FACTORS AFFECTING CHANGE MANAGEMENT IN NATIONAL POLICE SERVICE: A CASE STUDY OF NAKURU COUNTY

BY

CHEPKOECH TERER

THIS DISSERTATION IS SUBMITTED TO THE FACULTY OF BUSINESS, COMPUTER SCIENCE AND COMMUNICATION STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE MASTERS DEGREE IN BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT AND LEADERSHIP) FROM ST. PAUL'S UNIVERSITY

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AUGUST, 2019

DECLARATION

This dissertation is my original work and has never been submitted for any academic award in any University

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We confirm that the work reported in this dissertation was carried out by the student under our supervision.

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ABSTRACT

The main purpose of this study was to examine factors affecting change management in the National Police Service in Nakuru County. The study was guided by the following objectives; to determine effect of stakeholder involvement, communication on change, top management support and organization culture on change management in National Police Service in Nakuru County. The study was guided by Kurt Lewin's Change Management Model, stakeholder's theory, Uncertainty Reduction Theory (URT), Stewardship and Durkheim's Theory of Culture. The study employed descriptive survey design and correlational research design. The target population was 65 respondents comprising of 1 County commander and 9 Divisional commanders under The Kenya Police category, 1 County commander, 11 District commanders, 33 Divisional commanders under The administration police category, 1 county criminal investigation officer and 9 DCIO under Criminal Investigation Department/Directorate of Criminal Investigation Category. Census survey was adopted while primary data was used which was collected using questionnaires. The validity and reliability of the data collection instruments was ascertained through pretesting. Qualitative methods was used to analyze the respondents' open-ended questions; which involved categorizing, tabulating and combining responses to address the research questions in theme form. Descriptive statistics like frequencies and percentages was used to summarize data quantitative. Inferential statistics such as correlation coefficients was used to test the non-causal relationship between variables while regression analysis was used to test the research hypotheses at 5% significance level with the aid of SPSS. The results were presented using tables and discussion. The research findings indicate that there exist a statistically significant positive relationship between stakeholder involvement, communication, top management support, organisational culture and change management in the National Police Service in Nakuru County. There is no very clear stakeholder identification criterion, open and clear stakeholder communication channels. The employees are given enough time to ask questions, explain their concerns and opinions about change. Conclusions can be made that it was not clear whether the management is able to resolve any issues that arise, reach agreement and decrease resistance. It was recommended that the National Police service through the Inspector general of Police and IPOA should ensure that there is very clear stakeholder identification criterion with open and clear stakeholder communication channels. It was recommended that to ensure successful change implementation in the National Police Service, employees should be enough time to share their ideas about change and there should be effective communication on vision, the mission, and the objectives of the change.

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LIST OF ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CID	Criminal Investigation Department
DCIO	Divisional Criminal Investigation Officer
IPOA	Independent Police Oversight Authority
NACOSTI	National Commission for Science, Technology and Innovation
NPS	National Police Service
SPSS	Statistical Packages for Social Sciences
URT	Uncertainty Reduction Theory
USA	United States of America

DEFINITION OF TERMS

Change Management: Change Management is the powerful administration of a business change. It includes the joint effort of official pioneers, supervisors and workers to effectively execute the required procedure, innovation or authoritative changes (Dalziel, 2003). The study embraced this meaning.

Communication on change: Communication is a tool to build and establish awareness of the need for change, to generate desire to participate in the change, and support (Lewis, 2000). The study adopted this meaning.

Organisation Culture: Hunt and Osborn (2008) describe organisational culture as a "system of shared actions, values and beliefs that develops within an organisation and guides the behaviour of its members". The study adopted this meaning.

Stakeholder Involvement: This is procedure of observing and keeping up useful organisations with intrigued partners with regards to an organisation. Stakeholder engagement and mapping additionally enables an organisation to push toward its expressed objectives (Friedman, 2006). The study adopted this meaning.

Top Management Support: Ability to influence others for example to voluntarily make day- to-day decisions that enhance the long term viability of the organization while at the same time proving support to the employees to achieve set objectives in short-term or in the longterm (Rowe et al., 2001). The study adopted this meaning.

CHAPTER ONE

INTRODUCTION

1.1Background of the Study

Change is an ever present normal for hierarchical life, each at an operational and vital stage (Burnes, 2004). Associations that are currently not in a situation to hold up with these modifications are rendered out of date, an issue that has made change to be viewed as a consistent factor in presence that should be grasped and oversaw well. Change being essential in ultra-present day survival of business elements, hence, requires attractive administration for organizations to get profits by the procedure. Change organization is the utilization of methodical systems to verify that the associations' change can be guided the intentional way, did in a cost favorable way and performed inside the focused time body and with the ideal results (Davis & Holland, 2002). The change procedure requires interest of select stakeholders to make certain achievement. As indicated by Ad-esse Consulting (2008), a stakeholder is all individuals who could and need an interest in what you are attempting to accomplish. Stakeholder Management is an obligation to serve all stakeholder interests. Stakeholder inclusion in return organization being a fundamental angle in beneficial interchange organization calls for worthy organization of stakeholders because of their differing distraction and effect in an association's tasks.

All inclusive, the connection among authority and full of feeling pledge to change used to be inspected by method for (Bamford & Forrester, 2003) and they noticed that open offices as often as possible need to execute changes in the administration, plan and delivering of open administrations. Their examination draws on substitute organization hypothesis to give a clarification for how direct managers make a commitment to procedures of authoritative change, in this way expanding full of feeling devotion to exchange among workers. Further, Bond (2009) inspected two records device activities and utilized them to show fundamental achievement factors (CSFs) affecting substitute organization in data framework errands in Polish pubic associations. Twelve CSFs were perceived to be specific: zenith the executives support, the change acknowledgment, shared inventive and perceptive for the change, arranging an endeavor as a change, administrative movement, and fine correspondence, hierarchical preparation to manage the change, workers' preparation, representatives' inclusion, representatives' fulfillment, data coast and by and large execution estimation.

Change in the Kenyan territory has been driven by method for mechanical development and modifications in Government arrangement included about by utilizing the new Constitution. Forceful challenge from different enterprises has also gigantically added to exchange (Hope, 2012). A few inquires about have been attempted on key change the executives in Kenya. For example, Carnall (2003) analyzed key substitute administration rehearses by methods for the Kenya Prisons Service (KPS) and alluded to that the Kenya Prisons Service did not have basic, social, political affect and Information, Communication and Technology (ICT) issues. KPS did now not voyage absence of the executives commitment to interchange or stakeholders never again being securely stressed and educated. Moreover, protection from exchange was once negligible and was once adequately managed. The police assume a basic job in any political routine. Regardless of whether a tyrant routine or a liberal majority rule government, the police are in charge of providing household security, ensure open request, put into impact laws, and channel claims for equity. Police moves are entwined with routine execution, as they grandstand the state's reaction to everyday issues. The police are regularly the primary open officers individuals run over or flip to when security concerns are raised. Residents' impression of the police, in this manner, are a basic factor of routine authenticity (Cruz, 2010; Vargas; 2002 & Commonwealth Human rights activity, 2003) when analyzing police lead in Mexico, kept up that the direct of the police mirrors the direct of the bigger society.

In the United Kingdom police reforms had been initiated in the 1980‟s usually to center of attention on innovations in police management styles particularly the situation for effectivity and effectiveness Edmonstone (2005). The thought of new public administration (NPM) and properly governance in police consequently grew to be a yardstick for gauging their reformed police institution Doyle (2002). The quest for reforming police services was once driven by means of the fact that in the previous they had been portrayed as inefficient and in quite a few cases brutal as they had been at first created for colonial suppression and offering protection to the colonial authorities (Waller, 2001). After independence their role was supposed to exchange from protecting the colonial hobby to presenting protection to the citizens. This necessitated reforming and re-orienting them toward serving the contributors of the public in a non-discriminatory manner.

The key factors of police reforms in South Africa after emerging from the apartheid rule in 1994 revolved around improving get admission to police services in communities that had historically been discriminated against at some stage in the apartheid regime (Bruce, 2003). An analysis of the reform priorities spelt out by Ransley committee (GOK, 2009) recommended that the goal of post-2007 police reform used to be to address what was in the past referred to as disaster in the police and security sector. There are worries as to whether these crises have been addressed. The findings via (Ondoro, 2015) advise varied responses. On one hand, the implementation addressed some of the crises, whilst at the same time endured to deepen the crises. The fact that the process was once entrenched in regulation gives hope that though benefits are but to be realized. Francis (2012) quoted by using Ondoro (2015) argues that the reality that these 4 crises; crisis of legitimacy; disaster of identity, disaster of motive and disaster of ability have not been absolutely addressed emphasizes the fact that the police reform implementation is a complex procedure in transitional contexts. Several reform initiatives targeted at the police in Kenya have been and continues to be a difficulty of discussion in various forums. From the degree of believe between the police and the public being at its lowest to the incidences where the police had come to be victims of violence had become an vicinity of situation throughout the united states in the post-2010 technology (TJRC, 2013). This study was built on this background.

1.1.1 The National Police Service Strategic Plan

The National Police Service Strategic Plan 2013-2017 recognizes the accompanying need territories and vital goals: execution of changes in the police sector, strengthening of policy regime development of physical facilities, use of ICT in policing work, improvement of staff welfare: housing, pay rates and stipends, capacity building and upgrading of officers, research and development in crime areas (NPS, 2018). Key Strategic objectives of the Inspector General of NPS incorporate; provide strategic leadership in the command shape and system for efficient administration of the service, facilitate and coordinate implementation of all policies, rules and guidelines affecting the NPS, information implementation of police changes as per the set down guidelines, undertake establishment of linkages with strategic with key local security agencies and worldwide police agencies , encourage modernization of the administration, bolster institutional capacity with for effective service delivery, changing police picture and culture (NPS,2018).

1.2 Statement of the problem

The government of Kenya has made a few endeavors at organizational and auxiliary changes in the police since 2003. This incorporated the improvement of police welfare, upgrading the network policing, improving speedy reaction to crime scenes through expanding of engine vehicles, converging of the two police administrations, enrollment of the Inspector General of police and his two appointees just as the foundation of the Independent Police Oversight Authority and the National Police Service Commission among others. The change procedure looks incredible on paper yet by and by there remains a ton of ground to be secured. For example, operationalization of the converge between the Administration Police and the Kenya Police is yet to emerge. The units stay distinct in the following areas: police patrols, keeping an eye on of detours, traffic management, operational bases, uniform color or shading, vehicle color or shading, recruitment and enrollment systems. The Kenya Police and Administration Police keep on working as free units, and even the arrangement of County Commanders has not served to improve lucidness in the administrations as each administration keeps on utilizing its old order. The protection from the merger is more grounded on the ground as each administration professes to be better than the other (KNHCR, 2015).

Many studies have been undertaken locally on this subject of change management. Njuguna (2015) did a research on change management at Saint John's 8 community-Nairobi. Onyango (2012) undertook a research on factors influencing the implementation of Kenya Sugar Industry. Oyugi (2011) studied factors affecting implementation of government community strategy. Kweri (2011) researched on challenges of change management at Ritho Farmers Cooperative Society. Koske (2003) undertook a research on change management and its challenges in public corporations, case study of Telkom Kenya. Ochanda (2005) researched on change management challenges at Kenya industrial Estate. The studies above identified several challenges which ranged from lack of good leadership, inadequate resources, inadequate resources, inappropriate communication systems and implementation taking more duration than originally allocated. The studies dealt mostly on challenges in implementing strategies and none of them gave a focus on factors influencing change management in National police service. The above shows that although National Police Service reform is ongoing, there is little that has been done to enquire on factors affecting change management in the National Police Service, forming a fundamental research base that warrants investigation.

1.3 Purpose of the study

The purpose of the study was to examine factors affecting change management in the National Police Service in Nakuru County.

1.4 Specific Objectives

To achieve the general objective, the study was guided by the following specific objectives:

i. To determine effect of stakeholder involvement on change management in National Police Service In Nakuru County.
ii. To establish effect of communication on change management in National Police Service In Nakuru County.
iii. To identify effect of top management support on change management in National Police Service in Nakuru County.
iv. To examine effect of organization culture on change management in National Police Service in Nakuru County.

