that brings about expected results in their organizations. The findings will enable senior police officers in the National Police Service to become more efficient in dispensing their duties. Service delivery to the public will therefore be more efficient and effective. In so doing, all stakeholders will appreciate the use of change implementation strategies under study.

1.5.2 Security policy makers

The policy makers in various security arms of government will get insights on how best to implement changes management strategies if they adopt the findings of this study. The same change implementation strategies can be adopted and reviewed from time to time in a bid to check on how they affect performance within the different security organs.

1.5.3 National and County government

The findings of this study will be applicable to other government departments both at county and national levels. If well implemented, they will be able to turn around performance of such organizations on an upward trend.

1.5.4 Reference for further research

The findings from this study will offer a reference background for further research studies. In this case, future studies will use the literature from this study for a better understanding on implementation of change management strategies in relation to performance. Literature collected will also help future scholars to identify knowledge gaps, which will form a basis for improvement

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thus forming a reference for academicians and future researchers. This will lead to an increase in more scholarly studies which will in turn enrich the existing literature works and knowledge.

1.6 Scope of the Study

The main aim of this study was to assess the effect of change implementation strategies on the performance of KPS within the Limuru sub-county. Respondents of this study were all Kenya police officers of rank corporal and above within all stations, police posts, and patrol bases within Limuru Sub-County. The respondents were fifty-two in total. The study was based in police stations, police posts and police patrol bases within the Limuru sub-county. The study focused on strategic issues, namely capacity development, stakeholder engagement, and communication. These respondents were ideal for the study as they are in charge of operations and management of the stations, police posts, and patrol bases.

1.7 Limitations

The research was limited to Limuru sub-county and the target population was also limited to Kenya police officers within Limuru sub-county. The research was also limited to senior police officers in rank who are in command and leadership positions. The study was limited to Kenya police units available in Limuru Sub-County as some units, like the Kenya Airports police unit (KAPU), Kenya Tourism Police Unit (KTPU), and others, were not available within Limuru Sub-County. The study was also limited to three strategic issues as its objectives, namely capacity development, stakeholder engagement, and communication.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will consider theoretical and empirical literature on how performance is influenced by change implementation strategies in an organization. It will look at the theoretical foundation, the empirical studies, the conceptual framework, and the research gaps.

2.2 Theoretical Foundation

Several scholars have come up with change management models and theories that include Kurt Lewin's three-step change management model, Kotter's eight-step model and McKinney 7S model. These theories and models have been considered by most organizations during the implementation of change strategies while minimizing resistance to change. This study was guided by two strategy implementation models and one change management theory.

2.2.1 Kotter's Eight Step-Change Model

Kotter (1985) came up with a change management model which he divided into eight stages. He began by arguing that organizations should begin by creating an urgency to take a new direction and advised that the administration should assist others to be determined to move and win (Kotter et al., 2011). According to Kotter (1992) the second step was to build a team that has mixed skills, knowledge, and commitment to facilitate implementation of change strategies. The third step involved getting the correct vision for the organization. Kotter proposed the fourth step to be communicating the vision to people in the organization in order to give them right direction. The fifth step is to get things moving by empowering employees to act upon the internalized vision of

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the future of the organization. This involved removing obstacles by restructuring, acquiring necessary skills, adjusting systems, and getting the right supervisors within the organization.

Kotter also explained that the organization should focus on short-term wins, which can be achieved easily by dividing major goals into small achievable parts. He also explained that there was the need to consolidate short-term wins and be persistent to ensure that the major goal was attained in the long run. The sixth step according, to Kotter, was creating short-term wins which will help convince those resisting the change that the new ways of doing things in the organization were able to achieve better results than the past. In the seventh-step Kotter argued that the organization should build on the quick wins in order to achieve long-term change. Lastly Kotter proposed the eighth-step as incorporating the attained change into the organization's culture. This would make the new changes be included in the organization's culture.

Kotter's eight step model is relevant in implementing change management strategies within an organization to improve performance. The main idea is to prepare employees to accept change before and after it is introduced. The step-by-step model makes it easier to implement change within the organization with minimal resistance to change. The urgency to change, teamwork and knowledge sharing among employees are some of capacity development activities that makes this model relevant to this study.

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2.2.2 Kurt Lewin's Three-Step Change Model

Kurt Lewin was a physicist and social scientist who majored in organizational change. Lewin developed this model in 1951, where he proposed three steps to be followed when managing change in an organization i.e., unfreezing, change (moving), and refreezing. The main idea of this model was that psychological change in an organization is a journey and not just a simple step.

Lewin (1951) argued that the group to which an individual belongs is the basis for his perceptions, feelings, and actions. Schein (1996), enlarged Lewin's comments that bringing change to an individual or a group of people requires a deep-rooted psychological process (Wirth, n.d.).

The first step is the unfreezing process. Lewin proposed the introduction of the right conditions for change within the organization. These conditions will help to destabilize the equilibrium behaviour in the organization whereby people will realize that there are other ways of doing things hence the need to change. This involved breaking the existing status quo, mobilizing commitment, coming up with new ways of operation, and challenging beliefs, values, attitudes and behaviour of employees while seeking support from other institutions (Ayabei, 2017).

The second step is "change", sometimes called "moving". It is at this stage that actual change is introduced to the organization, which causes a lot of confusion among employees. This step usually takes time to implement as people usually spend much time understanding and embracing the new changes. At this point, the ambassadors of change in the organization should understand that time and communication are the two main keys to successful introduction of change (Ayabei, 2017). Good leadership and reassurance are required to enable people to move from less acceptable behavior to more acceptable behavior.

The last step involves refreezing which occurs once the change has been accepted and stability is being regained in the entire organization. The organizational operations begin to be normal as resistance to change has been dealt with appropriately to a point where there are very few individuals resisting the changes. At this stage, most people will have adapted to the new changes and see them as normal modes of operation. Leadership style at this point effects the employees as it influences their motivation, knowledge sharing and involvement in change management process

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at individual level. Studies have recommended that organizations should increase awareness of change and its phases which are important catalysts in the unfreezing and moving stages of Lewin's model.

Several reports have recommended change management strategies within the Kenya police service that includes proper communication, appropriate management philosophy, control, development, organizational structure, room for personal growth, reward structure, sufficient operational equipment and retraining of police officers (Mutugi, 2017).

This theory was relevant to this study as it gives a guideline to those tasked with change implementation in the organization which ensures that the intended change is well communicated. Effective communication of intended change makes its implementation easier as the majority of stakeholders will have prior knowledge and understanding. The three steps ensure that employees are well conversant about the intended change and the benefits of its implementation. The sense of understanding and psychological readiness for change among all employees will allow for the smooth implementation of change strategies in the organization while minimizing resistance.

2.2.3 Stakeholder Theory

Freeman (1985) is credited with the development of stakeholder theory (Cribb, n.d.). In his book strategic management: stakeholder approach, he identifies the importance of stakeholders of an organization and recommends how management can meet their interests. Traditionally, stockholders of an organization are viewed as the most important of all stakeholders, (Muiruri et al., 2019). This theory, however, recognizes that there are other parties involved in the success of an organization. These include employees, customers, suppliers, financiers, the surrounding community, government agencies, political members, interest groups, and competitors. The aspect

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of concern for all is a human resource management (HRM) element that lays down the need for ethical treatment of all stakeholders and enhanced need to meet their expectations which in turn improve performance. Human Resource Management also involves proper management of groups of people which adds value to an organization through sense of communal sharing, coordination and cooperation.

Organization culture is believed to be based on stakeholder diversity and their interests (Isopeskul et al., 2016). Stakeholder theory argues that cultural diversity is interdependent because management cannot fulfill the needs of one stakeholder while assuming the needs of other stakeholders. It is believed that each stakeholder has a significant influence on an organization and has an impact on decision making concerning resource allocation and balance of power (Musheke, 2021).

While stakeholders can influence the organization, they are also affected by the decisions and actions of the organization. Stakeholder theory recognizes that organizational leadership should be formulated while considering the perceptions of different stakeholders. Mintzberg (1973), argued that leadership has to be linked to the management and is viewed to be an interpersonal managerial role that involves the motivation of subordinates, interpersonal relationship and decision making (Saah & Schutte, n.d.). Leadership involves managerial authority, which is associated with decision making power which helps to guide the actions of others in the organization. Use of authority will determine the kind of relationship between managers and their subordinates, though a cooperative relationship is necessary within the organization in order to improve performance. This theory necessitates that to improve performance, an organization should recognize what its stakeholders need and integrate them in its change management processes.