1.5 Research Hypotheses

The following research hypotheses were tested.

$H0_1$: stakeholder involvement has no significant effect on change management in National Police Service in Nakuru County.

$H0_2$: communication has no significant effect on change management in National Police Service in Nakuru County.

$H0_3$: top management support has no significant effect on change management in National Police Service in Nakuru County.

$H0_4$: Organization culture has no significant effect on change management in National Police Service in Nakuru County.

1.6 Scope of the study

This study was carried out to examine factors influencing change management in National Police Service in Nakuru County. Nakuru County was used as a case study for convenience purposes. The independent variables were; stakeholder involvement, top management support, communication, organization culture while the dependent variable was change management. Descriptive survey design and correlational research design were employed. Primary data was used while the target population were 65 senior

officers from Kenya Police, Administration police and DCI in the National Police Service

1.7 Significance of the study

The findings of this study will management team at the NPS in that they will draw lessons on the factors influencing of change management in the organization and by implementing the recommendations which can enhance change management in the police force. The study will also help in highlighting the reasons for high failure rate of change management. The knowledge gained will thus be useful in improving the performance of police force Government policy makers especially those in charge of NPS will be able to get insights on areas that need more attention in terms of successful change management in the NPS for enhancement of better service delivery. The study is expected to contribute to the existing literature in the field of change management especially factors which influence change management process. Future scholars can use this research as a basis for further research in the area of change management.

1.8 Assumptions of the study

The study assumed that the respondents understood change management in the National Police Service. The study also assumed that respondents had played part in change management in the National Police Service. It was also assumed that the examined factors influenced change management in the National Police Service in Nakuru County.

1.9 Limitations of the study

Some of the respondents were unwilling to provide information for fear that the information was sensitive and confidential. However, the researcher ensured proper communication was made on the purpose of the study and assured respondents of confidentiality on information provided.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews theoretical and empirical literature on factors affecting change management. Based on the literature, a conceptual framework was developed, which formed the basis for data analysis. The chapter is organized as follows: theoretical literature review, empirical literature review, conceptual framework, summary of literature and research gaps.

2.2 Theoretical Literature Review

This study was based on the following theories which are relevant to the study.

2.2.1 Kurt Lewin's Change Management Model

The deliberate approach to organizational change was once developed via the work of Kurt Lewin (1951). This relates to group decision-making, implementation and social change. Different organizations have special behaviours of individuals. The unifying factor is the shared common objective which can aid the team to obtain its goals. Changing the group conduct is pre-requisite to keep away from relapse to the old conduct after a quick period of time. In guide of Lewin's theory, Burnes (2004) suggested that decreasing this behavioral variation could solely be completed by way of resolving social conflict, whether it be religious, racial, marital or industrial. For planned change to take effect, learning must occur. Better grasp and reframing of men and women views on how to resolve social struggle is better performed through learning. Lewin got here up with a model that views change as a three-step procedure. This three-step mannequin is related with intentional change in the organization. A vary of techniques may also be used alongside this mannequin in an effort to put into effect the intended change (Branch 2002). According to Harper (2001) the three steps are unfreezing, initiating the exchange (moving) and refreezing.

Thus, in accordance to Branch (2002), Lewin's model of organizational exchange can be beneficial in three ways: Changing the employees in the employer (their skills, values, attitudes, and eventually behaviour) – with an eye to instrumental organizational change; Changing various organizational buildings and structures – reward systems, reporting relationships, work designs; or Directly altering the organizational local weather or interpersonal style – how regularly people have interaction with each other, combat

management, organizational selection making. The mannequin focuses on interdependence and ordering factors within a relationship. For instance a process of dependence among the more than a few gadgets and subunits within the organization. The greater the significance of a unit within an organization, the greater the degree of dependence. The assumption that groups function below secure conditions is a fundamental disadvantage of this model. The reality is that there are corporations working in more turbulent and chaotic commercial enterprise environments which may locate this mannequin unsuitable.

The 2d step (initiating the change), entails personnel being engaged by the administration in activities that become aware of and put in force new approaches of doing matters or engage in new activities in order to bring about change. In this respect, Harper (2001) proposed that it is the responsibility of the administration to furnish a platform to all applicable stake holders to interact in selection making and hassle solving for high quality change to take place. The current thinking however is that personnel must grow to be actively concerned as involving them will make them greater probably to receive change and become committed to making change a success. Little or no resistance on the phase of exchange recipients is pleasant achieved through a higher grasp of the wants and advantages of change.

In the third and remaining step (refreezing), the emphasis is on the reinforcing of new procedures and duties in the employer by way of the employer. Acknowledging and beneficial employees is key for this step to be successful. Behaviour amendment requires reward to stick. Recognising employees in this section is integral to embrace adjustments or accept the change. In this instance, reward serves to apprehend that the new behaviour is valued and prevents previous behaviour from reoccurring (Harper, 2001). This principle will be relevant to this study as it will assist in grasp key realistic movements that national police carrier administration can rent which consist of stakeholder involvement, bettering communication, providing administration support and additionally developing an enterprise way of life which will preserve change management procedure in the national police services. Thus this theory served as the main theory linked with the main objective of the study.

2.2.2 The stakeholder's theory

The stakeholder's theory states that in order for corporations to be successful and be sustainable over time, executives should keep the hobbies of stakeholders aligned and going in the identical direction (Freeman, 2001). Stakeholder idea begins with the assumption that values are always and explicitly a section of doing business. It asks managers to articulate the shared experience of the price they create, and what brings its core stakeholders together. It additionally pushes managers to be clear about how they prefer to do business, especially what sorts of relationships they choose and need to create with their stakeholders to deliver on their purpose (Abiero ,2010). The stakeholder idea redefines the organisation. The notion is all about what the company have to be and how it need to be conceptualised.

According to Friedman (2006), the organisation itself should be concept of as a grouping of stakeholders and the purpose of the business enterprise be to control their interests, wants and viewpoints. This permits the employer to benefit from the affiliation with stakeholders. Freeman (1984) includes in his list of stakeholders as suppliers, customers, employees, stockholders and the firms local community. Stakeholder approach has its critics who trust that it is now not advisable performance-wise to always reflect on consideration on the plight of the stakeholders specifically for normative reasons. However, many see the stakeholder concept as a useful one. Stakeholder analysis gives businesses with lenses through which to pay attention to the full vary of fascinated parties (Ad-esse Consulting, 2008). This theory was applicable to study as it helped in grasp how stakeholder involvement influences change management process in the National Police Service. The theory was linked to the first objective of the study.

2.2.3 Uncertainty Reduction Theory (URT)

Since the mid-twentieth century, the concept of facts has been a sturdy basis for communication research and the improvement of communication theory. Information change is a fundamental human characteristic in which individuals request, furnish and change information with the purpose of lowering uncertainty. Uncertainty Reduction Theory (URT) approved to Charles R. Berger and Richard J. Calabrese (1975), recognized that lowering uncertainty was a central purpose of communication. Through the improvement of URT, these pupils pioneered the subject of interpersonal communication by inspecting this huge relationship in uncertainty research. However, for verbal exchange to be viable listeners have to have methods to discriminate reliable,

straightforward statistics from probably unsafe facts in any other case speakers would favor to abuse them via lies and deception.

Heath and Bryant (2000) state: "One of the motivations underpinning interpersonal communication is the acquisition of data with which to limit uncertainty". URT locates the function of verbal exchange into the central focus. Uncertainty existed in a given state of affairs when there was a excessive quantity of viable selections and the probability of their match was once pretty equal. Uncertainty can reason stress and anxiousness which can lead to low tiers of communicator competence (Brashers, 2000) Heath and Bryant (2000) stated: "Uncertainty-reduction concept is a powerful rationalization for communication because it operates in all contexts to assist provides an explanation for why humans communicate as they do". This theory was relevant to the study as it aided in understanding how communication on change enhance change management process in National Police Service. The theory was linked to second objective of the study.

2.2.4 Stewardship Theory

The theory was once developed through Donaldson and Davies (1991) as they tried to provide an explanation for the relationship between the stockholders and managers in a corporation. The stewardship principle holds that the Chief Executive Officer being a strategic leader really wishes to do a desirable job, to be a good steward of the company assets, that they have an inherent motivation, working diligently to achieve suitable company performance, with pastimes similar to these of the stakeholders (Achitsa, 2013). Structural state of affairs in which the executive is located gives upward shove to overall performance versions facilitates their effective motion according to Stewardship theory (Donaldson, 2001).The board on the different hand contributes to the stewardship of the of the employer while giving unencumbered authority and responsibility to the management. The mannequin of the stewardship principle is based on assumption that managers make choices in the nice problem of the firm, positioning communalist choices over self-servicing choices. This kind of a manager/leader evokes the organisation through doing what's right, due to the fact he/she depends on the thrives of the enterprise eventually. The steward supervisor exploits the enactment of the organization, working beneath the premise that each the steward (the manager(s)) and the essential shareholders subsidy from a robust organization. Stewardship theory implies a greater collaborative method between administration and boards. Under this approach, empowering managers

(stewards) of the association to exercising unencumbered authority and duty enhances board administration ties and selection making. Stewardship principle holds that, executive's accountability may additionally neutralize self-interest behaviors derived from CEO to being tons greater dedicated to improve company overall performance (Barney, 1990).

Stewardship Theory holds that there is no inherent hassle of govt control, which means that organizational managers tend to be benign in their moves (Donaldson, 2008). The essential assumption underlying the prescriptions of Stewardship Theory is that the behaviours of the manager are aligned with the pursuits of the principals. Stewardship Theory locations larger cost on goal convergence amongst the events involved in corporate governance than on the agent's self-interest (Van Slyke, 2006). This is splendid in examining the public sector, as the goal of public provider is no longer the gain of one or a few but the higher good of all. This theory was relevant to this study as it helped in evaluating the influence top management support in enhancing change management process in the national police services. The theory was linked to the third objective of the study.

2.2.5 Durkheim's Theory of Culture

This idea was developed via Emile Durkheim (1890). It explains culture as the emergent net of representations, holistically comprehending the in-depth set belief, value, and symbolic buildings of herbal entirety such as tribal communities in which he gave such shut observation. The concept argues that a bountifulness of work in a firm's sociology involves the substance of what the culture term looks to consist, even if it seems impossible. It is via way of life that an employer influences the duties and success of the targets of an organization. The alternative part of human persona is social in emergence which Durkheim says is the "collective conscience." It acts as a test on the will, an ethical structure made of ethical values, codes, thoughts and ideologies. The collective judgment of right and wrong is hooked up through the socialization process in that the person masters the norms, codes, and moral values of the community. Collective moral sense is one that controls the person's wish, limits the drives of the person and probably unlimited desires (Durkheim 1893).

According to Witten and Wuthnow (1998), even though cultures may additionally improve integration with the entire organization, they may want to also provide facilities

of disagreement. Cultural gaps are in all likelihood to occur on status, professional or divisional lines. Proof of present cultures is located in more than a few discursive practices in organizations: in the exceptional accounts employees on divergent organizational categories supply organizational occurrences in a specialized structure of speech that specialists in some companies share entirely with colleagues that are outdoor the firm than these that are within; and in a number of expressive symbols in all places which subgroups come collectively in the manufacturing of their mutual experience of mission (Zheng & McLean, 2010). This theory was relevant to this study as it helped in understanding how organization culture can influence change management aspect in the national police service. The theory was to the fourth objective of the study.

2.3 Empirical Literature Review

This section presents the review of empirical literature on the variables under study

2.3.1 Stakeholder involvement and change management

Associations need to manage now the desires of their investors, however moreover a significant number different organizations which incorporate representatives, providers, open premium organizations like natural associations, clients, key accomplices, media individuals, open observing bodies, money related foundations, administrative bodies, contenders, go-betweens, and associations (Yilmaz & Gunel, 2008). Along these lines, the initial step of key partner the board is to decide the vital partners of the business endeavor which can impact the business and be affected by methods for the association. Partners are concerned in the change strategy in unmistakable levels depending on the sort of impact the change will have on them or relying upon the commitments that they can have on the change. As indicated by Ad-esse Consulting (2008), the accompanying technique can be connected in partner the executives: The initial step is to end up mindful all things considered; besides, arrange partners through intrigue and impact; thirdly, Consider whether partner is superb or negative; fourthly, diagram commitment or correspondence scope for each partner; fifth step is to improve group for dealing with each partner, comprising of proportions of accomplishment; seventh step is to supply plan, and in conclusion, audit achievement and refine plan.

The best way to accurately deal with your partners is to comprehend and secure them. Partners are sorted to ensure that sources are spent effectively in overseeing them the best possible way. Ad- esse consulting (2008), likewise sets that partners are ordered as a

basis for arranging how to control them through change. The methodology is to satisfy high action and low affect partners; connect high intrigue, extreme impact partners; keep up informed unreasonable impact, low leisure activity partners and give basic messages to low intrigue, low affect partners (Donaldson & Preston, 1995) as expressed in Mwikuyu (2009).

The assistance of partners is essential for any change diagram to be effective; this should now not be compelled to the proprietors, anyway include all staff, primary clients, providers and other people who give assistance to the business endeavor in its everyday or long timeframe venture exercises. (Stanford Research Institute, 1963) as referenced in Freeman and McVea (2001) contended that supervisors need to perceive the issues of investors, representatives, clients, providers, moneylenders and society, so as to help objectives that partners would bolster. This assistance used to be basic for long timeframe achievement. In this manner, organization ought to effectively find its associations with all partners so as to improve business venture procedures (Freeman and McVea, 2001). As per (SRI, 1963) as referred to in Freeman and McVea (2001), the assistance of all partners is fundamental to the company's prosperity. In this setting along these lines, an organization ought to plan procedures that join the movement everything being equal. Adesse (2008) points out the significance of partners in all organizations and in this manner there should be some structure in their inclusion in the change organization process. As indicated by Cecilie (2008), for there to be a beneficial partner association in change organization procedure to an over the top degree, at that point five variables should be tended to. They incorporate; partner early cognizance of standards; attention to run inside and between various hierarchical units; manager accessibility; early position explanation; and valuable clash. It is basic for organization to fathom how exceptional partners influence them or are affected through the business so they can shape methodologies that are gainful to both the office and the partners over the long haul (Ad-esse Consulting, 2008).This study examined the influence of stakeholder engagement on change management in the context of the national police service.

2.3.2 Communication and change management

The fundamentals of communication: Communication is an action between at least two persons, the place messages are delivered, received and reacted to amongst participants. It proves to be the most significant tools in social life and business management. Communication additionally plays a crucial role in groups to generate and interpret

messages between employees thru both directional (one-way) and bidirectional (two-way) manner (Barret, 2002).It is mentioned that within plenty of the exchange management literature, verbal exchange is vital to the success of exchange packages (Kulvisaechana , 2001). According to Lewis (2000) communication and organizational change are inextricably linked processes. In fact, communication is a essential lever for change management. It is a key thing to the developing change initiatives and implementing them.

Communication is extra than simply telling any person something; it targets to reply employees' questions and reduce their anxiousness in order to preserve them motivated, achieve aid and achieve the favored outcomes. Communication is one of the most important troubles in any change initiative as it can facilitate the change effort in the course of its entire process, skip on facts regarding the advance of the change initiative, promote the values of the company's culture, clean resistance to change and enlarge the effectiveness of the change effort. The need to have a common language for the conversation of change efforts has additionally been identified as essential due to the fact it assists in higher comprehending the want for change, and for lowering resistance to change (Eriksson & Sundgren, 2005). According to Palmer et al. (2009) clear and regular verbal exchange all through mergers, restructuring and downsizing was viewed as one of the most indispensable elements in a survey of Canada's pinnacle firms, performed by means of KPMG. Lewis (2000) identifies communication as one of the trickiest areas when it comes to implementation of change. Given the vital nature of change communication, leaders can make use of it by way of doing it well, which might also assist limit anxieties and raise help for change.

Further, a range of latest researches indicate that many organizational change initiatives fail due to shortcoming in the inside conversation (Leopoldi, 2002). Indeed, inadequate verbal exchange generates confusion, uncertainty, rumors, and lack of awareness. Communication is a tool to construct and set up cognizance of the need for change, to generate desire to participate in the change, and support it. Some businesses nonetheless do not understand that except high quality communication, change is impossible and it is going to fail. A properly leader, manager, or change agent, takes steps to ensure that the communication technique is being carried out successfully (Lewis, 2000). Managers ought to make serious attempts to communicate the nature and the have an impact on of the proposed changes (Koivula, 2009). One reason for a deficiency of more fine

processes to change administration is that managers are unable to talk effectively. They ought to identify that communications before, during, and after exchange technique is not a directive or one-way communication. In fact, it should be two-way, presenting each data to the employees and opportunities for the employees to specific their concerns and opinions about the change. Communication intends to move personnel in a structured way to take delivery of and have interaction in the exchange as a team. Successful change management relies upon on teamwork and conversation with the employees concerned in the exchange system and management with a vision that will allow the technique as a substitute than dictate the procedure (Johansson & Heide, 2008). This study examined how verbal exchange regarded as a key problem in the profitable implementation of change (Koivula, 2009), how it is used as a tool for announcing, explaining or making ready people for change in the national police service.

2.3.3 Top management support and change management

The command and control structure in the normal method was wonderful to change management in the course of the regular generation due to the fact the essential dreams of change have been assets and capacity. The modern management fashion includes empowerment (Rico, Sanchez-Manzanares, and Gibson, 2008). According to Chaharbaghi (1994) as referred to by Krausert (2009) employees need to experience valued and depended on so that they can immensely contribute in the organizational change administration process. According to Menguc and Shih (2007) a robust and high quality pool of skills, and human capital are extraordinarily important sources for strategy success, bad management is one of the principal limitations in successful approach implementation. Mamman and Baydoun (2009) argued that the chief executive officer (CEO) and pinnacle management need to emphasize the a number of interfaces inside the organization. One key undertaking in profitable strategy implementation is ensuring employees' buy-in and directing their capabilities and enterprise understanding towards the new strategy. Leadership challenge is to stir commitment amongst people within an employer to embrace change and implement techniques meant to role the agency to do so. Leaders impress dedication to embrace change and positive implementation of method thru a number interrelated strategic management roles which consist of clarifying strategic intent, constructing an organization, and shaping organizational tradition to mention a few (Zaribaf & Bayrami, 2010).

For an positive change, the study published that charismatic management and have faith in top administration both are important. They are strongly correlated (positively) with change enforcing behavior, monitoring of anticipators, management level, and department connection (Michaelis, Stegmaier & Sonntag, 2009). According to Bowerman (2003), the leader, as a person, is the most essential device for change. The leader's spirit, insight, wisdom, compassion, values, and gaining knowledge of capabilities are all necessary sides in the abilities to lead others to embrace exchange and redesign. The chief who prompts change within a company is frequently problem to approximate thought (Ajmal, Farooq, Sajid, & Awan, 2012). It is the leadership's behavior that makes the change situations greater advantageous (Higgs & Rowland, 2005). Boleslaw (2009) argues that introduction and design of exchange techniques within an corporation is most regularly a role of the participatory leaders within it.

According to Hrebiniak two (2006) management of Change additionally desires compassionate leaders and personnel to include it. Bearing in thinking that change is inevitable, corporations and the management in particular want to come up with a change management design to help lead the personnel on the route of making that leap to everlasting exchange together. Change processes are the mandate of leaders engaged in the management of change. It is up to the participatory leaders to make these change initiatives tangible instead than summary and to awaken enthusiasm and ownership of the proposed modifications inside the organizations. Fischer and Pollock (2004) point out the significance of the active participation of a leader in the change effort. The position of the exchange agent is also of excessive significance due to the fact he/she is the main supporter or facilitator of change (Bourantas, 2002; Cameron and Green, 2004). Leadership is linked to creating an imaginative and prescient for the employer and the change underway and communicating it efficiently in order to motivate personnel to take part in the exchange effort. Therefore, inadequate leadership of change, lack of imaginative and prescient and a momentary viewpoint are suggested as limitations to the acceptance of change (Bourantas, 2002), as are the lack of capabilities in managing change and lack of pinnacle management support. The study sought to establish whether the top management in the national provided any support that enhances the change process in the national police service.

2.3.4 Organization culture and change management

Organisational culture involves employees' beliefs and behaviour, as properly as the organisational norms and values (Strandgard & Dobbin, 2006). Good or adaptive cultures decide the success of change administration and support strategic planning (Smollan, 2006)). According to two Szabla (2007), culture is a key issue for the profitable implementation of strategic goals. Harvey and Brown (2002) point out that this is because "some patterns of behaviour might also be useful and can also facilitate the accomplishment of organisational goals' although 'other patterns of behaviour or cultural norms may also genuinely inhibit or hinder the accomplishment of goals". Turnbull (2002) suggests that examining an organisation's way of life the use of way of life audits assists in the administration of change because it creates an perception of the variations that may additionally exist between organisational units, departments and hierarchical levels. An extra component that can also take place is that on occasion the introduction of an important change in an enterprise may additionally create the want for a relative change in its culture, so as to facilitate the change and assist its strategic goals. Therefore, sure corporations initiate, along with other changes, lifestyle changes.

Several authors have proposed quite a few methods to classify organisation culture. According to Muthoni (2013), organisation culture can be considered in terms of adaptability, beuaracratic, mission and entrepreneurial. The researcher argues that adaptability culture is bendy in approach to the change technique in assembly the demands of the exterior environment. Beauracratic culture is centred around the rituals carried out with the aid of leaders in the organisation that leads to sustainable transformation process, Burke (2002). Mission way of life stresses that the presence of visionary leaders in an organisation performs a pivital position in the change process as they grant direction and stamina to the change process, Hughes (2005). Entrepreneurial way of life is centred on a personality that controls the tempo of work and motivation in an organization, Salama (2011).

According to Fakhar et al (2012) company lifestyle can be seen in four major dimensions. These encompass counter, sub and sturdy culture. Ker and Slocum (2005) stress that counter lifestyle directly contradicts the traditional norms and shared beliefs within an institution. According to Lok, Westwood and Crawford (2005) culture consequences from the geographical area between unique departments inside an organization that affects employee commitment to work. Weak cultures are considered

as loosely knit cultures that are generally imposed by autocratic leaders whilst strong cultures appear when most personnel share sure beliefs and commonalities. The most broadly usual classification of way of life used to be carried out by way of Schein (2009) who categorised way of life in layers. The external layer used to be known as material layer, centre layer was acknowledged as device layer and the interior layer used to be referred to as the non-secular layer

Burnes (2004) investigated the effect of lifestyle on enterprise overall performance in Textile Firms in Nigeria using qualitative and quantitative strategies with a sample measurement of 630 employees. The study located out that employees attitude and beliefs notably affect organisation performance. Riany et al (2012) studied the outcomes of restructuring on employer performance of cell telephone carrier providers in Kenya the use of a causal lookup plan discovered out that organizational way of life performs a necessary function in organizational transformation. Ongera (2013) researched on the Determinants of culture administration implementation in parastatals in Kenya and contends that company tradition by which imaginative and prescient is recognised to the employees. Mbago (2004) conducted an evaluation of factors affecting approach implementation at Kenya Railways while Kamugisha Samwel (2013) investigated the effects of change administration in an organization: a case of National college of Rwanda using a pattern of fifty seven participants. The study located out that change affect the operations of the organization. Nderitu and Nyaoga (2013) investigated the outcomes of first-rate management practices on the performance of public important faculties in Nakuru Municipality. The study located out that first-rate administration affects performance in colleges in Kenya. The researchers similarly contend that fine administration practices should be firmly grounded in the organization culture in order to rip the benefits and amplify performance.