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This theory was of great assistance to this study as it showed the importance of engaging stakeholders in the whole process of implementing change in an organization. The theory provides guidelines that ensure top management is able to recognize the needs of all stakeholders during decision-making. The theory recognizes the need to consider the opinions and feelings of each stakeholder during decision making and change implementation. When each stakeholder feels recognized and involved in bringing change, there will be minimal resistance to change, and thus making implementation easier. The theory helps to show that the sense of togetherness among all stakeholders allows for smooth knowledge sharing, coordination, and cooperation within the organization which in turn improves performance.

2.3. Empirical Literature Review

This part examined the past research studies related to different aspects of change implementation strategies and performance. These aspects included capacity development, stakeholder engagement, and communication. The studies came up with various conclusions on change implementation strategies and their effects on organizations' growth, sustainability, and performance.

2.3.1 Change Implementation Strategies and Organizational Performance

Organization change implementation management plays a big role as it helps the organization to minimize negative impacts that are caused by the introduction of change and reduce costs. It is also crucial for increasing stakeholder engagement; improving performance and enhancement of innovations. (Njenga & Gachunga, 2016)), Studied the effects of change management on performance in public universities in Kenya. They observed that change management strategies

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had a significant positive impact on service delivery and innovation. Their study also showed that change management had a positive impact on satisfaction and resolving of public complains as well as increased student enrolment and graduation. The study recommended for a change in communication strategies since they had a greater impact on performance. The researcher believed that the same findings could be applicable in the current study since the core business of the Kenya police service is service delivery to the public.

In their study on change management and organization performance in selected manufacturing companies in Anambra state Nigeria (Kimhi & Oliel, 2019) demonstrated that change management caused a significant positive impact on performance. The research recommended for change on both technology and leadership styles as they positively and significantly impacted on organizational performance. However, the researcher also opined that the findings might not be applicable in the current study because the current study was based on the service delivery industry rather than the manufacturing industry. Mwangi (n.d.) in his study on change management and performance in commercial banks he found out that communication strategies, if well applied in commercial banks ensured speedy and clear conveyance of information. This resulted in efficient management of bank operations, which in turn enhanced performance. However, the researcher was of the opinion that the clear-cut conveyance of information may not be applicable in this study due to the sensitivity nature of security information which mostly need to be kept confidential. The findings however, could be replicated in the current study as both studies were carried out in the service industries. Sang et al. (2017) Conducted a study on the effect of strategic change management on the performance of large and medium hotels in Nairobi. Their findings indicated that both changes in technology and leadership significantly affected performance of the hotels in a

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positive way. They recommended that improved electronic communication devices, online booking, and payments would improve performance. Also, hiring of leaders who were change agents would positively improve performance. The researcher opined that some of the findings would be applicable in the current study. Moreover, this study was also based on service industry just like the current study and the explanatory research design could also be replicated.

2.3.2 Capacity Development and Organization Performance

Capacity, according to United Nations Development Program (UNDP) (2008) is the ability of people, organizations, and communities to find solutions to problems (Kitchen, 2020) . Further, it is the ability to set and achieve goals in a sustainable manner. The process of achieving sustainable capacity by individuals, organizations, and societies is thus capacity development (Li, 2016). Sustainable capacity development helps to strengthen the management and governance of organizations.

In his study, on Capacity Building and the Performance of Employees in Akoko South West Local Government he established that capacity building had an influence on performance through commitment and productivity of employees (Ajetomobi, 2021). The study established that capacity building caused positive effects directly on employee commitment. This, therefore, had a positive impact on organization performance. Through capacity development, employees' morale levels increase. As a result, there will be an increase in skills and knowledge. According to the study, an increase in commitment and morale among employees boosted organizational performance. However, the researcher opined that the realignment of individual skills goes hand in hand with the intellectual capacity of employees. A proper analysis of the same could be done to achieve the

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desired results. The study adopted a survey and the researcher opined that the same would be replicated in the current study.

A study by Onyango (2016) on capacity management and performance of the service industry in Sunset Hotel in Kisumu County revealed that price management influenced performance in the service provision. This included discounting prices, price discrimination, frequent customer pricing, and product development. For this study, it was recognized that the pricing element boosted performance. The researcher opined that since the current study involved more of a public service and a not-for-profit organization, such elements may not be applicable in terms of performance boosters. While the bottom-line is service to the public, the operating principles vary. Therefore, the findings were only applicable to selected organizations that are profit-oriented unlike, the Kenya Police Service.

A study by Mukwho (2015) on capacity building as a means to enhance effective service delivery in the public service indicated that capacity building enhances effectiveness in service delivery in both private and public organizations. This exercise calls for managers to develop so that their subordinates achieve their full potential. The study observed that continuous empowerment of employees was paramount to bringing about efficiency and effectiveness in their organizations. The findings could be replicated in the current study due to their nature of service to the public. The stratified simple random sampling method was adopted, while the researcher in the current study opined that a census survey would be appropriate as the population in the current study was not too big.

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2.3.3 Stakeholder Engagement and Organization Performance

Stakeholder engagement refers to initiatives to engage people who are directly or indirectly linked or affected by the decisions of the organization (Daniel, 2018). The major benefits of stakeholder engagement include learning (by all parties involved), effective decision-making, saves time and resources. It also builds trust in products and organizations and assists in risk management by highlighting potential risk areas. It also promotes accountability as well as harnesses understanding for better policy and decision making. It is important that the interests of constituents be included during decision making as well as those of the neighboring communities. This ensures the prosperity and long-term health of organizations. Stakeholders range from employees, shareholders, management, creditors, customers, local communities, and future generations. Stakeholder engagement will therefore promote transparency, accountability, fairness and responsibility in the organization.

Ndonye et al. (2021) conducted a study on stakeholder engagement and the performance of community-based conservation projects. The study was able to establish that stakeholder engagement positively influenced the performance of the projects. While the study involved a rich mix of research designs, the current study intends to carry out a census study. The researcher opined that the findings could be applicable in the current study since they are similar in nature in terms of stakeholders involved who, include the members of the general public. The study findings recommend that effective communication and outreach are important among stakeholders as they promote a common working ground amongst the stakeholders.

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Kalu and Rugami (n.d.), studied the effect of stakeholder involvement and infrastructure project implementation at Kenya Ports Authority. The study observed that empowerment of stakeholders, communication plus management of grievances positively affected the implementation of the project. The study further revealed that effective communication helped to build positive relationships among stakeholders. Further, the study showed that grievance management led to reduced risks due to mutual relationships which enhanced smooth project implementation. The Kenya Ports Authority being a public entity, could relate to the current study. However, the researcher opined that some levels of communication may not be applied in this study since it focuses on security, which tends to be rather sensitive.

Matu et al. (2020) did a study on stakeholder participation and project initiation, and the study established that completing transport infrastructure projects was influenced by the participation of stakeholders in Kenya by facilitating implementation of the projects up to its completion. The researcher opined that the findings could not be generalized since the field under study was different from the current study (construction versus security). The findings also discussed projects rather than programs that are likely to be initiated in the security services sector.

2.3.4 Communication Strategies and Organization Performance

Effective communication strategies are important for the smooth running of organizations as they ensure that there are good communication channels and that information is easily understandable. Lack of good communication in an organization may lead to adverse working environment. Businesses may also run on incorrect information, thus causing disharmony and bad decision-making. A smooth flow of information is therefore needed in each organization in order to enhance good communication across all hierarchical levels. In his study to determine how effective

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communication relates to employee performance, Musheke (2021) managed to establish that good communication improved employees' performance, which in turn improved organization's performance. The descriptive research design was adopted, while the researcher opined to use explanatory design in the current study. The recommendations from the research study were that effective communication should be practiced in all organizations. Also, effective communication programs should be promoted across all levels of employees to ensure the efficiency and success of organizations.

In his study on effective communication as a strategy to enhance organizational performance Stanikzai (2017) demonstrated that, effective communication has a positive impact on organization performance. The study recommended that management can make communication processes to be an integral part as it influences the process of achieving organizational objectives. The study also showed that effective communication must be done both bottom-up and top-down because staff participation at all levels is crucial. The survey method was used in the study, while the current study intends to do a census study. Also, the findings could be different from the current study since it is a completely different sector, that is the public service delivery sector versus the non-governmental relief sector.