Gathai et al (2012) analysed the factors that influenced implementation of overall performance contracts in state corporations using descriptive research graph whilst Karani and Bichange (2012) studied the outcomes total fine administration implementation on enterprise performance using descriptive survey research plan on 60 Kenya Wildlife Service Employees. The study discovered out that 54% of the respondents agreed that organisation lifestyle influences complete fantastic management. Fakhar et al (2012) introduced an overview on the impact of employer culture on business enterprise performance and contends that when employees are dedicated and

share beliefs, the employer is sure to expand in productivity. Potosky and Ramakrishna (2001) argue that organisational culture sincerely influences the success of an business enterprise change administration process. Organizations frequently construct fine organizational culture through communication, values, norms policies and rules, programmes and leadership. Key indications of organisational tradition to be studied here include organisational attitudes, values and beliefs, records and norms and symbols and rituals.

According to Balthazard, and Cooke (2004) values and beliefs held with the aid of personnel are now not solely an asset to the business enterprise however additionally furnish managers or leaders with a entire know-how and focus for high-quality leadership. This is because robust cultures are driving forces closer to organizational development as it reduces stress and improves self- esteem in employees, Stewart (2010) and Balthazard and Cooke (2004). Consequently, managers have to make certain that new employees are introduced to the norms and sample of work right at some stage in recruitment and pinnacle leaders publicly aid the organisation lifestyle for better results. This procedure will inculcate a sense of belonging and allows the employee to higher apprehend the core functions and mandate of the organization for this reason elevated efficiency. Managers have to additionally include strong cultures in an business enterprise that propels tremendous change closer to attainment of the organizational objectives, Brooks (2006). It is consequently the duty of the top leadership of the country wide police provider two to aid the employees to examine the systems of the employer if they choose their organization to perform better in bettering culture administration.

2.3.5 Change management

According to Burnes (2004) change is an ever-present characteristic of organisational life, each at an operational and strategic level. Therefore, there must be no doubt related to the significance to any business enterprise of its potential to perceive where it desires to be in the future, and how to manipulate the changes required getting there. Consequently, organisational change cannot be separated from organisational strategy, or vice versa (Burnes, 2004; Rieley & Clarkson, 2001). Due to the significance of organisational change, its management is turning into a pretty required managerial talent (Senior, 2002). Although the profitable management of change is widely wide-spread as a necessity in order to live on and be successful in today's exceedingly competitive and consistently evolving surroundings (Luecke, 2003), Balogun and Hope Hailey (2004)

document a failure charge of around 70 per cent of all trade programmes initiated. It may additionally be advised that this terrible success rate suggests a critical lack of a legitimate framework of how to put into effect and control organisational change as what is presently handy to academics and practitioners is a broad range of contradictory and complicated theories and techniques (Burnes, 2004). The emergent method to trade emphasises that change should no longer be perceived as a sequence of linear occasions inside a given period of time, but as a continuous, open-ended procedure of adaptation to changing occasions and stipulations (Burnes, 2004).

Within the boundaries of traditional trade administration literature, countless alternative perspectives on resistance to change are found. Piderit (2000) suggests that it is a multi-dimensional concept. A multi-dimensional thought implies that the dichotomy of being for or towards change is too simplistic, now not reflecting the complex reality of people's responses to change programs. Related to this concept, Fleming and Spicer (2003) nation that studies on resistance think about subjective states as nicely as actions. Sometimes humans overtly comply with a trade initiative, whilst covertly being resistant, taking a cynical stance and legitimising their compliant motion as "not me". Yet any other perspective is determined in Ford et al. (2008), who show that resistance to change can be generated by way of biased managerial sense-making or can result from ineffective, unethical change management practices. Furthermore, they reframe resistance as a aid for bettering change effectiveness. By paying careful attention to the change critics, management can discover susceptible factors in the change approach. These publications illustrate that new views on resistance are being explored, but it nevertheless is assumed that trade is undisputedly suited and that change and resistance can and have to be strictly managed.

Burnes (2004), states that change management can help a range of change projects, which include the implementation of a new process, new systems, up to date structures, or science – in the institution of a new working culture or set of values in any precise area. Changes have to be efficiently planned, scheduled, carried out, and documented, in order to decrease the price and disruption for the duration of implementation (van Tonder, 2004). Dent (2003) whilst analyzing the change method in a hospital which contained networks of professionals groups, managers and directors determined out that politics, persuasion and attitudes played a key position in exploration of the changing professional administration relations. According to Amnesty global (2013), the tempo of

reforms in the Kenya police service has been hampered by using corruption, failure to adhere to the new constitution, structural challenges lack of compliance with the law, lack of vetting, ongoing police impunity, lack of resources, public confidence.

Meyer and Herscovitch (2001) conducted three researches to take a look at the application of a three component model of workplace commitment in the context of worker commitment to organizational change management. Study 1, conducted with 224 college students, furnished preliminary proof for the validity of newly developed Affective, Continuance, and Normative Commitment to Change Scales. Studies 2 and 3, performed with sanatorium nurses, supplied similarly support for the validity of the three dedication to change scales, and validated that, dedication to a trade management is a better predictor of behavioral support for a change system than is organizational commitment, affective and normative dedication to a change are associated with higher degrees of assist than is continuance commitment, and the elements of commitment mix to predict behavior. They identified employability, believe in management, change verbal change and choice making method in an corporation as the main elements that affect organisational change management process.

A study by Sugarman (2010) The New York police department in the early 2000,s faced a lot of challenges in conduction of its operations mainly in the wake of terrorism and other forms of state-of-the-art crimes witnessed in the cutting-edge world. This forced the management to embark on wide range reform initiatives aimed at completely changing the way the branch fought crime and administrative duties. In the reform process the department faced numerous adjustments emanating from resources, lack of leadership, and political affect from the outdoor surroundings among other challenges. Sugarman additionally referred to that with accelerated change administration techniques the department used to be able convey sanity in the jogging of the department to a reputable police department each in the USA and the world at large.

2.4 Summary of Literature Review and Research Gaps

To summarize, the review of the literature revealed some quintessential factors that are central to any change management effort, considering the fact that they are associated to the successful administration of change. These factors include: stakeholder involvement, communication on change, pinnacle administration help and organisation culture. The chapter also discusses theories underpinning the proposed learn about which includes:

Kurt Lewin's Change Management Model, Stewardship Theory, Durkheim's Theory of Culture, Uncertainty Reduction Theory (URT) and the stakeholder's theory. Further, According to Cecilie (2008), for there to be a profitable stakeholder involvement in change management system to a high extent, then five factors need to be addressed. They include; stakeholder early recognition of norms; focus of variety within and between exclusive organizational units; manager availability; early role clarification; and constructive conflict. However, it is crucial for administration to recognize how unique stakeholders have an effect on them or are impacted by using the business enterprise so that they can structure techniques that are really useful to both the company and the stakeholders in the long run and which can beautify change management. According to Palmer et al. (2009) clear and regular conversation all through mergers, restructuring and downsizing was seen as one of the most essential elements in a survey of Canada's top firms, carried out by means of KPMG. Lewis (2000) identifies communication as one of the most frustrating areas when it comes to implementation of change. Given the necessary nature of change communication, leaders can make use of it with the aid of doing it well, which might also help minimize anxieties and increase support for change. The study focused in income oriented corporate mergers and acquisions as adversarial to the establishments turning in social services to residents such as the countrywide police service.

For an high quality change, the learn about revealed that charismatic leadership and have faith in top management each are important. They are strongly correlated (positively) with change implementing behavior, monitoring of anticipators, management level, and department connection (Michaelis, Stegmaier & Sonntag, 2009). The research gave a great deal focal point on leadership patterns as adverse to different factors of aid to employees, for instance Training and skills development for the staff and personnel emotion support which can decorate employees' grasp towards steering change process. Aluko (2003) investigated the effect of culture of life on company overall performance in Textile Firms in Nigeria the usage of qualitative and quantitative techniques with a sample size of 630 employees. The study determined out that personnel mindset and beliefs notably affect organisation performance. Riany et al (2012) studied the effects of restructuring on organization overall performance of mobile cellphone carrier carriers in Kenya using a causal lookup diagram located out that organizational lifestyle plays a integral position in organizational transformation.

2.5 Conceptual Framework

Kombo and Tromp, (2009) have defined a conceptual framework as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Further, Smyth (2004) posits that a conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate it. Figure 2.1 shows a hypothesized relationship between independent variables and the dependent variable.

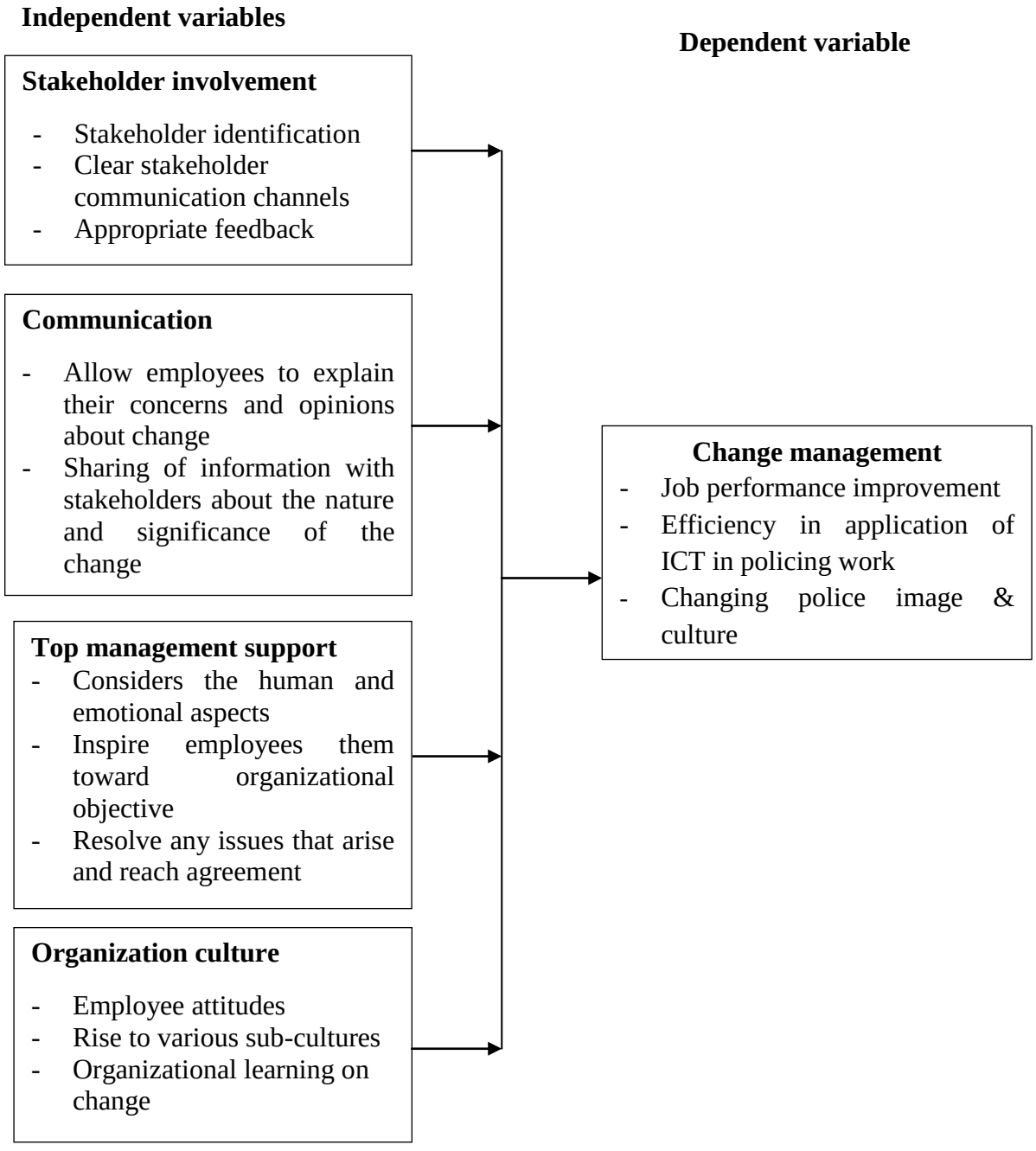


Figure 2.1 Conceptual framework
Source: (author, 2018)

As presented on figure 2.1, the independent variables were stakeholder involvement, communication, top management support and organization culture. On the other hand dependent variable was change management. Stakeholder was measured in terms of; whether there is a clear Stakeholder identification criterion, whether there exists open and clear stakeholder communication channels whether stakeholders are afforded appropriate feedback channels to air their concerns. Communication on change was measures in terms of; whether eemployees are given enough time to ask questions, explain their concerns and opinions about change, whether eemployees are given enough time to share their ideas about change and also whether there is sharing of information with stakeholders about the nature, timing, and significance of the change.

Top management support was measured in terms of; whether organizational leadership considers the human and emotional aspects of change during the change process, whether there is active participation by the management team in the change effort and whether the management team interacts with subordinates and inspires them toward organizational objectives. Organization culture was measured in terms of; whether employee aattitudes as part of the organization culture affect change process, whether differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes and if there is organizational learning on change. Change management was measured in terms of; whether there is job performance improvement among police officers, whether there is improved organizational efficiency in application of ICT in policing work and if there is individual and team activities in changing police image & culture.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was adopted in order to address the objectives of the study. It discusses the research design that was used, the target population, sampling techniques, data collection procedure and instruments, pilot study, how validity and reliability of the research instruments were ensured, data analysis and presentation method employed as well as ethics that were observed in the study period.

3.2 Research Design

The study employed descriptive survey design and correlational research design. The reason for the choice of these two research designs was because they allow the study to determine the strength and direction of a relationship so that later studies can narrow the findings down and, if possible, determine causation experimentally. While correlational research design helps the study to identify the predictive relationships by using correlations and regression modelling, descriptive survey helps the study to describe the phenomena (Kothari, 2004). This study required both the causal relationship and the extent to which each independent variable influences the dependent variable. Both descriptive research design and correlational research design were therefore deemed appropriate for the study.

3.3 Target Population

The target population comprised 1 County commander and 9 Divisional commanders under The Kenya Police category, 1 County commander, 11 District commanders, 33 Divisional commanders under The administration police category, 1 county criminal investigation officer and 9 DCIO under Criminal Investigation Department/Directorate of Criminal Investigation Category (National Police Service, 2018).

Table 3.1: Target population per category

Category	Population
Kenya police	10
Administration police	45
DCI	10
Total	**65**

Source: (NPS, 2018)

3.4 Census Survey

Since the target population of the study is small, a census survey was adopted where data was collected from all the 65 respondents. For a small population, the results are likely to be accurate if a census technique is used in the study (Kothari, 2004).

3.5 Sampling Frame

The units of observation included; County commanders, District commanders, Divisional commanders and criminal investigation officers.

Table 3.2: Sample frame

Category	Population
Kenya police	10
Administration police	45
DCI	10
Totals	**65**

3.6 Data Collection Instruments and Methods

The researcher obtained an introductory letter from the Graduate school which helped in acquiring a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) before data collection process. Further, the researcher proceeded to collect primary data from the respondents through structured questionnaires. Questionnaires were preferred because they are flexible, quick, and cheap to administer. The Questionnaires comprised both open and close ended questions designed to answer research questions indicated in chapter one of this study. They were personally administered by the researcher. Self-administration of data collection instruments was preferred as it allows the researcher to interact and create a rapport with potential participants resulting in high response rate (Kombo & Tromp, 2006). The use of open-ended questions enables the respondents to provide in-depth responses, whereas the closed-ended questions provide guided responses (Kothari, 2008).

3.6.1 Validity and Reliability of instruments

Data collection tools (questionnaires) were validated prior to data collection exercise. Validity determines whether the research tool truly measures that which it was intended to measure or how truthful the research results are. According to Mungenda (2003), validity is the degree to which results obtained from the analysis of the data actually

represents the phenomenon under study. The study mainly relied on the opinion of the University supervisors in the validation of the data collection instruments. The contents of the data collection instruments were improved based on the advice and comments of the supervisors.

Reliability is the ability to yield the same results when repeated measures are taken of the same subject under the same conditions (Nassiuma, 2000). Reliability was enhanced through test re-test technique during the pilot study. The results of the pilot study were used to assist the researcher in evaluating the precision of the questionnaire items to improve the quality of the questionnaire and ascertain its reliability. The pretesting was conducted in Kericho County where 10% of the population was pilot tested. Further, Cronbach's Coefficient Alpha was used to ascertain internal consistency reliability. All the constructs returned alpha values that were greater than 0.7, thus ascertaining internal consistency reliability. According to Kombo and Tromp (2006) Cohen and Manion (2000) alpha value of 0.7 or higher indicates good reliability and internal consistency.

Table 3.3: Reliability Test

Constructs	**No. of Test Items**	**Cronbach Alpha**
Stakeholder involvement	5	0.752
communication	5	0.799
Top management support	5	0.804
Organisation culture	6	0.701
Change management	8	0.892
Overall reliability	**29**	**0.883**

Source :(author, 2019)

3.7 Data Analysis and Presentation

Data analysis and presentation involves bringing the raw data that has been collected together in a summarized manner in order to give room for organization and categorization by the researcher (Oso and Onen, 2008). The study used both qualitative and quantitative techniques. Quantitative methods focused on assessing numerical data while qualitative methods placed emphasis on data expressed in other formats, statements and suggestions. Qualitative were used to analyze the respondents' open-ended questions; which involved categorizing, tabulating and combining responses to address the research questions in theme form. Descriptive statistics (frequencies and

percentages) were used to summarize data quantitative while inferential statistics (correlation coefficients and regression analysis) were used to examine the relationship. Correlation coefficient was used to test the non-causal relationship between variables while regression analysis was used to test the research hypotheses at 5% significance level with the aid of SPSS. The results were presented using tables and discussions where necessary. The hypotheses formulated were tested to examine the causal relationship between independent variables and the dependent variable. The following regression models were used;

The regression analysis will be run at five levels;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \ldots\ldots I$$

Y - Change management

X_1 - stakeholder involvement

β_1 - Regression coefficients for stakeholder involvement

β_0 - Regression Constant

ε - Stochastic error term assumed to be normally distributed

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon \ldots\ldots II$$

Where;

Y - Change management

X_2 - communication on change

β_1 - Regression coefficients for communication on change

β_0 - Regression Constant

ε - Stochastic error term assumed to be normally distributed

$$Y = \beta_0 + \beta_2 X_3 + \varepsilon \ldots\ldots III$$

Where;

Y - Change management

X_3 - top management support

β_1 - Regression coefficients for top management support

β_0 - Regression Constant

ε - Stochastic error term assumed to be normally distributed

$$Y = \beta_0 + \beta_2 X_4 + \varepsilon \ldots\ldots IV$$

Where;

Y - Change management

X_4 - organisation culture

β_1 - Regression coefficients for organisation culture

β_0 - Regression Constant

ε - Stochastic error term assumed to be normally distributed

3.8 Research Ethics

Moral issues were considered in this investigation. As a major aspect of research morals, the specialist got consent from the concerned respondents and from the respondents who partook in the study. The researcher clarified the reason and purpose of the study to the members. The researcher likewise guaranteed the members confidentiality on information provided. The researcher likewise recognized all the writing cited in the study n to maintain a strategic distance from written falsification or plagiarism.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings for each of the objectives. The findings are presented on basis of descriptive and inferential statistical analysis. The results from the analysis formed the discussion basis for each of the study's variable.

4.2 Descriptive Statistics on Profile of Respondents

This section presents and discusses results of descriptive statistics of the profile of respondents. It also presents descriptive analyses results of the study variables. Frequencies and percentages were used to examine the distribution of the respondents.

4.2.1 Response Rate

Out of 65 questionnaires that were distributed to the respondents 63 were dully completed and returned back. These results indicate that the study had a response rate of 96.9% which was above the required threshold. According to Fox and Bayat (2010) a study result that yields a response rate of 65% and above is deemed valid since it is above the minimum acceptable threshold. Bailey (1996) set the adequacy bar at 75% and Chen (1996) argued that the larger the response rate, the smaller the non-response error. Thus, the response rate in this study was sufficient for analyzing the research objectives and making conclusions on the research findings.

4.2.2 Demographics Information

This section presents the demographics of the study. The key characteristics of the respondents were: respondents' age, gender and how long the respondents worked in their respective organization.

4.2.2.1 Respondents' Age

Regarding the age of the respondents, results on Table 4.1 shows that majority 23(36.5%) of the respondent are aged 40-50 years. 18(28.6%) of respondents were above 50 years, 14(22.2%) of the respondents were aged 35-40 years while 8(12.7%)of the respondents were aged 25-35 years This means that the responses were balanced across age categories among the respondents.

Table 4.1: Respondents' age

		Frequency	Percent
Valid	25-35 years	8	12.7
	35-40 years	14	22.2
	40-50 years	23	36.5
	above 50 years	18	28.6
	Total	**63**	**100.0**

4.2.2.2 Respondents' gender

The study sought to establish gender of the respondents, results on Table 42 indicates that 44(69.8%) of respondents were men while 19(30.2%) were female. This shows that there is gender disparity among staff in National police service in Nakuru County mandated to carry out change management.

Table 4.2: Respondents' Gender

		Frequency	Percent
Valid	Male	44	69.8
	Female	19	30.2
	Total	**63**	**100.0**

4.2.2.3 Number of years that respondents worked in the NPS

The study sought to establish how long respondents worked in their respective companies. Results on Table 4.3 shows that majority 39(61.9%) of the respondent have worked for 5-10 years. 16(25.4%) of respondents have worked for 10-15years while 8(12.7%) of the respondents had worked for over 15 years. Thus it can be concluded that most of the respondents have enough work experience to understand topic under study.

Table 4.3: How long have you worked in this organization?

		Frequency	Percent
Valid	5-10 year	39	61.9
	10-15 years	16	25.4
	over 15 years	8	12.7
	Total	**63**	**100.0**

4.3 Descriptive statistics analysis and discussions

Descriptive statistics analysis for study research variables and discussions are presented.

4.3.1 Stakeholder involvement

Respondents were asked to indicate their agreement on the following items relating to stakeholder involvement.

Table 4.4: Descriptive results for stakeholder involvement

Measurable indicators	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
There is a clear Stakeholder identification criterion	(6.3%)	(3.2%)	(7.9%)	(31.7%)	(50.8%)
There are open and clear stakeholder communication channels	6.3%	(6.3%)	(7.9%)	(38.1%)	41.3%
Stakeholders are afforded appropriate feedback channels to air their concerns	(4.8%)	(3.2%)	(54.4%)	(24.9%)	12.7%
The National Police service take into account Stakeholders feedback on change management process	(17.5%)	(19.0%)	(39.7%)	(20.6%)	(3.2%)
Change management enjoys support and commitment from stakeholders	(17.5%)	(20.0%)	(7.9%)	(20.2%)	(34.5%)

On stakeholder involvement the results on table 4.4 indicate that majority of the respondents (82.5%) were in disagreement that there is a clear stakeholder identification criterion. 79.4% of the respondents disagreed that there are open and clear stakeholder communication channels. The only way to effectively manage your stakeholders is to know and understand them. Stakeholders are categorized to ensure that resources are spent effectively in managing them the right way (Ad-esse consulting, 2008). There was neutrality among the respondents (54.4%) on whether stakeholders are afforded appropriate feedback channels to air their concerns while a fair majority (39.7%) of the respondents held neutral opinion that the National Police service takes into account

stakeholders' feedback on change management process. Further, the majority of the respondents (54.7%) were in disagreement that change management enjoys support and commitment from stakeholders. The support of all stakeholders is central to the firm's success. Organizations should formulate strategies that integrate the interest of all stakeholders so as to enhance change management process (Freeman & McVea, 2001). Respondents indicated that;

"Involving stakeholders in change management has enhanced service delivery in the National Police Service, for instance though relationship building with the judiciary, suspects have been able to be arraigned in court and cases expedited with a reasonable time. Further, engaging community in policing has also enhanced service delivery in terms of ensuring strides in community policing"

4.3.2 Communication

Respondents were asked to indicate their agreement on the following items relating communication.