Effective communication strategies have a greater impact on an organization's performance (Daniel, 2018). In his study on the effects of communication strategies on the performance of public organizations in Nigeria, Daniel (2018) recommended training programs for the staff on effective communication. This would in turn be practiced across all levels, thus bringing about efficiency and effectiveness. The researcher observed that the same findings would be applicable in the current study. Also, the different levels of staff used could be applied as well. The survey

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method used would also be applicable, though the researcher intends to do a census as the target population in the current research is not too large. The findings were also generalized to public organizations while they may not be applicable since the current study is on security agencies.

In their study on the impact of strategic communication on the performance of Kenya's financial and commercial state-owned enterprises, Chepkosgei et al. (n.d.) posited that strategic communication had a significant positive effect in relation to the performance of both financial and state corporations in Kenya. The study which used descriptive research design, recommended policies targeted at supporting strategic communication. This would promote information flow within various departments in the corporation. The end result would be a realization of organization goals and objectives thus improved performance. The findings would apply to the current research as most state corporations provide services to the Kenyan citizens just like the Kenya police service.

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2.4 Summary of Research Gaps

Below is a Table indicating the research gaps that the researcher attempted to complete based on empirical studies evaluated on change management and organizational performance.

Table 2.1
SUMMARY OF RESEARCH GAPS

Author /year of study	Study tittle	Results	Knowledge gaps	Closing the gap
(Chepkosgei et al., n.d.)	Impact of strategic communication on the performance of Kenya's financial and commercial state-owned enterprises	The performance of financial and state-owned enterprises are positively and significantly influenced by strategic	The research focuses specifically on the financial and commercial performance of the organization.	The present research concentrated on service delivery.

		communication		
(Musheke, 2021)	Communication: an effective tool for employee performance In Unilever Nigeria plc.	Effective communication improves employee performance thus, organizational performance	The study used employee performance as an indicator for performance	The researcher used citizen feedback and satisfaction as well as service delivery as indicators for performance.
(Daniel, 2018)	Effects of Communication Strategies on the Performance of Public Organizations in Nigeria	Communication tactics that are effective have a significant effect on organizational performance.	The study used a survey method in the research. The study was conducted in Nigeria.	The researcher intends to use a census study which will be done within Limuru sub-county, Kenya.
(Kimhi & Oliel, 2019)	Change Management and Organizational Performance in Selected Manufacturing Companies in Anambra State, Nigeria	Performance is positively impacted by Change management strategies	A survey method was used and the study was carried out in manufacturing companies in Nigeria	The present study will adopt a census study, and the research will focus on police service and will be conducted in Kenya
(Njenga & Gachunga, 2016)	Effects of change management strategy on performance in public universities in Kenya, the case of the Technical University of Kenya	Change management strategies positively impact service delivery, innovation, satisfaction, resolving public complains, increased students' enrolment and graduation	The study emphasized more on communication strategy.	The current study intends to use stakeholder engagement, capacity development and communication strategy as the main indicators.
(Sang et al., 2017)	Effect of strategic change management On the performance of large and medium Hotels in Nairobi county, Kenya	Changes in technology as well as leadership caused a significant impact on performance within the hotel industry.	The research used an explanatory design with a focus on the hotel industry.	The current study intends to look at how capacity development and stakeholder involvement affect performance while adopting use census study.

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(Ndonye et al., 2021)	Stakeholder Engagement and Performance of Community-Based Conservation Projects: A Case of Laikipia Conservation Region Conservancies	Stakeholder engagement positively influences performance of projects	The study used a rich mix of research designs and was done in a natural resource conservancy	The current study intends to use census survey and the focus will be on security service industry.
(Matu et al., 2020)	Stakeholder Participation in Project Initiation: A Foundation to Completion of Urban Road Transport Infrastructure Projects, Kenya	Stakeholder involvement has an influence on the completion of transportation infrastructure projects In Kenya.	The study was conducted on a road construction project	The current study intends to research a strategy implementation program, not a project, and will be focused on service delivery and not construction
(Kalu & Rugami, n.d.)	Stakeholder Involvementand Infrastructure Projects Implementation at Kenya Ports Authority	Project implementation is enhanced by stakeholder empowerment, communication, and grievance management	The study focused on project implementation at the ports	The current study seeks to focus on programs rather than projects with a focus on the security industry.
(Ajetomobi, 2021)	Capacity Building and the Performance of Employees in Akoko South West Local Government	Capacity development positively influences the commitment and productivity of employees and, subsequently the organization's Productivity	The focus in this study was on employees only	The current study will seek to assess the effect of capacity development on employees as well as the citizens.
(Onyango, 2016)	Capacity Management and Service Industry Performance, a case of Sunset Hotel-Kisumu	Price management, which includes discounting, price discrimination, regular customer pricing, and product bundling, positively influence the performance of	The research conducted survey, and focus was on the hotel service industry, with profits as an indicator	The current study seeks to use a census study with a focus on a non-profit making service industry that focuses on security matters.

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		hotels		

2.5 Conceptual Framework

This is a schematic diagram that shows the relationship between the study variables. In this study, the change implementation strategy was conceptualized as a predictor variable and was operationalized by capacity development, stakeholder engagement and communication. Organizational performance was modeled as a response variable and was measured by service delivery, citizen satisfaction and feedback to citizens.

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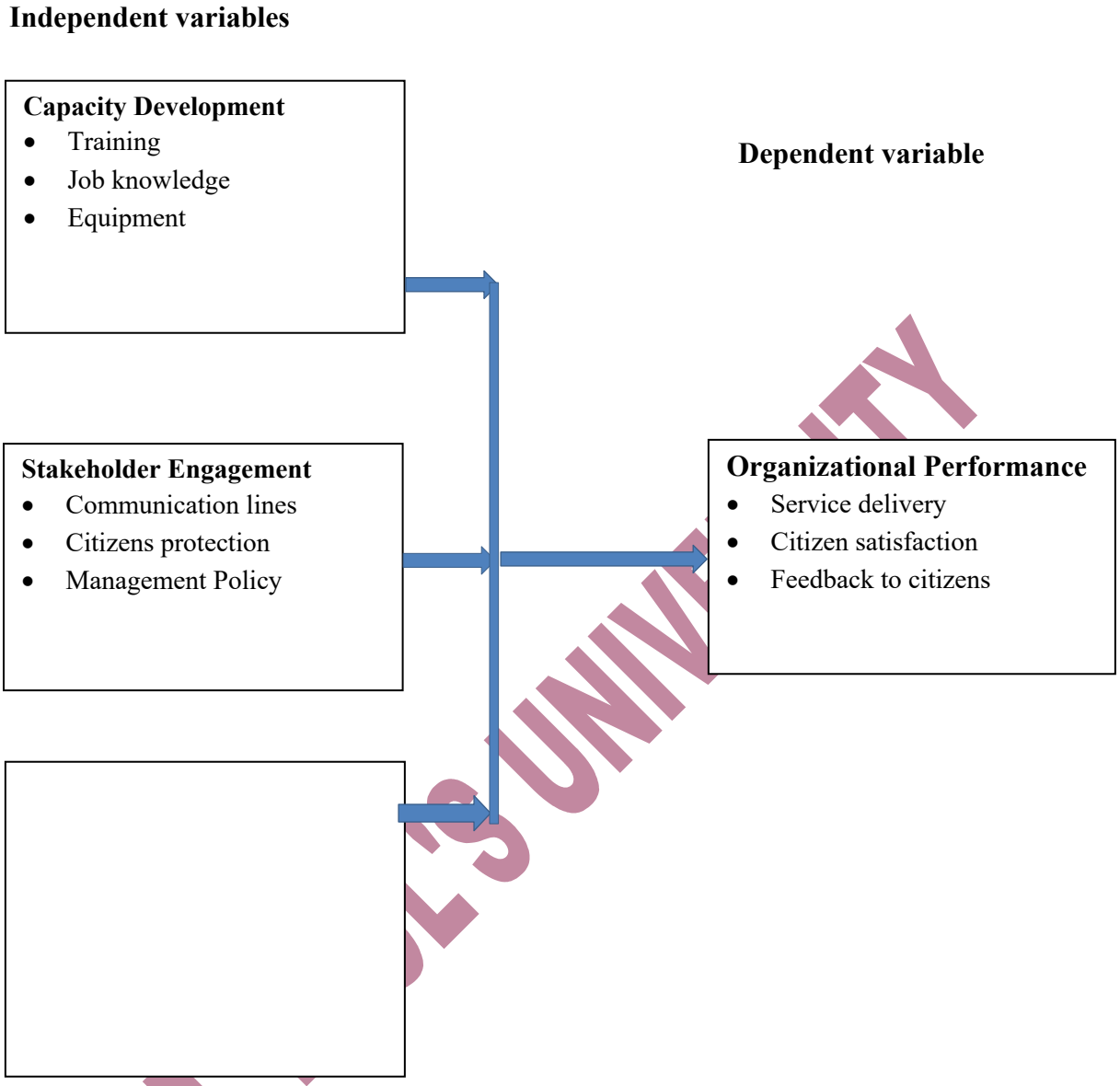


Figure1: Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the parameters and methods that were used in carrying out the research study. The sections covered include the following: research design, target population, sample size, data collection instruments, data analysis and ethical considerations.