Table 4.5: Descriptive results for communication

Measurable indicators	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Employees are given enough time to ask questions, explain their concerns and opinions about change	(34.9%)	(28.6%)	(25.6%)	(7.9%)	(3.0%)
Employees are given enough time to share their ideas about change	(14.9%)	(21.8%)	(50.2%)	(9.9%)	(3.2%)
The managers communicate clearly the vision, the mission, and the objectives of the change	(27%)	(38.1%)	(22.2%)	(11.1%)	(1.6%)
There is sharing of information with stakeholders about the nature, timing, and significance of the change	(4.9%)	(7.7%)	(30.6%)	(20.8%)	(36%)
communication has helped reduce or eliminate negative feelings and behaviors during change process	(15.9%)	(50.8%)	(28.6%)	(1.6%)	(3.2%)

On communication, the results on table 4.5 indicate that 63.5% of the respondents were in agreement that employees are given enough time to ask questions, explain their concerns and opinions about change. 50.2% of the respondents held neutral opinion on whether employees are given enough time to share their ideas about change. According to Lewis (2000) communication and organizational change are inextricably linked processes. In fact, communication is a crucial lever for change management. It is a key component to the developing change initiatives and implementing them. Communication is more than just telling someone something; it aims to answer employees' questions and reduce their anxiety in order to keep them motivated, gain support and achieve the desired outcomes. Further, majority of the respondents (65.1%) agreed that the managers communicate clearly the vision, the mission, and the objectives of the change. Further, a number of recent researches indicate that many organizational change initiatives fail due to shortcoming in the internal communication (Leopoldi, 2002). Indeed, insufficient communication generates confusion, uncertainty, rumors, and lack of awareness. There was disagreement among the respondents (56.8%) that there is sharing of information with stakeholders about the nature, timing, and significance of the change. Majority of the respondents (66.7%) agreed that communication has helped reduce or eliminate negative feelings and behaviors during change process. Successful change management depends on teamwork and communication with the employees involved in the change process and leadership with a vision that will enable the process rather than dictate the process (Johansson & Heide, 2008). Respondents held the opinion that;

"Holding interactive seminars and workshops in which employees share ideas and explore the changes while learning more on change implementation has enhanced the change process at the National Police Service"

4.3.3 Top management support

Respondents were asked to indicate their agreement on the following items relating top management support.

Table 4.6: Descriptive results for Top Management Support

Measurable indicators	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The management helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress	(15.9%)	(10%)	(42.3%)	(17.5%)	(14.3%)
Organizational leadership considers the human and emotional aspects of change during the change process	(12.7%)	(12.7%)	(33.3%)	(15.9%)	(25.4%)
There is active participation by the management team in the change effort	(14.3%)	(23.8%)	(27%)	(20.6%)	(14.3%)
The management team interact with subordinates and inspire them toward organizational objectives	(24.3%)	23.8%	(29%)	(10.6%)	(12.3%)
The management team interact with subordinates and inspire them toward organizational objectives	(24.3%)	23.8%	(29%)	(10.6%)	(12.3%)
The management is able to resolve any issues that arise, reach agreement and decrease resistance	(7.9%)	(27%)	(38.1%)	(17.5%)	(9.5%)

On top management the results on table 4.6 indicate that a fair majority of the respondents (42.3%) held neutral opinion on the management helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress. A leader of change is an individual with the ability to influence and ultimately change behaviors of employees, teams, and/or organizations; an individual who influences the commitment of any key group within the organization (Brătianu & Anagnoste, 2011). 41.3% of the respondents disagreed that organizational leadership considers the human and emotional aspects of change during the change process while 38.1% of agreed that there is active participation by the management team in the change effort. Change starts at the top and an organization's leaders must be the visionaries, champions and role models for change (Beerel, 2009). Further, there was agreement among a fair majority of the respondents (48.1%) that the management team interacts

with subordinates and inspires them toward organizational objectives. According to Denrell (2004), bearing in mind that change is inevitable, organizations and the management in particular needs to come up with a change management plan to help lead the employees on the path of making that leap to permanent change together. There was neutrality among most respondents (38.1%) on whether the management is able to resolve any issues that arise, reach agreement and decrease resistance. According to the respondents, the top management has enhanced change management in the National Police Service by;

"Ensuring that the staffs understand the change process and inspiring the employees toward achieving set objectives. The top management has also ensured optimal financial and human resources to ensure effective change process"

4.4.4 Organization culture

Respondents were asked to indicate their agreement on the following items relating organization culture.

Table 4.7: Descriptive results for Organization culture

Measurable indicators	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Employee Attitudes as part of the organization culture affect change process	(14.3%)	(34.9%)	(38.1%)	(4.8%)	(7.9%)
Organization Beliefs/ Values as part of the corporate culture affect change process	(17.5%)	(38.1%)	(28.6%)	(11.1%)	(4.8%)
Organization Norms affects change process	(9.5%)	(38.1%)	(36.5%)	(12.7%)	(3.2%)
Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes	(14.3%)	(30.2%)	(34.9%)	(12.7%)	(7.9%)
There is organizational learning on change	(9.5%)	(7.9%)	(31.7%)	(15.9%)	(34.9%)
Employee Attitudes as part of the organization culture affect change process	15.9%	12.2%	49.7%	12.2%	10.0%

On organization culture, the results on table 4.7 indicate that majority of the respondents (49.2%) were in agreement that employee attitudes as part of the organization culture affect change process.55.6% of the respondents agreed that organization beliefs and values as part of the corporate culture affect change process. The results were in agreement with those of Van de Duim and Marwijk (2006) who that assert organizational values should be aligned to support strategic changes. The authors found that an non-alignment of organizational values and employees' attitudes with organizations culture can become antagonistic to new strategies, with the result being confusion and disorientation thus impending change management. Further, there was agreement among a fair majority of the respondents (47.6%) that organization norms affect change process. Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes according to 44.5% of the respondents. The findings were in agreement with those of Needle (2004)

who reported that organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders thus affecting change process in an organization. There was disagreement among most respondents (50.8%) that there is organizational learning on change while 49.7% of the respondents held neutral opinion that employee attitudes as part of the organization culture affect change process. Ravasi and Schultz (2006) argue that an organization's culture should infuse individuals with enthusiasm for implementing and managing change through continues organisational learning. The starting point to lower the resistance force towards change of employees is to depersonalize the problem (Daft, 2008). Depersonalizing the problem decreases the emotional reactivity to the situation, which allows for, and even encourages, change. Once the emotional reactivity has dissipated, the firm and employees are able to move into the change mode. The respondents indicated that;

"The management at the National Police Service has worked hard to ensure that the existing culture such as employees' attitude and pattern of work promotes change management prosperity"

4.4.5 Change management

Respondents were asked to indicate their agreement on the following items relating change management.

Table 4.8: Descriptive results for Change Management

Measurable indicators	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
There is improved organizational performance in providing strategic leadership in the command structure and system for efficient administration of the Service	20.6%)	(42.9%)	(25.4%)	(9.5%)	(1.6%)
There is job performance improvement among police officers	(30.2%)	(38.1%)	(15.9%)	(9.5%)	(6.3%)
There is improved organizational efficiency in application of ICT in policing work	(9.5%)	(4.8%)	(19%)	(46%)	(20.6%)
Police officers give feedback about the progress of the change effort as well as issues that have surfaced	(14.3%)	(38.1%)	(27%)	(12.7%)	(7.9%)
There is processes and established linkages with strategic stakeholders and other security agencies	(13.8%)	(15.9%)	(44.9%)	(9.5%)	(15.9%)
There is individual and team activities in changing Police Image & Culture	(24.9%)	(20.4%)	(43.6%)	(7.9%)	(3.2%)
Improvement of Staff welfare in NPS is satisfactory	(7.9%)	(8.9%)	(19.2%)	(30.6%)	(33.4%)
There has been improvements in development of Physical Facilities	(23.8%)	(28.6%)	(28.6%)	(9.5%)	(9.5%)

On change management, the results on table 4.8 indicate that majority of the respondents (63.5%) agreed that there is improved organizational performance in providing strategic leadership in the command structure and system for efficient administration of the service.

The results are in agreement with those of Balestracci (2003) who asserts that, the role of leadership in any change management effort cannot be underestimated, and is repeatedly cited as the number one contributor to change success. 68.3% of the respondents were in agreement that there is job performance improvement among police officers. There was disagreement among most respondents (66.6%) that there is improved organizational efficiency in application of ICT in policing work. Police officers give feedback about the progress of the change effort as well as issues that have surfaced as agreed by 52.4% of the respondents. Most respondents (44.9%) held neutral opinion on whether there is a process and established linkages with strategic stakeholders and other security agencies.43.6% of the respondents were neutral on whether there are individual and team activities in changing police image & culture. Further, there was disagreement among most respondents (64%) that improvement of staff welfare in NPS is satisfactory. There have been improvements in development of physical facilities according to 52.4% of the respondents. The results are in agreement with those of Kariuki (2013) who argues that organizational resources such as facilities are crucial factors in enhancing or hindering successful implementation of change management process.

4.4 Inferential Statistics

This section presents inferential statistics tools that were used which include; Pearson correlation coefficient and regression analysis.

4.4.1 Correlation Analysis

Before carrying out a test on research hypotheses, the study examined non-causal relationship between predictor variables (stakeholder involvement, communication, top management support and organization culture) and the dependent variable (change management).

Table 4.9: Correlations

		SI	COMM	TMS	ORC	CMGT
SI	Pearson Correlation	1	.329**	.309*	.207	.455**
	Sig. (2-tailed)		.008	.014	.103	.000
	N	63	63	63	63	63
COMM	Pearson Correlation	.329**	1	.677**	.828**	.461**
	Sig. (2-tailed)	.008		.000	.000	.000
	N	63	63	63	63	63
TMS	Pearson Correlation	.309*	.677**	1	.583**	.459**
	Sig. (2-tailed)	.014	.000		.000	.000
	N	63	63	63	63	63
ORC	Pearson Correlation	.207	.828**	.583**	1	.391**
	Sig. (2-tailed)	.103	.000	.000		.002
	N	63	63	63	63	63
CMGT	Pearson Correlation	.455**	.461**	.459**	.391**	1
	Sig. (2-tailed)	.000	.000	.000	.002	
	N	63	63	63	63	63

**. Correlation is significant at the 0.05 level (2-tailed).

The correlation results in Table 4.9 show a statistically significant positive correlation between stakeholder involvement and change management in National Police Service(r = 0.455, p <0.05). The support of stakeholders is important for any change plan to be successful. Thus management should actively explore its relationships with all stakeholders in order to develop business strategies (Freeman & McVea, 2001).

The results also show that there exists a statistically significant positive non causal relationship between communication and change management in National Police Service (r = 0.461, p < 0.05). Managers must make serious attempts to communicate the nature and the impact of the proposed changes (Koivula, 2009). One reason for a deficiency of more effective approaches to change management is that managers are unable to communicate effectively.

The correlation results also reveal that there is a statistically significant positive relationship between top management support and change management in National Police Service (r = 0.459, p < 0.05).Top management support has a positive correlation

with change management since the leadership practiced aid in achieving the overall change management process in an organization (McLagan, 2008). Managers in the organization have to be capable to manage the strategic changes practices being implement in the organization, as change in an is a process and not an event as may be perceived by many (Strickland & Thompson, 2008).

Further, the results show a statistically significant positive correlation between organization culture change management in National Police Service (r = 0.391, p < 0.05). Potosky and Ramakrishna (2001) found that organizational culture is positive correlated with change management since the success of an organization change management process is majorly influenced by organization culture. The authors assert that organizations often build positive organizational culture through communication, values, norms policies and rules. The positive non- causal relationship between independent variables and the dependent variable indicates that when stakeholder involvement, communication, top management support and organization culture are enhanced change management is also enhanced in the National Police Service.

4.4.2 Test of research hypotheses

Regression analyses were run to test formulated research hypotheses. Individual regression analyses were run to determine influence of each of the predictor variables on the dependent variable.

4.4.2.1 Effect of stakeholder involvement on change management

The first objective of the study was to determine effect of stakeholder involvement on change management in National Police Service in Nakuru County. As shown on Table 4.10 the R square is 0.207 which implies that 20.7% variation in change management in the National Police Service in Nakuru County can be explained by stakeholder involvement.

Table 4.10: Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.455[a]	.207	.194	.62829	.207	15.915	1	61	.000

a. Predictors: (Constant), SI

The ANOVA results on table 4.11 indicate that the F-statistics of the regression ($F_{(1, 61)} = 15.915$) is statistically significant ($p<0.05$). This implies that the coefficients of the model are not equal to zero, suggesting that the model significantly fits the data.

Table 4.11: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.282	1	6.282	15.915	.000[b]
	Residual	24.079	61	.395		
	Total	**30.362**	**62**			

a. Dependent Variable: CMGT

b. Predictors: (Constant), SI

The results on Table 4.12 indicate that there exist a statistically significant positive relationship between stakeholder involvement and change management in the National Police Service in Nakuru County ($\beta = 0.626$, $p<0.05$). This means that when stakeholder involvement increases by an additional unit, change management in the National Police Service increases by 0.626 units. This implied that the null hypothesis (**Ho_1**) was rejected indicating that "stakeholder involvement has a significant effect on change management in National Police Service in Nakuru County" The results are in agreement with those of Ad-esse Consulting (2008) who asserts that the different stakeholders impact the organization change process and firms should therefore form strategies that are beneficial to both the organization and the stakeholders in the long run to enhance change management process.

The following regression equation was obtained

$$Y = 1.068 + 0.626X_1$$

Where;

Y – Change management

X_1 – Stakeholder involvement

Table 4.12: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.068	.543		1.966	.054
	SI	.626	.157	.455	3.989	.000

a. Dependent Variable: CMGT

4.4.2.2 Effect of communication on change management

The second objective of the study was to establish effect of communication on change management in National Police Service in Nakuru County. As indicated on Table 4.13 the R square is 0.213 which implies that 21.3% variation in change management in the National Police Service in Nakuru County can be explained by communication.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.461[a]	.213	.200	.62601	.213	16.475	1	61	.000

a. Predictors: (Constant), COMM

The results on table 4.14 indicate that the F-statistics of the regression ($F_{(1, 61)} = 16.475$) is statistically significant ($p<0.05$) which indicates that the model applied significantly predict the change of the dependent variable as result of the predictor variable included in the model.

Table 4.14: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.456	1	6.456	16.475	.000[b]
	Residual	23.905	61	.392		
	Total	30.362	62			

a. Dependent Variable: CMGT

b. Predictors: (Constant), COMM

The results on Table 4.15 indicate that there exist a statistically significant positive relationship between communication and change management in the National Police Service in Nakuru County ($\beta = 0.462$, $p<0.05$). This means that when communication increases by an additional unit, change management in the National Police Service

increases by 0.462 units. This means that the null hypothesis (**Ho_2**) was rejected indicating that "communication has a significant effect on change management in National Police Service in Nakuru County". The results are in agreement with those of Herscovitch (2001) who conducted three studies to test the application of a three-component model of workplace commitment in the context of employee commitment to organizational change management. He identified employability, trust in management, change communication and decision making process in an organization as the main factors that affect organizational change management process.

The following regression equation was obtained

$Y = 1.626 + 0.462X_2$

Where;

Y – Change management

X_2 – communication

Table 4.15: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.626	.398		4.082	.000
	COMM	.462	.114	.461	4.059	.000

a. Dependent Variable: CMGT

4.4.2.3 Effect of top management support on change management

The third objective of the study was to identify effect of top management support on change management in National Police Service in Nakuru County. As shown on Table 4.16 the R square is 0.211which implies that 21.1% variation in change management in the National Police Service in Nakuru County can be explained by top management support.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.459[a]	.211	.198	.62667	.211	16.311	1	61	.000

a. Predictors: (Constant), TMS

The ANOVA results on table 4.17 indicate that the F-statistics of the regression ($F_{(1, 61)}$ =16.311) is statistically significant ($p<0.05$). This implies that the coefficients of the model are not equal to zero, suggesting that the model significantly fits the data.

Table 4.17: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.406	1	6.406	16.311	.000[b]
	Residual	23.956	61	.393		
	Total	30.362	62			

a. Dependent Variable: CMGT
b. Predictors: (Constant), TMS

The results on Table 4.18 indicate that there exist a statistically significant positive relationship between top management support and change management in the National Police Service in Nakuru County ($\beta = 0.361$, $p<0.05$). This means that when top management support increases by an additional unit, change management in the National Police Service increases by 0.361 units. This means that the null hypothesis (**Ho_3**) was rejected indicating that "top management support has a significant effect on change management in National Police Service in Nakuru County". The findings are consistent with those of Daft (2008) who found that a shared purpose between the leader and the followers will motivate both toward the desired outcome of change while a well-developed leadership skills will ensure initiation and coordination of a change process.

The following regression equation was obtained

$Y = 2.073 + 0.361X_3$

Where;

Y – Change management

X_3 – top management support

Table 4.18: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.073	.293		7.083	.000
	TMS	.361	.090	.459	4.039	.000

a. Dependent Variable: CMGT

4.4.2.4 Effect of organization culture on change management

The fourth objective of the study was to examine effect of organization culture on change management in National Police Service in Nakuru County. As presented on Table 4.19 the R square is 0.153 which implies that15.3% variation in change management in the National Police Service in Nakuru County can be explained by organization culture.

Table 4.19: Model Summary

				Std. Error	Change Statistics				
Model	R	R Square	Adjusted R Square	of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.391[a]	.153	.139	.64923	.153	11.033	1	61	.002

a. Predictors: (Constant), ORC

The results on table 4.20 indicate that the F-statistics of the regression ($F_{(1, 61)} = 11.033$) is statistically significant ($p<0.05$) which indicates that the model applied significantly predict the change of the dependent variable as result of the predictor variable included in the model.

Table 4.20: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.650	1	4.650	11.033	.002[b]
	Residual	25.711	61	.421		
	Total	30.362	62			

a. Dependent Variable: CMGT

b. Predictors: (Constant), ORC

The results on Table 4.21 indicate that there exist a statistically significant positive relationship between organization culture and change management in the National Police Service in Nakuru County ($\beta = 0.399$, $p<0.05$). This means that when organization culture increases by an additional unit, change management in the National Police Service increases by 0.399 units. This means that the null hypothesis (**Ho_4**) was rejected indicating that "organization culture has a significant effect on change management in National Police Service in Nakuru County". The results are also consistent with those of Robbin and DeCenzo (2005) who reported that organizational structure has a positive effect on change management as it is importance in helping management to achieve its objectives and follow the change management firm's strategy.

The following regression equation was obtained

$Y = 1.917 + 0.399\ X_4$

Where;

Y – Change management

X_4– organization culture

Table 4.21: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.917	.398		4.818	.000
	ORC	.399	.120	.391	3.322	.002

a. Dependent Variable: CMGT

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the summary of the findings, conclusions of the findings, recommendations of the study and suggestions for further research.

5.2 Summary

The main purpose of the study was to examine factors affecting change management in the National Police Service in Nakuru County. The study sought to find whether stakeholder involvement, communication, top management support and organization culture have a significant effect on change management in the National Police Service in Nakuru County. Data was collected using structured questionnaires and analyzed using descriptive and inferential statistics. This section summarizes the research findings of the study on the basis of formulated research objectives.

5.2.1 Effect of stakeholder involvement on change management

The first objective of the study was to determine the effect of stakeholder involvement on change management in the National Police Service in Nakuru County. Most respondents were in disagreement that there is a clear stakeholder identification criterion. Respondents disagreed that there are open and clear stakeholder communication channels. There was neutrality among the respondents on whether stakeholders are afforded appropriate feedback channels to air their concerns while most respondents held neutral opinion that the National Police service takes into account stakeholders' feedback on change management process. Further, respondents were in disagreement that change management enjoys support and commitment from stakeholders. Respondents indicated that involving stakeholders in change management has enhanced service delivery in the National Police Service, for instance though relationship building with the judiciary, suspects have been able to be arraigned in court and cases expedited with a reasonable time. Further, engaging community in policing has also enhanced service delivery in terms of ensuring strides in community policing. There exist a statistically significant positive correlation between stakeholder involvement and change management. It was also revealed that there exist a statistically significant positive relationship between stakeholder involvement and change management in the National Police Service in Nakuru County.

5.2.2 Effect of communication on change management

The second objective of the study was to establish the effect of communication on change management in the National Police Service in Nakuru County. Respondents were in agreement that employees are given enough time to ask questions, explain their concerns and opinions about change. Most respondents held neutral opinion on whether employees are given enough time to share their ideas about change. Further, majority of the respondents agreed that the managers communicate clearly the vision, the mission, and the objectives of the change. There was disagreement among the respondents that there is sharing of information with stakeholders about the nature, timing, and significance of the change. Respondents agreed that communication has helped reduce or eliminate negative feelings and behaviors during change process. Respondents held the opinion that holding interactive seminars and workshops in which employees share ideas and explore the changes while learning more on change implementation has enhanced the change process at the National Police Service. The results also show that there exists a statistically significant positive non causal relationship between communication and change management. There exist a statistically significant positive relationship between communication and change management in the National Police Service in Nakuru County.

5.2.3 Effect of top management support on change management

The third objective of the study was to identify the effect of top management support on change management in the National Police Service in Nakuru County. The research findings indicate that respondents held neutral opinion on the management helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress. Further, respondents disagreed that organizational leadership considers the human and emotional aspects of change during the change process while some agreed that there is active participation by the management team in the change effort. There was agreement among a fair majority of the respondents that the management team interacts with subordinates and inspires them toward organizational objectives. There was neutrality among most respondents on whether the management is able to resolve any issues that arise, reach agreement and decrease resistance. According to the respondents, the top management has enhanced change management in the National Police Service by ensuring that the staff understands the change process and inspiring the employees toward achieving set objectives. The top management has also

ensured optimal financial and human resources to ensure effective change process. The correlation results reveal that there is a statistically significant positive relationship between top management support and change management. Further, the results indicate that there exists a statistically significant positive relationship between top management support and change management in the National Police Service in Nakuru County.

5.2.4 Effect of organization culture on change management

The forth objective of the study was to examine the effect of organization culture on change management in the National Police Service in Nakuru County. The research findings indicate that the respondents were in agreement that employee attitudes as part of the organization culture affect change process. Most respondents agreed that organization beliefs and values as part of the corporate culture affect change process. Further, there was agreement among the respondents that organization norms affect change process. Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes. There was disagreement among most respondents that there is organizational learning on change while some respondents held neutral opinion that employee attitudes as part of the organization culture affect change process. The respondents indicated that the management at the National Police Service has worked hard to ensure that the existing culture such as employees' attitude and pattern of work promotes change management prosperity. The results show a statistically significant positive correlation between organization culture change management, and a statistically significant positive relationship between organization culture and change management in the National Police Service in Nakuru County.

5.3 Conclusions

Based on the research findings of the study, the following conclusions were drawn.

5.3.1 Effect of stakeholder involvement on change management

It can be concluded that stakeholder involvement has a significant effect on change management. The correlation between stakeholder involvement and change management is positive and statistically significant in the National Police Service in Nakuru County. It can be concluded that there is no very clear stakeholder identification criterion, open and clear stakeholder communication channels. Stakeholders are not mostly afforded appropriate feedback channels to air their concerns while it was not clear

due to neutrality in opinion on whether the National Police service takes into account stakeholders' feedback on change management process. Change management does not enjoy support and commitment from diverse stakeholders may be because they are not fully involved.

5.3.2 Effect of communication on change management

Conclusions can be that communication has a significant effect on change management in the National Police Service in Nakuru County. There exists a significant positive non-causal relationship between communication and change management in the National Police Service in Nakuru County. Conclusions can be made that the employees are given enough time to ask questions, explain their concerns and opinions about change. However, it was not very clear due to neutrality in opinion on whether employees are given enough time to share their ideas about change. The managers communicate clearly the vision, the mission, and the objectives of the change but there is no sharing of information with stakeholders about the nature, timing, and significance of the change. Communication has helped reduce or eliminate negative feelings and behaviors during change process, while holding interactive seminars and workshops in which employees share ideas and explore the changes while learning more on change implementation has enhanced the change process at the National Police Service.

5.3.3 Effect of top management support on change management

It can be concluded that top management support have a significant effect on change management. There exists a positive significant correlation between effect of top management support and change management in the National Police Service in Nakuru County. It can be concluded that it was it was not clear due to neutrality nature of the respondents that the management helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress. Organizational leadership does not consider the human and emotional aspects of change during the change process while there is active participation by the management team in the change effort. The management team interacts with subordinates and inspires them toward organizational objectives. Conclusions can be made that it was not clear whether the management is able to resolve any issues that arise, reach agreement and decrease resistance. The top management has enhanced change management in the National Police Service by ensuring that the staff understands the change process and inspiring the employees toward achieving set objectives.

5.3.4 Effect of organization culture on change management

Conclusions can be made that organization culture have a significant effect on change management. There exists a positive non-causal relationship between organization culture and change management in the National Police Service in Nakuru County. It can be concluded that employee attitudes as part of the organization culture affect change process while organization beliefs and values as part of the corporate culture affect change process. Further, organization norms affect change process with differences between teams giving rise to various sub-cultures in the organization which makes it difficult to achieve successful changes in the National Police Service. Conclusion can be made that there is no organizational learning on change and employees' attitudes as part of the organization culture affect change process.

5.4 Recommendations

Based on the research findings and conclusions, the following recommendations were made.

5.4.1 Effect of stakeholder involvement on change management

It was recommended that the National Police service through the Inspector general of Police and IPOA should ensure that there is very clear stakeholder identification criterion with open and clear stakeholder communication channels. This will ensure that change management implementation in the National Police Service enjoy support and commitment from diverse stakeholders.

5.4.2 Effect of communication on change management

It was recommended that to ensure successful change implementation in the National Police Service, employees should be enough time to share their ideas about change and there should be effective communication on vision, the mission, and the objectives of the change. Further there should be sharing of information with stakeholders about the nature, timing, and significance of the change. This communication will help reduce or eliminate negative feelings and behaviors during change process in the National Police Service.

5.4.3 Effect of top management support on change management

It was recommended that the management in the National Police Service should strive to helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress. Further, the management should consider the human

and emotional aspects of change during the change process and also ensure they resolve any issues that arise, reach agreement and decrease resistance to change implementation at the National Police Service.

5.4.4 Effect of organization culture on change management

It was recommended that the Inspector General and IPOA should ensure that the organizational culture at the National Police Service promotes change management process. The corporate culture should incorporate employee attitudes as part of the organization culture, beliefs and values as part of the corporate culture to ensure success in the change process in the National Police Service. This will ensure that there are no differences between teams which may give rise to various sub-cultures in the organization which makes it difficult to achieve successful changes implementation. There should also be continuous organizational learning among employees in all cadres on the change process.

5.5 Suggestions for Further Research

The study suggests further research on the following:

The study used a case study approach of Nakuru County; the researcher recommends that the topic examined can be studied broadly at a national level to warrant generalization of the findings. Yin (2003) asserts that in a case study, application of the research findings are only limited to the single case studies. A study should also be carried to establish influence of different leadership styles employed by top management in the National Police Service on change implementation. This will ensure that there is a clear understanding on the relationship between leadership styles and change management implementation.

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APPENDICES

Appendix I: Transmittal Letter

St. Paul University,
Limuru, Kenya

Dear Sir/Madam,

RE: PERMISSION TO CARRY OUT ACADEMIC RESEARCH

I am a Master of Business Administration student at St. Pauls' University conducting a research study entitled **"Factors Affecting Change Management in the National Police Service in Nakuru County, Kenya"**. The purpose of this letter is to request you for permission to interview you/ your staff using the questionnaire copies attached. You are kindly requested to fill in the questionnaire with precision and accuracy. The questionnaire is supposed to assist in answering specific objectives of the research which is being undertaken as part of the University requirement. Any information given herein was be treated with utmost confidentiality and only be used for the purpose of research. So kindly feel free to fill the questionnaire.
Thank you.

Yours faithfully,

Chepkoech Terer

Appendix II: Respondents' Questionnaire

My name is Linda Terer, a Master of Business Administration student at St. Pauls' University, conducting a research study entitled **"Factors Affecting Change Management in the National Police in Nakuru County, Kenya"**. This questionnaire will help in answering formulated research questions on the topic under study. Information given herein will be treated with utmost confidentiality. Please answer all the questions honestly. Tick (√) or fill up the box at the appropriate blank

PART A: BIODATA

Indicate your position……

Age

25-35 years [ ] 35-40 years [ ] 40-50 years [ ] above 50 years [ ]

Gender

Male [ ] Female [ ]

How long have you worked in this organization?

Less than 1 year [ ]
1-5 years [ ]
5-10 years [ ]
10-15 years [ ]
Over 15 years [ ]

Part B: Factors Affecting Change Management

This part contains questions on factors affecting change management in the National Police Service

Section A: Stakeholder involvement

The following statements relate stakeholder involvement, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements.

	Statements	**5**	**4**	**3**	**2**	**1**
1.	There is a clear stakeholder identification criterion leading to objective involvement of the right people during change					
2.	There are open and clear stakeholder communication channels					
3.	Stakeholders are afforded appropriate feedback channels to air their concerns					
4.	The National Police service take into account Stakeholders feedback o change management process					
5.	Change management enjoys support and commitment from stakeholders					

How else does stakeholder involvement enhance change management in the national police service…….....

Section B: Communication

The following statements relate to communication, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements

	Statements	5	4	3	2	1
1.	Employees are given enough time to ask questions, explain their concerns and opinions about change					
2.	Employees are given enough time to share their ideas about change					
3.	The managers communicate clearly the vision, the mission, and the objectives of the change					
4.	There is sharing of information with stakeholders about the nature, timing, and significance of the change					
5.	communication has helps reduce or eliminate negative feelings and behaviors during change process					

How else does communication enhance change management in the national police service…….....……..

Section C: Top management support

The following statements relate to top management support on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements

	Statements	5	4	3	2	1
1.	The management helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress.					
2.	Organizational leadership considers the human and emotional aspects of change during the change process					
3.	There is active participation by the management team in the change effort					
4.	The management team interact with subordinates and inspire them toward organizational objectives					
5.	The management is able to resolve any issues that arise, reach agreement and decrease resistance					

How else does top management support enhance change management in the national police service…….....……..

Section D: Organization culture

The following statements relate to organization culture, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements

	Statements	5	4	3	2	1
1.	Employee Attitudes as part of the organization culture affect change process					
2.	Organization Beliefs/ Values as part of the corporate culture affect change process					
3.	Organization Norms affects change process					
4.	Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes					
5.	There is organizational learning on change					
6.	Employee Attitudes as part of the organization culture affect change process					

How else does top organization culture enhance change management in the national police service…….....……..

Section E: Change management

The following statements relate to change management, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements.

	Statements	**5**	**4**	**3**	**2**	**1**
1.	There is to improved organizational performance in providing strategic leadership in the command structure and system for efficient administration of the Service					
2.	There is job performance improvement among police officers					
3.	There is improved organizational efficiency in application of ICT in policing work					
4.	Police officers give feedback about the progress of the change effort as well as issues that have surfaced					
5.	There is processes and established linkages with strategic stakeholders and other security agencies					
6.	There is individual and team activities in changing Police Image & Culture					
7.	Improvement of Staff welfare in NPS is satisfactory					
8.	There has been improvements in development of Physical Facilities					

Appendix III: Authorization Letter from the University

ST. PAUL'S UNIVERSITY

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

Tel Office: +254 (0) 20-2020303/10
Mobile: +254 (0) 728-069000
(0) 728-069420
(0) 736-424440

BOARD OF POSTGRADUATE STUDIES

National Commission for Science, Technology and Innovation
Off Waiyaki Way, Upper Kabete
P.O Box 30623, 00100
Nairobi, KENYA.

Dear Sir/Madam,

RE: TERER CHEPKOECH - MBANKR391117

This is to confirm that the above named is a final year student of St. Paul's University registered for Master of Business Administration.

The final year consists of a major research work leading to a dissertation comprising 20,000 words. The student's selected topic is:

FACTORS AFFECTING STAKEHOLDER INVOLVEMENT IN PUBLIC PROJECT SUCCESS

The research will take place in NAIROBI County from March 2019 to May 2019.

Kindly grant the student the required permit.

Yours Faithfully,

Dr. Sammy Githuku
Director, Postgraduate Studies

Appendix IV: NACOSTI Authorization Letter

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/82979/28859**

Date: **3rd April 2019**

Chepkoech Lindah Terer
St. Pauls University
P.O. Private Bag - 00217
LIMURU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Factors affecting change management in National Police Service in Nakuru County."*** I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **1st April, 2020.**

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

National Commission for Science, Technology and Innovation is ISO9001: 2008 Certified

Appendix V: NACOSTI Research Permit

THIS IS TO CERTIFY THAT:
MS. CHEPKOECH LINDAH TERER
of ST. PAULS UNIVERSITY, 41-20100
NAKURU,has been permitted to conduct
research in *Nakuru County*

on the topic: *FACTORS AFFECTING CHANGE MANAGEMENT IN NATIONAL POLICE SERVICE IN NAKURU COUNTY*

for the period ending:
1st April,2020

Permit No : NACOSTI/P/19/82979/28859
Date Of Issue : 3rd April,2019
Fee Recieved :Ksh 1000



.....
Applicant's Signature

.....
Director General
National Commission for Science, Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. **The License is valid for the proposed research, location and specified period.**
2. **The License and any rights thereunder are non-transferable.**
3. **The Licensee shall inform the County Governor before commencement of the research.**
4. **Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.**
5. **The License does not give authority to transfer research materials.**
6. **NACOSTI may monitor and evaluate the licensed research project.**
7. **The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.**
8. **NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.**

National Commission for Science, Technology and innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 7000, 0713 788787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke
Website: www.nacosti.go.ke

REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH LICENSE

Serial No.A 23885

CONDITIONS: see back page

Appendix VI: Authorization Letter from the Ministry of Education

MINISTRY OF EDUCATION
STATE DEPARTMENT OF EARLY LEARNING AND BASIC EDUCATION

Telegrams: "EDUCATION",
Telephone: 051-2216917
When replying please quote

Ref.CDE/NKU/GEN/4/1/21/VOL.VIX/87

COUNTY DIRECTOR OF EDUCATION
NAKURU COUNTY
P. O. BOX 259,
NAKURU.

29th May, 2019

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION –CHEPKOECH LINDAH TERER
PERMIT NO. NACOSTI/P/19/82979/28859

Reference is made to letter NACOSTI/P/19/82979/28859 dated 3RD April, 2019.

Authority is hereby granted to the above named to carry out research on ***"Factors affecting change management in National Police Service in Nakuru County - Kenya ,"*** for a period ending 1st April, 2020.

Kindly accord her the necessary assistance.

For: COUNTY DIRECTOR OF EDUCATION
NAKURU COUNTY

Ruth Kamau
FOR: COUNTY DIRECTOR OF EDUCATION
NAKURU

Copy to:
St. Paul's University
P. O. Private Bag - 00217
LIMURU

Appendix VII: Authorization Letter from County Commissioner

THE PRESIDENCY
MINISTRY OF INTERIOR AND
CO-ORDINATION OF NATIONAL GOVERNMENT

Telegram: "DISTRICTER" Nakuru
Telephone: Nakuru 051-2212515
When replying please quote

COUNTY COMMISSIONER
NAKURU COUNTY
P.O. BOX 81
NAKURU.

Ref No. CC. SR .EDU 12/1/2 VOL.1V/101

30th May, 2019

TO WHOM IT MAY CONCERN

RE:- RESEARCH AUTHORIZATION – CHEKOECH LINDAH TERER

The above named student from St. Pauls University, Limuru has been authorized to carry out research on "**factors affecting change management in National Police Service**" in Nakuru County for a period ending 1st April, 2020

Please accord her all the necessary support to facilitate the success of her research.

P. OMUSE
FOR COUNTY COMMISSIONER
NAKURU COUNTY