3.2 Research Design

Research design is the plan, structure, and strategy of the research (Akhtar, 2016). It is the utilization of procedures, protocols, guidelines, and tools that are based on evidence (Majid, 2018) **.** The researcher adopted an explanatory research design in carrying out the study in order to investigate the current state of the research subject. This design allowed the researcher to look at the solutions to the challenges that have an impact to the subject under study. The design also permits investigation of the situation under study as well as provides possible answers and solutions on the way forward.

Explanatory design was essential in probing the relationship among the study variables. The qualitative model provided solutions to non-quantified research problems. The design was suitable for quantifiable problems under study which comprised of the identification of characteristics, attributes, trends and correlations of the research problem under study.

3.3 Target population

The researcher targeted all senior Kenya police officers in rank within Limuru Sub-County who were at the rank of Corporal and above. These officers are involved in command and staffing

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positions which the researcher believes are ideal for this research. Majid (2018) defined the target population to be the population of interest i.e. population that is sufficient enough to make general conclusions from the results of the research.

These officers were chosen for the research because they are responsible for the leadership and implementation of change strategies at different management levels in the Kenya police service. They were also in a better position to answer the questions as presented in the questionnaires because of their literacy levels and job experiences.

Table 3.1
TARGET POPULATION

Rank	Population
Senior Superintendents	1
Assistant Superintendents	1
Chief Inspectors	4
Inspectors	5
Senior Sergeants	1
Sergeants	5
Corporals	35
TOTAL	52

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3.4 Sampling Technique

Sampling is a process of selecting a representative number of individuals from a population that a researcher is interested to be used to draw conclusions about the entire population (Majid, 2018). These individuals have characteristics that are found in the entire target group. The researcher used a census survey, which allowed for the collection of data from all members of the target population. The researcher carried out a census survey as the target population for this study was not too big. All members of the target group formed the sample size to provide the required data. The table below shows the sampling frame which was adopted in the study.

Table 3.2
Sampling Breakdown Frame

Rank	Population	% Sample	Sample Size
Senior Superintendent	1	100%	1
Assistant Superintendent	1	100%	1
Chief inspectors	4	100%	4
Inspectors	5	100%	5
Senior sergeants	1	100%	1
Sergeants	5	100%	5
Corporals	35	100%	35

3.5 Data Collection Instruments

The research study used primary data from questionnaires for analysis to draw conclusions. Questionnaires were developed and issued to the respondents. Use of questionnaires was preferred because the target population's level of education was appropriate, and the respondents were literate enough to read, understand, and answer the questions as presented. Also, since the response to the questions was simple and non-emotional, then questionnaires served the purpose. Lastly, since the respondents were spread across police stations and police posts, within Limuru Sub-County, a questionnaire was the most appropriate instrument to collect the required data. The researcher used structured questionnaires to collect data. Closed-ended questions provided the researcher with quantitative data, which helped in understanding situations that are numerical in nature.

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3.5.1 Validity of the Research Instrument

Validity is the ability of the research instrument to obtain relevant and accurate data that was intended to ascertain (Li, 2016). Theoretical foundations of the variables under investigation were devised to accomplish construct validity; a research tool whose constructs and contents conform. Explicitly, the metrics used to measure capacity development, stakeholder engagement, communication and organizational performance were well devised based on the pertinent standing knowledge. A pilot study was done to show how the data collection instrument was valid to collect data for the major study as the results revealed its capability to collect relevant data about the independent and dependent variables. This was demonstrated by how well the questionnaire was answered. The questionnaire was also validated by the researcher's supervisors after a thorough examination and recommendations for adjustments. Content validity showed the extent at which items are able to measure the trait the researcher intends to measure. The criterion validity indicated how the dependent and independent variables related

3.5.2 Reliability of the Research Instrument

Reliability is the extent at which the research instrument is able to give consistent outcomes, (Li, 2016). The reliability of the data collection instrument was determined with the help of a pilot test. The researcher conducted conduct a pilot test at the Ndeiya police station within the Ndeiya sub-county that is outside the researcher's area of study. The researcher selected six Kenya police officers in the rank of corporal and above for the pilot test. The researcher assessed the reliability of the data collection instrument using the six questionnaires. Cronbach's alpha correlation coefficient was used in testing questionnaire reliability. Reliability test results from the pilot study showed that Stakeholder engagement had a Cronbach's alpha coefficient of α=0.90,

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communication had α=0.80, organizational performance had α= 0.81 while capacity development had α= 0.75. pilot test results showed that all items had coefficients above the conventional threshold value of 0.7 and above, which suggested that the instrument was reliable. A scale that is lower than 0.7 is going to be adjusted consequently if any arises.

3.6 Data collection Procedure

The researcher sought approval from St Paul's University Institutional Scientific & Ethic Review Committee (SPU-ISERC) and the National Commission for Science, Technology & Innovation (NACOSTI) before embarking on the research. The researcher proceeded to the office of the Limuru sub-county police commander to give consent of the researcher's intent to carry out the study within all police stations, police posts, and police patrol bases within the Limuru sub-county, which he was granted immediately. The researcher used the drop-off and pick-up method to deliver the questionnaires in person and left them with the selected respondents. The respondents and the researcher exchanged telephone contacts for purposes of sending reminders and clarification if any. The researcher returned after one week to collect the duly filled questionnaires from respondents and realized that some of the questionnaires had not been filled as some respondents were away on off-duty. The researcher had to wait for another one week while making follow up calls to respondents who were on off duty. The researcher managed to collect back all the questionnaires after two weeks.

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3.7 Data Analysis

Descriptive statistics comprised of the computation of the mean and the standard deviation. Inferential statistics was executed using linear regression. The linear regression model adopted was as specified:

$$Y=\alpha+\beta_1X_1+\beta_2X_2+\beta_3X_3+\xi$$

Whereby,

Y=Organization performance

X_1=Capacity development

X_2=Stakeholder engagement

X_3= Communication

β_1, β_2 and β_3 being Beta coefficients for capacity development, stakeholder engagement and communication respectively.

α = Constant term

ξ = error of regression model.

The parameters of the study were estimated using ordinary least squares (OLS) technique. Before analysis, data was edited and cleaned so as to ease the estimation process. Presentation of the findings were done using tables and figures.

3.8 Ethical Considerations

Research ethics refers to doing what is morally and legally right during research (Parveen & Showkat, 2017). The researcher got authorization from the St Paul's University Institutional Scientific & Ethic Review Committee (SPU-ISERC) and the National Commission Science, Technology & Innovation (NACOSTI) to carry out the research to ensure there was quality and

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confidentiality. The researcher sought permission from the Limuru Sub County Police Commander to carry out the research in police stations within Limuru Sub County.

Confidentiality was a critical ethical aspect that supported the entire research process, given the nature and type of the institution under study. The responses from each respondent were not shared with any other respondents unless there was permission granted. Participation by respondents in the research was voluntary and none was compelled. Respondents were provided with necessary written consents to ensure that there was fairness, equitable, and balanced use of standard processes. For purposes of this study, seeking all approvals and reviewing of internal documentation was done before conducting the research. All government rules and regulations relating to research were adhered to. High standards of integrity were upheld by the researcher throughout the course of this study. Integrity issues included honesty, mutual respect, fairness, and accountability.

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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the study outcomes in the form of descriptive statistics and inferential statistics. Specifically, it involves a comprehensive evaluation of questionnaire response rate, reliability, and validity test findings. Descriptive statistics in the form of mean, standard deviation, minimum values and maximum values were computed with respect to the study variables, namely: capacity development, stakeholder engagement, communication and organizational performance. Furthermore, correlation analysis upshots based on Pearson's product-moment correlations were documented in this section. Finally, inferential statistics was performed to ascertain the association between the study variables.

4.2 Questionnaire Response Rate

A total of 52 questionnaires were administered to the targeted respondents. To accomplish a greater questionnaire response rate, the researcher made persistent phone calls and sent WhatsApp messages to the targeted participants. All the 52 questionnaires were collected back by the researcher after two weeks. The researcher had to wait for seven days before collecting all questionnaires as he had to wait for respondents who were away on off duty to resume duty. The data collection tools were eventually checked for completeness, and a total of 2 questionnaires were omitted from the final estimation owing to partially missing data. The number of valid responses was therefore reduced to 50, which was equivalent to 96% of the questionnaire response rate. Zikmund (2013) argues that a response rate of 65% is excellent, while 75% is extremely good. The summary of the questionnaire response rate is highlighted in Table 4.1.

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Table 4.1
Questionnaire Response Rate Results

Response Rate	Frequency	Percentage
Response Rate	50	96%
Non-response	2	4%
Total	52	100%

Source: Study Data (2023)

4.3 Validity and Reliability Tests

Validity is the extent to which the instrument is able to measure what it is to measure while performing as it is designed to perform. Reliability, on the other hand, is the consistency of the instrument to measure what it is supposed to measure ('Instrument, Validity, Reliability', 2009) The exactitude, credibility, and dependability of data sets are credited to the validity and reliability of data research tools.

4.3.1 Validity Test Results

Two kinds of validity were appraised, specifically, content and contrast. The validation was also done through a thorough examination of research instruments by the researcher's supervisors.

The theoretical foundations of the variables under investigation were devised to accomplish construct validity; a research tool whose constructs and contents conform. Explicitly, the metrics used to measure capacity development, stakeholder engagement, communication and organizational performance were well devised based on the pertinent standing knowledge. Moreover, the metrics/constructs applied to represent variables were adopted from prior empirical works.

4.3.2 Reliability Test Results

The reliability test result is the consistency that a test operationalizes an attribute. Particularly, it outlines the scale of meticulousness in which a questionnaire yields dependable outcomes.

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Cronbach's reliability alpha coefficient (α) was calculated to validate the magnitude of internal consistency of items as captured in Table 4.2.

Table 4.2

Reliability Test Results

Variable	N	Cronbach's Alpha	Interpretation
Capacity development	8	0.70	Reliable
Stakeholder engagement	8	0.86	Reliable
Communication	8	0.83	Reliable
Organizational performance	7	0.79	Reliable

Source: Study Data (2023)

The reliability test results displayed in Table 5 indicated that the Cronbach's alpha coefficient for all the variables exceeded the conventional threshold value of 70% hence validating the internal consistency of the items adopted in the research tool. Stakeholder engagement had the highest Cronbach's alpha coefficient (α = 0.86), followed by communication (α = 0.89), followed by organizational performance (α = 0.79 and lastly capacity development (α = 0.70). As a result, the questionnaire was considered to be reliable hence no more modification was required.

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4.4 Respondents Demographic Information

The outcome of respondents' demographic information, specifically gender, category, rank, education level, period of service and position is highlighted in Table 4.3.

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Table 4.3

Distribution of Respondents' Demographics Information

Attribute	Demographics	Frequency	Percentage
Gender	Male	36	72
	Female	14	28
	Total	**50**	**100**
Category	General duty	39	78
	Directorate of criminal investigation	7	14
	Traffic	4	8
	Total	**50**	**100**
Rank	Superintendent	1	2
	Assistant superintendent	1	2
	Chief inspector	4	8
	Inspectors	5	10
	Senior sergeant	1	2
	Sergeant	5	10
	Corporal	33	66
	Total	**50**	**100**
Education level	Postgraduate	3	6
	Undergraduate	9	18
	Diploma	7	14
	Certificate	21	42
	KCSE	10	20
	Total	**50**	**100**
Period of service	Below 1 year	3	6
	1-5 years	9	18
	6-10 years	7	14
	11-20 years	21	42
	Above 20 years	10	20

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Total	**50**	**100**

Source: Study Data (2023)

Table 6 displays the demographic information outcome of the research participants. The upshots affirm that 72% of participants were male whereas 28% were female. This suggest that majority of the Kenya police service command is male hence there is gender inequality. This can be ascribed to the fact that males are better placed to be promoted to a higher rank and persevere the tough and rigorous training in the Kenya police service compared to ladies hence showing a huge disparity between the two genders. However, the government has been addressing the issue of gender parity by outlining the minimum number of females that are to be selected in each county in every promotion selection exercise in order to attain the two thirds gender rule.

The outcome also indicated that majority of the members of the Kenya police service command (78%) serve in the general duty category, 14% serve in the directorate of criminal investigation while the remaining 4% serve in the traffic department. This suggest that majority of the Kenya police service officers are tasked to serve in any duty (general) when need arises. The results showed that majority of the Kenya police service members in command (66%) are in the rank of police corporal, 10% are police sergeants, 2% are police senior sergeants, 10% are inspectors of police, 8% are chief inspectors of police, 2% assistant superintendent and 2% are senior superintendent of police. The implication is that majority of the members of the Kenya police service command are in the lower cadre of corporal.

Furthermore, findings also suggest that the majority of the Kenya police service command (42%) were certificate holders, 20% were KCSE certificate holders, 18% were undergraduate degree holders, 14% were diploma holders, 8.5% had KCSE certificate holders, while 6% were holders of

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postgraduate degrees. This implies that the majority of the members of the Kenya police service command had the requisite education to professionally discharge their duties since the majority of them had post-secondary school qualification. Furthermore, the results indicated that majority of the Kenya police service command, 6% have served below 1 year, 18% have served between 1 to 5 years, 14% have served between 6 to 10 years, (42%) have served between 11-20 years, 20% have served above 20 years. This implies that the majority of the Kenya police service command is highly experienced having served for a decade and above.

4.5 Descriptive Statistics

Descriptive statistics involve the transformation of raw data into a form that would fundamentally provide information to describe a set of factors in a study (Awuor, 2022). This is accomplished via ordering and manipulation of the raw data gathered in the research effort. It offers summaries and statistical estimates, which entails the transformation of many observed values into a few numbers. In this, descriptive statistics mainly mean and standard deviation, was computed.

4.5.1 Capacity Development

The capacity development was modeled as an explanatory variable and was represented by three metrics namely: training, job knowledge as well as equipment. A total of eight statements were used to proxy the capacity development and were assessed by respondents on a 5-point Likert scale and the outcome is captured in Table 4.4.

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Table 4.4
Capacity Development

Statement	M	S.D
Our organization has been holding job trainings/workshops regularly	4.18	1.70
Our organization has been promoting career development to its employees	4.04	0.88
Our organization has been giving consideration to employees willing to further their studies to build on their professional portfolio	3.88	1.19
All levels of management have relevant job knowledge based on experience.	4.42	0.88
All levels of management have relevant job knowledge from trainings.	4.06	1.10
In-service trainings are offered at all levels indiscriminately	4.08	0.99
There are adequate tools of work to facilitate service delivery to the public e.g. vehicles, airtime, stationaries and personal protective equipment.	4.14	0.83
All levels of management are encouraged to suggest ideas aimed at improving service delivery	3.82	1.12
Mean Score	**4.08**	**1.09**

Source: Study Data (2023)

As displayed in Table 7, the mean score of eight items depicting capacity development was high signifying that participants agreed that capacity development was an essential aspect of change implementation strategies within the Kenyan police service (M = 4.08, SD = 1.09). The item with the highest average score was whether in-service trainings are offered at all levels indiscriminately (M = 4.08, SD = 0.99). The statement with the lowest mean score was whether all levels of management are encouraged to suggest ideas aimed at improving service delivery (M = 3.82, SD = 1.12).

4.5.2 Stakeholder Engagement

The stakeholder engagement was operationalized by three indicators specifically: communication lines, citizen protection and management policies. Eight statements were utilized to measure

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stakeholder engagement and were evaluated by participants on a 5-point Likert scale and the results are documented in Table 4.5.

Table 4.5
Stakeholder Engagement

Statement	M	S.D
The organization encourages reporting from the public and acts accordingly	4.02	1.04
The organization has installed toll-free anonymous reporting lines	4.46	0.91
The organization acknowledges all kinds of reporting across all age groups, gender and addresses them indiscriminately	4.08	0.92
The organization has management policies that ensure that reporters remain anonymous for the purpose of their safety.	4.52	0.79
The organization has put in place mechanisms that ensure claimants are served to their satisfaction	4.24	1.04
The organization ensures that professionalism prevails when addressing the claims.	4.44	0.79
Policies in place provide a transparent way showing procedures and events as they unfold during claims.	4.42	0.73
Policies put in place provide a mechanism for witness protection in sensitive issues to encourage reporting by the public.	4.22	0.95
Mean Score	**4.30**	**0.90**

Source: Study Data (2023)

As illustrated in Table 4.5, the average score of eight statements delineating stakeholder engagement was high, implying that respondents agreed that stakeholder engagement was an integral component of change implementation strategies within the Kenyan police service (M = 4.30, SD = 0.90). The statement with the uppermost mean score was whether the organization has policies that ensure that reporters of remain anonymous for the purpose of their safety (M = 4.52, SD = 0.79). Furthermore, the attribute with the lowest average score was whether the organization encourages reporting from the public and acts accordingly (M = 4.02, SD = 1.04).

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4.5.3 Communication

Communication was modeled as a predictor variable and was captured by three metrics, namely: improved communication technology, communication policies supporting all channels of reporting, and communication feedback. Eight statements were utilized to measure stakeholder engagement and were evaluated by participants on a 5-point Likert scale, the results are documented in Table 4.6.

Table 4.6
Communication

Statement	M	S.D
The organization provides mobile communication platforms for use in managing crimes.	4.42	1.01
The organization has installed services for use in tracking e.g. in crimes related to theft or murder.	3.52	1.34
Investigations include detailed reports that are facilitated by improved technology.	3.74	1.27
The organization has put in place policies that support reporting as well as timely response as possible	3.80	1.14
The organization has put in place procedures aimed at capturing all types of crimes and procedures involved in curbing them.	3.78	1.28
The organization has put in place a clear reporting procedure along the various levels of the organization	3.92	1.07
The organization has ensured there is feedback and documentation of the same.	3.60	1.34
The organization has provided facilitation like airtime to its officers aimed at ensuring crimes'/ reporting's follow-up	3.72	1.29
Mean Score	**3.81**	**1.22**

Source: Study Data (2023)

As displayed in Table 4.6, the mean score of eight features outlining communication was considerably high, affirming that participants agreed that communication was an essential pillar of change implementation strategies within the Kenyan police service (M = 3.81, SD = 1.22). The statement with the highest average score was whether the organization provided mobile communication platforms for use in managing crimes (M = 4.42, SD = 1.01). Moreover, the item

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with the lowest mean score was whether the organization had installed services for use in tracking, for instance crimes related to theft or murder (M = 3.52, SD = 1.34).

4.5.4 Organizational Performance

Organizational performance was conceptualized as a response variable and was surrogated by three indicators namely: service delivery, citizen satisfaction, and feedback to the citizens. Seven statements were employed to measure organization performance and were rated by respondents on a 5-point Likert scale, the results are presented in Table 4.7.

Table 4.7

Organization Performance

Statement	M	S.D
The Kenya police service has improved service delivery in the last 5 years	3.14	1.63
Public confidence in Kenya's police service has increased recently	4.00	0.99
The organization's capacity has been enhanced in terms of infrastructure like vehicles and improved security gadgets.	4.10	1.27
A large proportion of officers have been empowered in training on security matters.	3.66	1.33
The organization's capacity has been enhanced in terms of an increase in the ratio of officers to civilians	3.94	1.24
There's an increase in the number of reported cases which have been satisfactorily concluded.	3.80	1.12
The levels of reporting have increased as a result of public confidence in Kenya police service.	4.04	1.21
Mean Score	**3.81**	**1.26**

Source: Study Data (2023)

As exhibited in Table 10, the average score of seven statements describing performance was high suggesting that the respondents agreed that organization performance was a key factor of change implementation strategies in the Kenyan police service (M = 3.81, SD = 1.26). The attribute with

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the highest mean score was whether the organization's capacity has been enhanced in terms of infrastructure like vehicles and improved security gadgets. (M = 4.10, SD = 1.27). Additionally, the item with the lowest mean score was whether the Kenya police service has improved service delivery in the last five years (M = 3.14, SD = 1.63).

4.6 Correlation Analysis

Correlation analysis measures the association between two or more variables by quantifying the magnitude and the direction of the relationship. The correlation coefficient varies from + 1 to -1. Pearson's coefficient of correlation was adopted and the outcome is depicted in Table 4.8.

Table 4.8

Correlation Analysis Results

Variable	Capacity development	Stakeholder engagement	Communication	Organizational Performance
Capacity development	1			
Stakeholder engagement	0.55*	1		
Communication	0.24	0.17	1	
Organizational Performance	0.64*	0.69*	0.35*	1

*= *Significant correlation*

Source: Study Data (2023)

The findings in Table 4.8 indicate that stakeholder engagement ($r = 0.55$, $p < 0.05$) and organizational performance ($r = 0.64$, $p < 0.05$) were significantly and positively correlated with capacity development, while communication ($r = 0.24$, $p > 0.05$) in contrast insignificantly correlated with capacity development. Communication ($r = 0.17$, $p > 0.05$) insignificantly

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correlated with stakeholder engagement, whereas organizational performance ($r = 0.69$, $p < 0.05$), in contrast, positively and significantly correlated with stakeholder engagement. Finally, organizational performance ($r = 0.35$, $p < 0.05$) significantly and positively correlated with communication.

4.7 Regression Analysis Results

The overall objective of the study was to determine the how change implementation strategies affect the performance of the Kenya police service in Limuru sub-county. The explanatory variables in this study were change implementation strategies (measured by capacity development, stakeholder engagement, and communication), while the outcome variable was the organizational performance measured by service delivery, citizen satisfaction and prompt feedback to citizens. The parameters utilized in the study were estimated using the Ordinary Least Squares (OLS) technique.

Table 4.9

Change Implementation Strategies and Organizational Performance

Overall Model Fit Statistics						
N	= 50	**Source**	**SS**	**Df**		**MS**
F (3, 46)	= 25.12	**Model**	21.73	3		7.24
Probability > F	= 0.00	**Resid.**	13.27	46		0.29
R^2	0.62s	**Total**	**35**	**49**		**0.71**
Adj.R^2	0.60					
Root MSE	0.54					
Parameter Estimates Statistics						
Organizational Performance	**B**	**SE**	**Z**	**P**	**(95% Interval)**	**Confidence**
Constant	-1.32	0.61	-2.20	0.033	-2.55	-0.11
Capacity Development	0.46	0.15	3.03	0.004	0.15	0.76
Stakeholder Engagement	0.64	0.14	4.47	0.000	0.35	0.93

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Communication	0.11	0.05	2.04	0.047	0.00	0.22

Source: Study Data (2023)

Table 4.9 displays the estimation results of the nexus between change implementation strategies and performance. The considerably substantial adjusted R^2 affirms that 60% of performance variance is collectively described by capacity development, stakeholder engagement, and communication, while 40% that remains is explicated by other parameters overlooked in the estimation model. Overall, the regression model was significant {$F(3, 46) = 25.12, p < 0.05$}. The outcome validated that capacity development ($\beta = 0.45$, $t = 3.03$, $p = < 0.05$), stakeholder engagement ($\beta = 0.64$, $t = 4.47$, $p = < 0.05$) and communication ($\beta = 0.11$, $t = 2.04$, $p = < 0.05$) had positive significant influence on organizational performance. This means that organizational performance improved by 45%, 64%, and 11% separately due to a unit increase in capacity development, stakeholder engagement, and communication, respectively, ceteris paribus. The final predictive model is as specified below:

Organizational Performance = -1.32 + 0.45Capacity development + 0.64Stakeholder engagement + 0.11Communication

4.8 Discussion of Empirical Findings

The 1st specific objective of this research was to determine the effect of capacity development on the performance of the Kenya police service in the Limuru sub-county. The results demonstrated that capacity development significantly and positively predicted organizational performance. The outcome of this study is consistent with those of Ajetomobi (2021), who reckoned that capacity building had positive effects on organizational performance as it was evident that an increase in commitment and morale of employees boosts organizational performance. Similar findings are

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reported by Onyango (2016) who argued that capacity management had a positive effect on the performance of the hotel service industry. Analogous findings are also corroborated by Mukwho (2015) who suggested that capacity building enhances effectiveness in service delivery in both private and public organizations.

The 2nd specific objective of this research was to examine the effect of stakeholder engagement on the performance of the Kenya police service in the Limuru sub-county. The findings indicated that stakeholder engagement had a positive significant influence on organizational performance. The estimation results of this study mirror those of Ndonye et al. (2021), who posited that stakeholder engagement positively influences the performance of community-based conservancy projects. Likewise, the upshots of the current investigation reflect those of Kalu and Rugami (n.d.) who observed that empowerment of stakeholders, communication, plus management of grievances positively affects the implementation of projects in the Kenya ports authority. Finally, the results by Matu et al. (2020) who suggested that the completion of transport infrastructure projects was influenced by participation of stakeholders in Kenya by facilitating implementation of the projects up to its completion, validate the findings of the current research.

The 3rd specific objective of this research was to assess the effect of communication on the performance of the Kenya police service in the Limuru sub-county. The estimation results affirmed that communication had a positive significant effect on organizational performance. The outcomes of this inquiry are in line with those of Musheke (2021) who confirmed that effective communication improves employees' performance and thus improves the organization's performance. Analogous results that were documented by Stanikzai (2017) who postulated that effective communication had a positive impact on organization performance. The current upshots

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are also in tandem with those of Daniel (2018), who concluded that effective communication strategies have a greater impact on organizational performance.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This part explicates the summary of the estimation results, conclusions drawn on the account of findings, implications/contributions of the study and finally, recommendations for further research.

5.2 Summary of the Key Findings

The first specific objective was to determine the effect of capacity development on the performance of the Kenya police service in the Limuru sub-county. The outcomes affirmed that capacity development was a positive significant predictor of organizational performance.

The second specific objective was to examine the effect of stakeholder engagement on the performance of the Kenya police service in the Limuru sub-county. The estimation results showed that stakeholder engagement had positive significant influence on organizational performance.

Finally, the third specific objective was to assess the effect of communication on the performance of the Kenya police service in the Limuru sub-county. The findings suggested that communication had a positive significant impact on organizational performance.

5.3 Conclusions

The study draws manifold conclusions on the account of estimation results. Apparently, there is noteworthy uniformity in the study outcomes with the prior empirical works with respect to the relationship between change implementation strategies and organizational performance.

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First, the study concluded that capacity development has a significant positive influence on performance. A plausible explanation is that training, job knowledge as well as equipment ameliorate organizational performance. The capacity development reduces over-reliance on external experts as a key source of resources, confidence, skills, solutions and knowledge to the issues within the community. As a result, capacity development, therefore, supports locally generated actions, which plays an integral role in organizational performance. Furthermore, capacity development augments the sense of empowerment and ownership, and this enables the community partners to have greater control over their projects thus enhancing their performance.

Secondly, the study has concluded that stakeholder engagement has a significant positive impact on performance. Stakeholder engagement is, therefore, a critical aspect in the sense that it allows all the parties that will be affected by certain outcomes or decisions an opportunity to voice their concerns and this has implications on performance. Stakeholder engagement often permits entities to have a shared vision and greater clarity among their key influencers, thus ameliorating their overall performance. Similarly, stakeholder engagement brings individuals together to co-create solutions by pooling expertise, experience and knowledge, hence elevating the aggregate performance of the organization. Finally, stakeholder engagement aids in coming up with collaborative partnerships and new networks that generate value to organizations, hence improving performance.

Thirdly, the study has also concluded that communication has a significant positive impact on performance. Communication is a catalyst for staff motivation as it helps to sensitize them about the cores to be executed, the approach of undertaking tasks and the manner to augment their performance. Communication has also shown the ability to act as a source of information to all

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organization staff as it aids in pointing out alternative courses of actions. Equally, communication plays an integral role in changing an individual's attitude and perception on the organization's decisions. Positive attitudes and perceptions towards the organization improve both employee and organizational performance. Socialization is a product of effective communication and has a positive effect on employee performance. Social cohesion among employees brings good understanding of tasks and responsibilities of colleagues which allows for a smooth flow of activities within the organization hence improving organizational performance. The study concluded that communication helps in controlling an individual's conduct through proper communication of the organization's code of conduct. Good conduct among all employees helps in augmenting organizational performance.

Finally, the study, therefore, concludes that capacity development, stakeholder engagement and communication have a significant positive impact on the overall performance of the organization.

5.4 Recommendations of the Study

The findings of this study has implications on theory development, policy and management practice. First, the study found that capacity development had a significant positive influence on performance. The study, therefore, recommends for training to improve job knowledge as well as investment on equipment to promote organizational performance. The study recommends for capacity development to reduce over-reliance on external expertise as capacity development was found to be a key source of human resources, employee confidence, skills, solutions, and knowledge to the issues within the organization. As a result, capacity development, therefore, supports locally generated actions, which plays an integral role in organizational performance. Furthermore, capacity development promotes a sense of empowerment and ownership, which

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enables the organization's partners to have greater control over their projects which enhances performance.

The study recommends using stakeholder engagement, as the findings showed that it had a significant positive impact on performance. Stakeholder engagement proved to be a critical aspect of performance in the sense that it allowed all the parties that are to be affected by the decisions of the organization the opportunity to voice their concerns. Stakeholder engagement is also recommended as it allows all stakeholders to have a shared vision with the organization. Similarly, stakeholder engagement showed it had positive outcomes by bringing individuals together to co-create solutions by pooling expertise, experience, and knowledge hence elevating the aggregate performance of the organization. Finally, stakeholder engagement aids the process of coming up with collaborative partnerships and new networks that generate value to organizations, hence improving performance.

The study also recommends effective communication as it concluded that communication has a significant positive impact on performance. Communication proved to be a catalyst for staff motivation as it helped to sensitize them about their cores, and the approach of undertaking their tasks, and in this manner, helped them to augment their performance. Communication has also shown the ability to act as a source of information to all organization staff and stakeholders as it aided in pointing out alternative courses of action. Equally, the findings of the study showed that communication played an integral role in changing individual's attitudes and perceptions of the organization's decisions. The study showed that Positive attitudes and perceptions towards the organization improved both employee and organizational performance. The study also concluded that communication helped in controlling an individual's conduct through proper communication

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of the organization's code of conduct. Therefore, good conduct among all employees helps in augmenting organizational performance.

5.5 Areas for Further Research

The bulk of the prior inquiries, alongside the current study, have extensively employed cross-sectional datasets to investigate the relationship between change implementation strategies and performance in varying settings. Future studies should explore the possibility of applying longitudinal datasets in probing the nexus between change implementation strategies and performance. Customarily, longitudinal examinations will offer an opportunity to check the association among the study parameters over an elongated period of time by taking into consideration the time-based disparities as an alternative of purely appraising the correlation among them. Principally, future inquiries should consider applying panel data that incorporates both cross-sectional and time-series of the phenomenon under investigation.

This study utilized data from a single context, specifically the Kenya police service, to probe the relationship between change implementation strategies and performance. As a result, the findings might not be applicable or generalizable to other security forces owing to their varying constitutional mandates. Future empirical works can address this shortcoming by utilizing other security services such as the National Youth Service (NYS), Kenya Wildlife Service (KWS), Kenya Prisons Service, Kenya Forest Service (KFS) and the Kenya Defense Forces (KDF) in order to prevent these innate limitations.

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The current study is inherently bivariate, hence signifying correlations as opposed to causation among the study variables. Future research efforts should consider introducing mediators and or mediators to probe the relationship between change implementation strategies and performance since the nexus between the two variables is not direct, but rather indirect. For example, the external environment can be adopted as a moderator, whereas operational efficiency can be integrated as a mediator. Moreover, an extended set of moderators and mediators can concurrently be amalgamated in a single estimation model so as to add more rigor to the study in question.

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APPENDICES

APPENDIX ONE: Consent Explanation Form

Contacts:

Principal Investigator, Ayabei Andrew, Tel: 0722836042, E-mail: mbalmr140120@spu.ac.ke

Investigator, DR. John Muhoho, Tel: 0721773105, E-mail: jmuhoho@spu.ac.ke

Dear participant,

It is our kind request that you participate in our research on the effects of change implementation strategies and performance of the Kenya police service in Limuru sub county, Kenya. Your kind participation will assist in the improvement of reform initiatives in the Kenya police service. Please read the information below carefully, and if there is any issue of concern or question, feel free to contact us through the contacts provided above. Kindly note that your participation is on a voluntary basis, and you are at liberty to withdraw from the study at any time without any consequences.

Purpose of the study

The main purpose of this study is to determine how change implementation strategies generally affect the performance of the Kenya police service in Limuru Sub County. Our specific intention is to look at how capacity development, stakeholder engagement, and communication affect the performance of the Kenya police service in Limuru Sub-County.

Procedure of the study

If you accept to participate in this study, we will request you to participate by filling a questionnaire that we will provide and bring to your convenient location. The approximate time

you will take to participate is about 20 minutes. The responses you will give to us will be kept confidential and will be used for the purposes of this research only.

Importance of participating

Your contribution to this research is important as it will advance the knowledge on strategy implementation. Findings and conclusions will assist senior police officers in managerial and administrative positions in implementing reform strategies in a way that will bring better performance.

Risks of participating

There will be no physical risk if you accept to participate in this study, but if at any given time during participation you feel uncomfortable, kindly contact us for assistance. There is also no consequence or risk when you decide to withdraw your participation.

Confidentiality of participation

Your participation in this research will be highly confidential and the responses you will give will be treated in a secure manner. Your responses in this study will be coded to hide your identity and will be used for research purposes only.

Voluntary participation

Your participation will be voluntary. The decision not to participate will be accepted and nobody will compel you to participate.



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Principal investigator's signature

Date: 15th October, 2023

APPENDIX TWO: Questionnaire

This questionnaire is structured to come up with data on the "effect of change implementation strategies and performance of Kenya police service within Limuru Sub-County''**.** Your involvement in filling out questionnaires will be highly appreciated. Please note that the information you are going to provide is going to be used for academic purposes only and will be treated with utmost confidentiality.

Instructions: Please enter your responses using a tick (√) appropriately.

SECTION A

GENERAL INFORMATION

1. Please indicate your gender

a) Male ( )

b) Female ( )

2. Which category of the Kenya Police Service do you serve?

a. General duty ( )

b. Directorate of Criminal investigations ( )

c. Traffic ( )

3. Which rank are you in currently?

a. Superintendent of police ( )

b. Assistant Superintendent of police ( )

c. Chief Inspector of police ( )

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d. Inspector of police ( )

e. Police Senior Sergeant ( )

f. Police Sergeant ( )

g. Police Corporal ( )

h. Police Constable ( )

4. Kindly indicate your highest education level

a. Postgraduate ( )

b. Undergraduate ( )

c. Diploma ( )

d. Certificate ( )

e. KCSE ( )

5. For what period have you served in the National Police Service?

a. Below one year ( )

b. 1 to 5 years ( )

c. 6 to10 years ( )

d. 11 to 20 years ( )

e. Above 20 years

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Section B: Capacity Development

This section addresses the organization's activities involved in developing capacity with the objective of improving performance. Using a scale of 1-5, kindly indicate your opinion where 1=strongly disagree, 2=disagree, 3=partially agree, 4 = agree, and 5= strongly agree

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No.	Statement	Strongly disagree	Disagree	Partially agree	Agree	Strongly agree
1	Our organization has been holding job trainings/workshops regularly					
2	Our organization has been promoting career development to its employees					
3	Our organization has been giving consideration to employees willing to further their studies to build on their professional portfolio					
4	All levels of management have relevant job knowledge based on experience.					
5	All levels of management have relevant job knowledge from trainings.					
6	In-service trainings are offered at					

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	all levels indiscriminately					
7	There are adequate tools of work to facilitate service delivery to the public e.g. vehicles, airtime, stationaries and personal protective equipment.					
8	All levels of management are encouraged to suggest ideas aimed at improving service delivery					

Section C: Stakeholder Engagement

This section addresses the organization's activities aimed at engaging all stakeholders to improve service delivery thus performance. Kindly indicate your opinion on a scale of 1-5 where, 1=strongly disagree, 2=disagree, 3=partially agree,4 = agree and 5= strongly agree.

No.	Statement	Strongly disagree	Disagree	Partially agree	Agree	Strongly agree
1	The organization encourages reporting from the public and acts accordingly					

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2	The organization has installed toll free anonymous reporting lines					
3	The organization acknowledges all kinds of reporting across all age groups, and gender and addresses them indiscriminately.					
4	The organization has policies that ensure that reporters remain anonymous for the purpose of their safety.					
5	The organization has put in place mechanisms that ensure claimants are served to their satisfaction					
6	The organization ensures that professionalism prevails in addressing the claims.					
7	Policies in place provide a transparent way of showing procedures and events as they					

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	unfold during claims.					
8	Policies put in place provide a mechanism for witness protection in sensitive issues to encourage reporting by the public.					

Section D: Communication

This section addresses the organization's activities aimed at enhancing effective communication among stakeholders within and outside the organization. Kindly indicate your opinion on a scale of 1-5 where, 1=strongly disagree, 2=disagree, 3=partially agree,4 = agree and 5= strongly agree.

No.	Statement	Strongly disagree	Disagree	Partially agree	Agree	Strongly agree
1	The organization has provided mobile communication platforms for use in managing crimes.					
2	The organization has installed services for use in tracking e.g. in crimes related to theft or murder.					
3	Investigations include detailed reports that are facilitated by					

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	improved technology.					
4	The organization has put in place policies that support reporting as well as timely response as possible					
5	The organization has put in place procedures aimed at capturing all types of crimes and procedures involved in curbing them.					
6	The organization has put in place a clear reporting procedure along the various levels in the organization					
7	The organization has ensured prompt feedback and documentation of the same.					
8	The organization has provided facilitation like airtime to its officers aimed at ensuring crimes'/ reporting's follow-up					

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Section E: Organization Performance

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This section is concerned with the level of overall performance of your organization. Kindly indicate on your opinion on a scale of 1-5 where, 1=strongly disagree, 2=disagree, 3=partially agree,4 = agree and 5= strongly agree.

No.	Statement	Strongly disagree	Disagree	Partially agree	Agree	Strongly agree
1	The KPS has improved service delivery in the last 5years					
2	Public confidence in KPS has increased recently					
3	The organization's capacity has been enhanced in terms of infrastructure like vehicles and improved security gadgets.					
4	A large proportion of officers have been empowered in training on security matters.					
5	The organization's capacity has been enhanced in terms of increase in the ratio of officers to civilians					

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6	There's an increase in the number of reported cases which have been satisfactorily concluded.					
7	The levels of reporting have increased as a result of public confidence in KPS.					

Thank you for your participation.

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APPENDIX THREE. SPU-ISERC approval letter

ST. PAUL'S UNIVERSITY

Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/67/2023 **Date: 7th August 2023**

TO: Andrew Ayabei
St. Paul's University

Dear Andrew,

REF: Change Implementation Strategies and Organization Performance of Kenya Police Service in Limuru Sub-County-Kenya

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 77, for the period between 7th August 2023 – 7th August 2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,



Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee



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APPENDIX FOUR: Recommendation letter for NACOSTI research permit

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Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

7th August, 2023

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR ANDREW AYABEI MBALMR140120 – TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Business Administration Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"Change Implementation Strategies and Organization Performance of Kenya Police Service in Limuru Sub-County, Kenya."

Kindly grant this student the required permit.

Yours Faithfully,

DIRECTOR POSTGRADUATE STUDIES
ST. PAUL'S UNIVERSITY
07 AUG 2023
P.O. PRIVATE BAG - 00217 LIMURU

Dr. John Muholo
Director, Board of Postgraduate Studies

APPENDIX FIVE: NACOSTI research permit



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 701349

Date of Issue: 23/August/2023

RESEARCH LICENSE

This is to Certify that Mr.. AYABEI N/A ANDREW of St. Paul's University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kiambu on the topic: CHANGE IMPLEMENTATION STRATEGIES AND ORGANIZATION PERFORMANCE OF KENYA POLICE SERVICE IN LIMURU SUB-COUNTY. KENYA for the period ending : 23/August/2024.

License No: NACOSTI/P/23/28673

701349

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions