INFLUENCE OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF NATIONAL POLICE SERVICE, LIMURU SUB-COUNTY, KENYA.

BY

HEGARA NYATHIRA KINYI

This dissertation is submitted in partial fulfillment For the Award of a
Master of Business Administration and Management (MBA) from St. Paul's University

AUGUST, 2018

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DECLARATION

I hereby declare that this dissertation is my own work and has not been submitted to any other institution of higher learning apart from St. Paul's University for postgraduate degree award. I agree that this dissertation may be availed for reference at the choice of the University.

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This dissertation has been presented for examination with our approval as the appointed lead supervisor.

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This dissertation has been presented for examination with our approval as the appointed co-supervisor.

Signed: ..... Date: .....

Jennifer Gachukia

DEDICATION

I would like to dedicate this work to my late parents Francis Kinyi Kihang'u and Hannah Nyokabi Kinyi, my children Adrian and Anne, my siblings and my uncle Robert Kang'ethe Kihika.

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First and foremost, I would like to thank the Lord Almighty for giving me good health and enabling me to undertake this study successfully. I would like to thank the National Police Service, and the Administration Police Service Training Department for giving me a course approval to advance my studies thus acquiring new skills, techniques, managerial and leadership knowledge to be used while delivering my security services to the Kenyan citizens. I take this opportunity to appreciate the St. Paul's University fraternity for making it possible for me to undertake this study and having numerous resources at my disposal.

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I would like to appreciate my late parents Francis Kinyi Kihang'u and Hannah Nyokabi Kinyi who perished in an accident on one fateful Sunday of 23rd May 2010 when I was in my fourth year in the University of Nairobi. They diligently taught me to work hard and always impart positively to other people's lives. I appreciate my younger siblings Mary, Morris, Margaret and James because we have stayed put despite life's odds. I acknowledge my children Adrian and Anne for bearing with me for not being with them when I undertake academic and professional duties. I also acknowledge the respondents of my work who were officers of the National Police Service from Limuru Sub-county and all persons who have contributed to my research in one way or another. Last but not least, let me heartily appreciate my colleague Ignatius Innocent Okello for his encouragement and being of great help by going through my work and making it more interactive.

ABSTRACT

The study examined the influence of strategic change management practices on organizational performance, a case of the National Police Service (NPS), Limuru Sub-County. The specific objectives were; to determine the influence of leadership styles on the performance of NPS, to assess the influence of training on the performance of NPS, to determine the influence of motivation on the performance of NPS and to establish the influence of reforms on the performance of NPS. The study adopted a descriptive survey design. The target population was 240 officers of the National Police Service in Limuru Sub County and a sample size of 80 0fficers. Systematic random sampling method was used in collecting primary data through questionnaires which had both structured and non-structured questions. They were pilot tested to check for validity and reliability. Validity of the questionnaire was established through literature review and experts from the field of study. Reliability of the questionnaire was determined by cronbach's alpha coefficient of 0.7 and the questionnaire was internally consistent based on the 0.972 which met the threshold. The researcher received back 79 questionnaires which represented 98.75%. The researcher used SPSS to generate descriptive statistics for easier interpretation of data. Presentation of data was done through frequency distribution tables, pie charts and bar charts for easy interpretation. Regression analysis was used to establish the relationships among the variables. Regression analysis results were used to interpret data regarding the entire population so as to reach informed conclusions. From the findings it was noted that strategic change management practices had an influence on organizational performance. Motivation had the most influence on organizational performance. The study recommended that motivation should be given emphasis as there is a strong relationship between it and organizational performance. It was also recommended that NPS should offer seminars, workshops, promotional and management courses to serving officers to better their skills. The organization should be flexible in adopting participatory form of leadership and fully adopt the reforms.

DEFINITION OF KEY TERMS

Leadership styles: According to Achua & Lussier (2010), leadership style is the combination of traits, skills and behaviors, leaders use as they interact with followers.

Management: refers to a set of activities (planning and decision making, organizing, leading, and controlling) directed at resources of an organization with the aim to achieve goals of an organization in an efficient and effective manner."(D. Lamond, 2004)

Organizational change: refers to the alteration of activities in an organization (Kotter & Schlesinger, 2008)

Organizational performance: is the process ensuring that an organization's resources are being properly used in pursuit of company (Sorooshian, Norzima, Yusof, & Rosnah, 2010a)

Strategic change: refers to the practice of making changes to the overall goals, purpose, strategy or mission of an organization, and is a key disruption to the normal way that the organization is used to conducting its business (Carpenter, Bauer, & Erdogan, 2010).

Strategic change management practices: processes, tools and techniques to manage the people to tally with change of business to achieve the required business outcomes (Kotter, 2008).

Strategy: refers to a choice of a unique and valuable position which is entrenched in systems of activities that are not easy to match (Kotter & Schlesinger, 2008)

Strategy implementation: refers to the progression of actions that turn the formulated strategy into anticipated results to ensuring that the organizational's vision and strategic objectives are accomplished productively(Nickols, 2011)

LIST OF ABBREVIATIONS

APS	:	Administration Police Service
CCTV	:	Closed Circuit Television
DCI	:	Directorate of Criminal Investigations.
DIG	:	Deputy Inspector General
GSU	:	General Service Unit
IAU	:	Internal Affairs Unit
ICT	:	Information and Communication Technology
IGP	:	Inspector General of Police
IPOA	:	Independent Policing Oversight Authority
KACA	:	Kenya Anti- Corruption Authority
KACC	:	Kenya Anti-Corruption Commission
KPS	:	Kenya Police Service
LAN	:	Local Access Network
NACOSTI	:	National Council for Science, Technology and Innovation
NPS	:	National Police Service
NPSC	:	National Police Service Commission
PTC's	:	Police Training Centers
RBT	:	Resource View Based Theory
USA	:	United States of America

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CHAPTER ONE
INTRODUCTION

1.1 Background

The Kenya Police has over the years served as the state's main organ of oppression and principal violators of Human Rights operating in a culture of low accountability. Police forces have been charged with corruption and misuse of force and this has made the police image in the public domain to deteriorate; they are viewed as hostile, corrupt, abusive and ineffective. The police also lacked adequate infrastructure to carry out their work. There has been poor coordination between the two forces; Kenya Police Force and Administration Police Force.

The push for multi-party democracy in the early 1990's brought greater pressure for Police Reforms in the country. Transformation of the police force to a modern service was required in line with the International standards of Policing. The government established the task force on police reforms in 2003. The taskforce was authorized to scrutinize the prevailing poor policing practices and give recommendations. The task force proposed the following recommendations; developing a public relations campaign and implementing of the organizational reforms and institutional restructuring (Mageka, 2015).

The consequence of the 2007 elections was the turning point of the national reform police agenda. The police was implicated in acts of violence and killings during the Post-Election Violence by the commission of inquiry into the Post-Election Violence (CIPEV). The inquiry and the UN rapporteur report recommended extensive reforms. Agenda IV of the National Accord and Reconciliation Agenda (NARA) prioritized 'constitutional, legal and institutional reforms (Mageka, 2015).

In 2009, the government put up the National Task Force on Police Reforms headed by Retired Judge Philip Ransley. The task force came up with over 200 recommendations. The president set up the Police Reform Implementation Committee (PRIC) to fast track and in coordination of implementing the recommendations. The Ransley report recommendations provided a blueprint for the Police Reforms and were adopted during the Constitution formulation. The promulgation of the 2010 Constitution gave rise to important changes in the policy, legislation and institutional structures towards Police Reform and considerably improved police accountability and responsibility. The major changes were; institution of NPS which merged Kenya Police and

Administration Police under one command; the NPSC tasked with developing training policies, to advice on remuneration of the service officers, to oversee recruiting and disciplinary matters and the vetting of the members of the NPS; the institution of IPOA mandated to deal with NPS complaints (Wabala, 2009).

The creation of the National Police Service is provided for by the Constitution, (National Police Service, 2011&National Police Service, 2013) The National Police consist of: KPS, APS and the DCI. The NPS is under the independent command of the Inspector General Mr. Joseph Kipchirchir Boinnet. The KPS, APS and DCI are each headed by a DIG. According to Article 244 of the Constitution, the NPS shall be striving for the highest standards of professional levels and discipline among its members, prevent issues of corruption, promote and practice transparency and responsibility, adhere to constitution principles of human rights and primary freedoms and training staff to the highest possible values of competence, integrity, respect for human rights, basic freedoms and dignity and fostering and promoting relationships with the wider society.

The vision of the NPS is to be a dignified world class police service meaning it strives to serve with dignity and meet international set standards. The mission is to provide professional and people-centered police service through community partnership and upholding rule of law for a safe and secure Kenya. NPS strives to offer their services in a professional manner and partners with community members so that they can get information regarding the criminals and acts on the same. Motto is to serve with dignity. The core values include: justice, integrity, equity, participation, accountability, openness and civility (National Police Service, 2013).

The National Police Service Strategic Plan 2013-2017 identifies the following priority areas and strategic objectives: Implementation of reforms in the Service, strengthening of Policy regime, development of physical facilities, application of ICT in policing work, improvement of staff welfare; housing, salaries and allowances, capacity building and enhancement of officers, research and development in crime areas and changing police image and culture. NPS therefore anticipates undergoing these key changes so that they realize their vision of being a dignified world class police service being customer friendly and upholding professional and integrity standards (National Police Service, 2013)

Change is an inevitable part and parcel of nature. Organizations across the world continually face new environment that is more complex due to the rising importance of information-technology, deregulation, the changing face of competition and patterns of employment, political influence, trends in fashion, lifestyle change, the rise of knowledge economies, firms increase value more than before by adding the scale and scope in fixed capital, and by commercializing innovations (Zablon, 2014). These external and internal forces influence the core strategies and objectives of the business as well as the internal functioning, therefore necessitating adjustments in business practices by firms so as to meet the dynamic needs and preferences of their customers. Organizations must constantly align themselves with their environments either by reacting to external event or by proactively shaping the businesses in which they operate in (De Wit, B. & Meyer, R, 2010)

The assessment of strategic change management practices is aimed at establishing the relationship between a firm and its environment in order to attain competitive advantage and overall performance. Organizations may formulate strategies which contribute to their success or failure. For strategies to be successful, they must be implemented. However, implementation process has been a challenge to many firms having gone through strategies formulation process. Organizations also face challenges in executing their strategies, and the National Police Service is not an exception to this weakness in its endeavor to improve its services to the citizens of Kenya(Mutugi, 2017).

According to the National Police Service, Act (2011) the KPS is found under CAP 14(4) of the constitution of Kenya that describes its formation and functions. Kenya police service history dates back between 1880 and 1920 after undergoing different names and transformation stages under the then colonial era of East Africa. In the recent past, a number of changes have been done in the National Police Service in terms of modern equipment and better working conditions yet the efficiency does not match the changes. The Inspector General of Police looks forward toleading police officers who are devoted, dedicated to discharging their duties, freely interact amongst themselves and the public, know their professional code of conduct, hold high integrity levels, and their work is appreciated by the whole society (Wabala, 2009)

These strategies are part of the police reforms and also the goodwill of the Kenyan population. An international survey undertaken in 2013 described Kenyans as the most optimistic people. This optimism can be enhanced among the Kenyan people by implementing the proper strategies in the National Police Service. This highly redeemed the credibility of the NPS in the eyes of the public since it had been tarnished over the years. Citizens also look up to a service that is diligent, professional and not corrupt so that it can deliver satisfactory services to them. This will help the citizens gain more confidence in the NPS.

1.1.1 Organizational Performance

Performance for any organization is a measure of how effective an entity is in achieving its objectives. According to Miner (2015), organizations exist with a purpose of seeking growth and performance. According to Wanjiku, (2009) describes performance in four perspectives; financial, customer, internal processes and innovativeness. The financial perspective looks at asset turnover, profit margin, cash flow, leverage and working capital (Wadongo, Odhuno, Kambona, & Othuon, 2010). The customer focus emphasizes on customer satisfaction, brand image, customer profitability and customer retention(Lo, Stalcup, & Lee, 2010). Performance is a major construct in strategy since nearly every researcher attempts to relate their constructs to the performance of an organization (Sorooshian, Norzima, Yusof, & Rosnah, 2010).

The customer focus was relevant to this case since performance was measured by the satisfaction levels of the citizens' on the services rendered to them by the National Police Service. The researcher sought to find out whether the services offered to the citizens were satisfactory. Internal processes include the organizational restructuring whereby the service is divided into three departments i.e. The KPS, the APS and the DCI. There is also the IAU that deals with complaints against police officers both from the members of the public and fellow officers. The mandate of different services and ranks of badges is clearly spelt out thus avoiding duplication of duties.

Innovation refers to the introduction and development of new and useful ideas by individuals that generate value in an organization (Bledow, 2010). It also included applying special tactics while dealing with terror groups or any criminals in order to outwit them. This also involves

incorporating community policing to the organization, whereby citizens volunteer information to the officers and it makes execution of their duties easier.

The researcher relied on crime levels to measure the organizational performance of the National Police Service; a comparison was made on statistics of crime levels in year 2016 and 2017. Service delivery was also a key indicator of the organizational performance. Community policing which is partnership of officers with members of the public was also a great indicator of the performance of the organization. The researcher sought to establish whether the relationship between police officers and members of the public was cordial or not.

1.1.2 Strategic Change Management in Organizations

Change has always been associated with organizations, but many people say that the rate and magnitude of change is greater now. The overall themes of change management are the integration of all institutional functions, adherence to organization broad goals and responsiveness to the external environment (Armstrong, 2009). The global business environment is changing faster. We are living in an era where business constantly needs to reshape their ideas merely to survive. According to Bruch, Gerber, & Maier, (2005) increasing environmental instability and uncertainty are forcing companies to continuously change. This has been confirmed by, Herholdt (2012) who posits that constant change is a business reality and organizations must continually adapt to the dynamic environment to gain a competitive advantage or they become obsolete.

Organizations should therefore approach and handle strategic change management so as to be competitive and remain relevant in the industry. According to Burnes, (2009) an appreciation of whether organizational change is to be a continuing feature, or a one-off event, whether it is on a small scale or large scale, and whether change is slow or faster, plays an important role in judging the particular approaches to managing change in a fitting way. Strategic change is a continuous process and happens over time and the leaders have a key role to play in leading change by example.

Strategic change is a way of altering the objectives and vision of a firm so as to obtain greater success in the business arena. It is the transition that takes place from the formulation through implementation to the execution of a strategy of an organization. According to Omari (2013) strategic change management are ways of creating circumstances that make proactive change a normal way of life. The fit between an organization and its external environment determines its performance and hence it is important to watch on prevailing opportunities and threats in the external environment for a firm to quickly adapt.

The key objective of strategic change is to enhance the competitiveness of the organization and continuous adaptation of the organization to various environmental turbulent levels. According to Hegde, Johnson, &Venkatramani (2008) change management is a systematic approach that deals with change both from the organization's perspective and on individual level. Change management entails defining and implementing procedures and/or technologies in handling changes in the business environment and profiting from changing opportunities (Hegde et al., 2008) organizational change is necessary at an operational level on a day-to-day basis, thus incrementally improving performance.

Change at a strategic level, impacts on the direction of a company and the employees (Institute, 2013).This requires step by step changes at operational level and is long term in nature. As the external and the internal environments vary, organizations also need to alter their strategies so as to achieve a strategic fit in the industry. For an organization to be successful in strategic change management, it requires enough resources and goodwill to support the process. Strategic management practices are the processes that are exercised or put in place in an organization for it to achieve its goals. This study emphasized on the type of leadership style used in the organization, the training that is offered initially and progressively, the kind of motivation offered in the organization and finally the reforms that have been introduced to the service(Yang et al., 2010)

Leadership has been described in terms of the position, personality, responsibility, influence process; instrument to achieve a goal, behaviors (BoyeKuranchie-Mensah & Amponsah-Tawiah, 2016) Leadership can be broadly defined as the relationship between an individual and a group

built around some common interest where the group behaves in a manner directed or determined by the leader (Shastri & Mishra, 2010).

According to Achua & Lussier, (2010) leadership style is the combination of traits, skills and behaviors, leaders use as they interact with followers. According to Iqbal, S, &Haide`r, (2015) Leadership style is a leader's behavior and attitude of governance and supervision. It is the result of personality traits, experience, attitude and philosophy of the leaders. According to Long, Thean, Ismail, & Jusoh, (2012) leadership style exhibited by managers to a large extent, influences organizational valued outcomes such as low employee turnover, reduced absenteeism, customer satisfaction and organizational effectiveness. It can either lead to inspiration or disenchantment among employees resulting in increase or decrease in productivity (Sanders, 2017).

Autocratic style of leadership involves leaders who give orders and expect instant obedience without argument(Burns, 2010). Plans and policies are made in isolation from the group and orders are given without explanation for the reasons or of future intentions. The traits of these leaders are that all the decision making power is theirs'; they are unrealistic in demands, uses excessive discipline and punishment and does not allow others to question decisions on authority. This kind of leadership is self-centered and does not allow other parties to take part.

According to Iqbal et al., (2015) participative leadership style involves all members of a team identifying essential goals and developing procedures or strategies to those goals. It can be seen as a style that relies on the leader functioning as a facilitator rather than simply issuing orders or making assignments. This kind of leadership allows all parties to take part in decision making and they feel part and parcel of the organization. When this kind of leadership style is used in an organization definitely, there will be an impact on the organizational performance.

According to Armstrong, (2012) "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job" Training indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. "Successful candidates placed on the jobs, need training to perform their duties effectively"

(Aswathappa, 2005). The initial training offered instills the general skills of becoming an officer or a basic training gives an individual the fundamentals of a particular job. Progressive or promotional training, seminars and workshops are offered from time to time to better and sharpen the skills of an individual in a particular field.

Motivation refers to "the reasons underlying behavior" (Guay et al., 2010a). Motivation involves a constellation of beliefs, perceptions, values, interests and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs and attitudes) or both. When employees are properly motivated in terms of remuneration and working conditions, they are contented in doing their work and it helps them in achieving the goals of an organization(Lai, 2011).

Reforms merely means to reshape, to reconfigure or rather to put an end to an evil by enforcing or introducing a better method or course of action so as to make a difference in organizations (Batras, Duff, &Smith, 2016). According to Brinkerhoff & Brinkerhoff, (2015) reforms are designed and implemented in a variety of social, economic, political and cultural context. They state that " A first step in reform is often a basic attempt to codify and control the work of the core civil service, and that once it is achieved more complex systems of performance management can be attempted. In NPS; reforms touches on organizational culture, people management, inter-institutional partnerships and infrastructural gaps(Sinclair, 2015).

1.2 The National Police Service

The NPS refers to trained officers entrusted by the government to be in charge of prevention and investigation of crime, maintaining law and order, taking action on those who break the law as well as conducting regular patrols within the residential and commercial areas to combat crime.

It comprises of three categories of forces and one unit: The KPS, The APS, The DCI and IAU

1.3 Statement of the Problem

The dynamic nature of economic environments has compelled many firms to use strategies that influence competences to sustain improved performance. Nevertheless, (Rajasekar, 2014) assert that even though approximately 80 per cent of organizations develop the right strategies, only 14 per cent implement them well. Kaplan & Norton (2008), observed that organizations frequently experience implementation failure rates as high as 60 to 90 per cent. Despite having many change initiatives; Revised Police Reforms Program Document 2015-2018, reforms is anchored on four pillars; organization culture, people management, inter-institutional partnerships & linkages and infrastructural gaps we are not getting impressive results.

There are many issues affecting the NPS, Kenya such as the poor motivation of officers, poor remuneration, and deplorable working conditions like housing, unclear scheme of service, poor code of conduct, leadership problems, non-professionalism and lack of digitalized services. Many studies have been done regarding the NPS. For instance, (Karanja, 2012) did a study on an appraisal of police reforms Kenya. It was found out that the rate of reform in Kenya is slow and that there is general resistance to police reform by government and within the National Police Service.

The success and future of an institution mainly depends on managing strategic change properly. Successful change depends on: maintaining executive commitment, aligning change efforts to the goals of an organization, to create and maintain a change team that is superior and to plan for continuous improvement (Omari, Rodgers, & Nyaboga, 2013). According to Neilson, Martin, & Powers, (2008) they discovered that 60% of the employees from different companies rated their companies as weak when it came to effective strategy execution. In Kenya, there is scant evidence of studies focused on successful strategy implementation in the National Police Service and its effect on performance. This study therefore investigated the influence of strategic change management practices on organizational performance of the National Police Service in Kenya, with special emphasis on Limuru sub-county.

1.4 Objectives of the Study

1.4.1 General Objective

The study examined the influence of strategic change management practices on organizational performance.

1.4.2 Specific Objectives

i. To determine the influence of leadership styles on the performance of the NPS.
ii. To assess the influence of training on the performance of the NPS.
iii. To determine the influence of motivation on the performance of the NPS
iv. To establish the influence of reforms on the performance of the NPS

1.5 Research Questions

i. How does leadership style influence the performance of the NPS?
ii. In what ways does training influence the performance of the NPS?
iii. To what extent does motivation influence the performance of the NPS?
iv. How do reforms influence the performance of the NPS?

1.6 Significance of the Study

The findings of the study benefited organizations that experienced turbulent times by generating insights on appropriate strategic responses for success. The findings enabled the NPS to appreciate and recognize faults and loopholes existent while implementing strategic change and access room for improvement to make its future experiences better. The government, policy makers and regulators had an opportunity to understand the changes that are in current business environment particularly in National Police Service and to equip and facilitate it to be able to appropriately respond to the competitive regional and global markets.

1.7 Scope of the Study

The study covered Limuru Sub-County a sample of the officers working under the National Police Service.

1.8Limitations of the Study

In carrying out the study, the researcher encountered some of the following challenges:

- Unwillingness of the respondents to give accurate and reliable information that affected the study negatively; the researcher clearly explained that the purpose of the research was for academic purposes only.
- The police department being sub-divided into a number of separate small units and divisions had some areas not being captured in the sample used in the study; the researcher ensured that all wards were equally represented.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter highlighted the relevant theoretical and empirical studies undertaken in strategy implementation; and developed a conceptual framework that reviewed the independent variables with consideration to the dependent variable.

2.2 Theoretical Framework

The study was guided by two theories and one model that influence strategy implementation.

2.2.1 Resource-based View Theory

According to resource-based theory, organizations that own strategic resources have the competitive advantage over organizations that do not. Resource-based theory as proposed by (Wernerfelt, 1984) contends that: possession of strategic resources gives an organization a golden opportunity to build up competitive advantage above its competitors. Its view looks at the resources of the firm as the primary determinants of competitive advantage and performance. It adopts two assumptions in sources of competitive advantage analysis, (Bridoux, 2004).

A firm's competitive advantage is largely influenced by the uniqueness of its abilities. The theory of Resource Based View was developed by (Chtalu, 2014) and proposes that a firm's resources are the core determinants of its performance, and they may add to an attainable competitive advantage in the concerned firm. In the resource-based theory, strategic planning utilizes organizational reserves to produce a feasible strategy. For an organization to develop a strategy, it should check on the resources available for the implementation of a specific strategy like Change strategy. This theory provides theoretical underpinnings for understanding how resources can be managed strategically and efficiently.

The RBT of a firm provided that a firm delivers additional value through the strategic development of the organization's hard to imitate, rare, and hard to substitute resources. The RBT developed from prior theoretical work such as the traditional study ofRicardian Economics, distinctive competencies, Penrociasian Economics and the study of the anti-trust implications. A firm is able to perform better by combining its distinctive resources to drive the entire organization (David, 2011). A firm gains sustainable competitive advantage when it implements strategies that their competitors cannot imitate. Resources that create competitive advantage must be rare, strategic, inimitable, appropriate and immobile, non-substitutable(Ling & Jaw, 2011).

The dynamic nature of firms calls for the development of dynamic capabilities which can be able to incorporate, build upon and reconfigure internal and external resources to the advantage of the firm. The RBT of the firm links the organization's internal capabilities to strategy formulation to achieve competitive advantage (Njuguna, 2009). It views the firm as an interconnectivity of intangible or tangible resources and capabilities. The RBT of the firm has stressed the significance of strategic choice whose tasks include identifying, developing and deploying core resources for profit maximization. It has contributed to the development of the competitive advantage theory.

The theory was relevant to the study since a firm uses the resources that it has to gain a competitive advantage over its competitors. For instance, in the NPS modern equipment has been incorporated. Government vehicles have been provided on lease basis enhancing accessibility in the various areas of jurisdiction. Communication gadgets have been provided in liaison with Safaricom Kenya Limited whereby you can make even video calls and these gadgets can also communicate effectively even in the poor network areas such as North Eastern Kenya. This assists in passing information in real time and this helps police to overcome terror groups and other criminals and be able to respond in good time and prevent or reduce crime. The NPS has also trained a special group of Recce squad and Anti-Terrorist Police, who have special skills to counter the terror groups.

2.2.2 Change Management Theory

According to Blomqvist, (2017) in his study states that "one of the most important theories when it comes to understanding organizational change and change management is Lewin's 3-step model for change". The theory was released by Kurt Lewin a German–American psychologist, in 1947.Itis based on three step process (unfreeze- transition – refreeze) that provides high-level of approach to change. According to Helms-Mills, Dye, & Mills (2008), Lewin looked at the change phenomena as deriving from two different forces, those internally driven (from a person's own needs) and those imposed or induced by the environment.

According to Morrison, (2014) "When a structure has being in place for a while, habits and routine naturally settle in". The organization goes in the right direction, but people or processes may have strayed off the course. Current practices and processes have to be reassessed for the wheels of change to be set in motion. In Unfreeze stage, organizations assumptions are that change is required and is indispensable, they do away with existing status quo and initiates new way of things. It's done by presenting a challenging difficulty or event to help people identify the essence change and to look for fresh solutions. It's important for organizations to work on the resistance and reducing forces, change attitude and make people understand the change support them. Management ought to find solutions for it prompt, so that so that the process can follow through the unfreezing stage to the next change stage (Blomqvist, 2017).

Transition is coming up with new attitudes, behaviors and morals at times through the structure of an organization and process changes and techniques of development. There may be a phase of puzzlement while moving from the old ways of practice to the new. Freeze: The final stage of crystallizing and the adaptation of the new situation. The organization may regress to its former ways at this point unless the changes are armored during freezing (Lewin, 1947)

In the case of NPS the officers tend to embrace new behaviors such as serving the public with diligence and not asking for bribes. They can also create a customer service desk that has a suggestion box or feedback forms where the members of the public can give response to the kind of services that they receive from the police officers. This will serve as a key check-off point and officers will strive for a satisfactory service delivery.

Freeze involves adapting to the new behaviors that have been set for instance the leaders in NPS ensuring that officers carry out their duties in a professional way. They should look through the feedback forms and see how their officers are working. They should also ensure that their officers do not engage in corrupt deals. In the event that officers do not observe these new behaviors and practices then they should be punished or reprimanded. This will ensure that they carry out their duties well(Morrison, 2014).

This theory's relevance to this study is that since the change process is explained in three stages: first one being unfreeze this involves reducing forces that tend to retain the status quo for instance in NPS forces to reduce instances of corruption, or reduce levels of non-professional behavior for example asking a rape victim traumatizing questions, this should be done in a very sensitive manner that does not cause more harm to the affected party.

2.3 McKinsey's 7S Model

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

Strategies are cross functional and aim at integrating organizational processes in order to improve their effectiveness and efficiency. Structure of an organization consists of five parts; jobs, authority to do those jobs, grouping of jobs in a logical fashion, mechanism of coordination and the managers span of control. When a business strategy is being executed, decisions are to be made with regard to organizational structure. It incriminates decisions in terms of these factors. Organizations are structured differently, depending on their objectives and culture; and this often directs the way they operate and perform. The hierarchical structure was

favored traditionally, but recent trends indicate that firms passing a certain size and complexity threshold must decentralize. Horizontal format structures are highly encouraged.

Systems and Processes enable an organization to execute daily activities. It's the formal and informal procedures used in an organization in managing planning systems, information systems, quality control systems, budgeting and resource allocation systems and reward systems.
Style refers to the mode of leadership/ management exhibited by the leaders when they relate to other employees subordinates. Staff are the employees required and their required backgrounds and skills necessary in achieving the strategic purpose. It also entails career management, staff training and promotion of employees. Sources include adequate resources for successful execution of strategy. They include money and technology, people and other management systems. Shared Values relates to organizational culture. Every organization has a unique culture that is followed by its employees.

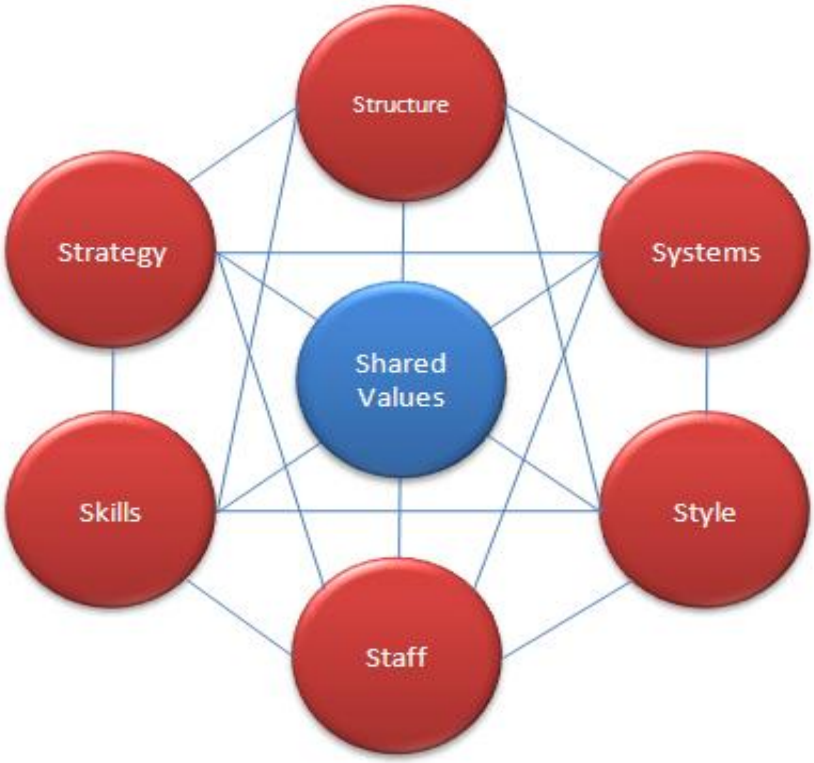


Figure 2: 1: McKinsey's 7S Model

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

In this model, the seven areas of are divided into the 'soft' and 'hard' areas. Strategy, structure and systems are hard elements that are much easier to identify and manage. Soft areas are the foundation of the organization and are more likely to create the sustained competitive advantage but they are difficult to manage. Therefore, this model anchors all the study variables since the seven elements influence strategy implementation in various ways.

Structure represents the way business divisions and units are planned and also who is answerable to whom. It's an element of the framework that is most visible and easy to change. Systems are the processes and procedures of the firm, that reveal business' daily activities and decision making. During organizational change, systems should be the main focus for managers.

Skills are the abilities that employees of the firm perform well. They include capabilities and competences. Staff element is concerned with what type and how many employees an organization will need and their recruitment, training, motivation and reward. Style entails the company's management by top-level managers, their interaction, the actions they take and their symbolic value; their management style. Shared Values are at the hub of McKinsey 7s model. They are the norms and standards that guide behavior of employees and actions of a company and they are the basis of each and every organization.(Waterman et al., 1980)

This model relates to the NPS in that the performance is not just about the strategy and structure but is an all-encompassing element involving the officers, organizational culture, resources, skills, systems and processes so as to be able to reach the desired organizational performance. For an organization to prosper and to achieve its set goals, objectives and targets all these elements must be put into consideration.

2.4 Empirical Review

This section examines empirical studies already done on the same area of interest with reference to the study's independent variables, and their influence on the dependent variable.

2.4.1 Leadership Styles and the Performance of the NPS

Leadership is a process of influencing other individuals on what is required to be done and how it should be done, effectively. It is the process to facilitate individuals towards the collective

efforts to achieve the shared goals. Effective leadership is required by the management so as to rapidly go through the stressful business and organizational system and be able to reach the firms goals and objectives (Porter, 2008).

According to Achua & Lussier (2010), leadership style is the combination of traits, skills and behaviors, leaders use as they interact with followers. Leadership style is one of the most important human resources related outcomes and perhaps one of the most studied topic in management and industrial psychology.

The NPS today faces a lot of difficulties most of which are linked to leadership as one of the major internal factors (Chtalu, 2014). These difficulties prevent the NPS efforts to deliver its mandate. Nationally, the Kenya police department is often regarded as bureaucratic and hierarchical, with central decision making and is policy driven. Leadership at the NPS is based on authority, position and seniority. Leadership in the KPS is also about the leaders themselves, not putting emphasis on a culture of good performance. The same challenges in the NPS are replicated further in the county level by the county management team (Amnesty International, 2013).

The NPS therefore requires a serious review of the current leadership styles available in order to streamline its service delivery efforts and do away with the prevailing kind of colonialism style of leadership. The poor leadership styles lead to poor organizational performance as the Kenyan citizens continue to face several security challenges in the presence of police officers. As a result, there is an upsurge in crime, renewed public disorder and declined public confidence in the police institution (Amnesty International, 2013). Leaders of the National Police Service need to be role models of their junior officers and empower them and offer them the necessary resources so that they carry their duties well.

A study was done on "The role of strategic leadership in strategy implementation at the Agricultural Development Corporation (ADC) in Kenya by Chepkirui Catherine (2012). The study was conducted through a case study, data for this study was gathered from primary sources and two heads of department were interviewed. They were drawn from three departments charged with the responsibility of spearheading strategy implementation at the corporation

namely; technical, corporate planning and administration and Finance divisions. Data was analyzed through content analysis since most responses were qualitative in nature. This study found out that the leadership at ADC has ensured that there is a common understanding and a clear view of the organization's strategic purpose and direction among all members of the organization. Employees understand the strategy being pursued and what they need to do to contribute to the overall delivery.

2.4.2Training and the Performance of the NPS

Training indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. "Successful candidates placed on the jobs, need training to perform their duties effectively" (Aswathappa, 2005).

The National Police Service has partnered with universities for provision of courses tailor- made for middle level Police officers for job training programs to provide police officers with a chance to undertake undergraduate and post-graduate degree courses relevant to police work. There is need for the establishment of NPS Academy and expansion of existing Colleges including Provincial Training Centers for training of police officers at middle and senior level.

The Police Service has completed the process of accreditation of Police Training Colleges to award diplomas and post-graduate diplomas in Policing in order to counter the Police officers concern that the police training they undergo is not professionally certified. A National Police Service Examination Board has been established on an interim basis to ensure quality assurance and standardization of examinations for both Police Services. This Board, when fully operationalized, will be under the oversight of the National Police Service Commission whose mandate includes standardization of training and certification of training programmes in the police service (Naikuni, 2012).

When training of the officers is thorough and all rounded; the officers get superior and unique skills and they are able to deliver their security services to the citizens in a professional way. Officers that perform different kinds of duties are trained in the very basic training that all officers undergo then later they are trained according to their specialty. For instance, DCI trains

its officers on investigating sensitive issues like cybercrime, homicides, fraud this makes them best suited to carry out that task. The APS is also trained broadly on tactics and this makes them very suitable in battlefields. The basic training has been unified and the entire NPS does the same exams and units. This started with the reforms course of 2011 and this helps in imparting similar skills and has a direct influence on the organizational performance.

A study was done on "Management of strategic change at Ewaso Nyiro South Development Authority Kenya by (Obaso, 2016). A case study design was used to determine the state of management of strategic practices at Ewaso Nyiro South Development Authority. Both Primary and secondary data was collected. The primary data was obtained using interviews between the researcher and respondents. Data collection instrument was an interview guide. Interviewees included all senior managers of ENSDA that is heads of key departments; Operations, Finance and Administration, Business Development, Regional officers and those working closely with the Chief Executive Officer.

A total of 10 in depth interview were held at ENSDA headquarter at Narok town. Secondary data was obtained from Authority website, performance contract, ENSDA news publications, feasibility studies, ministry strategic plans and ENSDA 2012-17 Strategic Plan. Content analysis technique was used to analyze the data. Findings were that ENSDA uses several practices to conform to the changing environment these are: enhancement of collaboration, participation between departments through managing committees; Additionally, team building between different sections, departments or divisions sometimes conducted by external trainers was found to be a common practice used especially before or during change.

2.4.3Motivation and the Performance of the NPS

Motivation refers to "the reasons underlying behavior" (Guay et al., 2010). Motivation involves a constellation of beliefs, perceptions, values interests and actions that are all closely related.

There are ongoing initiatives that seek to address the welfare of police officers including their salaries and allowances; to improve remuneration and benefits for police officers commensurate with the demands placed on them in provision of security in the country. So far, the Government has not implemented 42% of the salary level recommended by the Ransley Task force. The Task

Force recommendation was that the increases be implemented in two phases so as to maintain the value of the increment. However, the delay in implementation of these awards has demoralized and demotivated police officers. This has impacted negatively on the pace of implementation of the reform agenda (Naikuni, 2012).

The issues of housing, junior officers in the Police Service are required to reside in police lines for ease of mobilization. Officers in higher ranks can rent accommodation outside the Stations but the allowance provision is not adequate for renting decent housing. However, many of these quarters are overcrowded with married and single police officers sharing single rooms. The effect has been low morale, degradation of values, moral decay, strained interpersonal relations between the officers and high levels of stress.

The national government allocated Sh10 billion for police service modernization, Sh7.7 billion to cater for the leasing of police vehicles and Sh1.7 billion for the police medical scheme. The police officers have rubbished these allocations and said that national government should give priority to their salaries first. The officers accuse the government of failing to honor the agreed 42 percent salary increment. The police service is not concerned with the huge operational budgets allocated to them by the government rather they care more about how the government will motivate them to boost their morale and work performance. Poor pay is a hang-up to the police service implementation of the security policy. Their remuneration standard should be improved otherwise they hardly need better houses, better vehicles, and better equipment (Wabala, 2009).

A police officer earning below Sh. 20, 000 a month is left with hardly any money to spend or save once the bulk of the money is taxed or remitted for other services like insurance and pension. The little they take home is inadequate to even support their families and household expenses. This coerces most of them to engage in corruption to complement their income. Other ways the government can boost police morale and motivation apart from revising their pay upwards is to educate, communicate, recognize and to treat them in a fair manner. The police remuneration should be commensurate with the hard and difficult task that is assigned to them all the time and the high risk to their lives that they face while they are on the line of duty.

A study was done on "Strategic change management practices and the performance of Constitutional Commissions in Kenya by (Koitie, 2015). The study adopted a cross sectional research design; which enabled the researcher to collect data from many study units for comparison purposes. The population of the study was all the ten Constitutional Commissions. A census of the constitutional commissions was done. The study used a questionnaire which was administered to chief executive officers of each commission. Primary data was collected through the use of a semi structured questionnaire which was administered by "drop and pick" to the target employees in the Constitutional Commission.

Data was analyzed using descriptive statistics (measures of central tendency and measure of variations). The study found out that the strategic change management practices have an effect on performance of Constitutional Commissions in Kenya. The respondents were aware of the change management process of the Constitutional Commissions in Kenya. The organizations were found to be currently in the midst of a change process that involved among others realigning their operations to match their mandates and meeting the expectation of the Kenyan public.

2.4.4 Reforms and the Performance of the NPS

Reforms merely mean to reshape, to reconfigure, to make different in organizations(Batras, Duff, & Smith, 2016). The IGP looks forward to leading police officers who are devoted, dedicated to discharging their duties, freely interact amongst themselves and the public, know their professional code of conduct, hold high integrity levels, and their work is appreciated by the society at large (Ransley, 2009). These strategies are part of the police reforms and also the goodwill of the Kenyan population.

According to the Ministry of Interior and Coordination of National Government (2015), The National Police Service reforms program is anchored in four pillars organization culture; people management; Inter institutional partnerships and linkages and addressing infrastructural gaps. It advocates quick wins in cleanliness of police working and living environment, friendliness, orderliness and respect to command structure, law and order. The Revised Police Reforms

program Document 2015-2018 prioritizes accountability issues, including integrity of police officers and prevention of corruption, professionalism, general welfare of the police officers and the implementation of police modernization plan for improved police capability and performance. Under the reforms various bodies have been established to oversee the performance of the police officers one of them being:

The National Police Service Commission (NPSC)

It is an independent commission established under Article 246 of the Constitution of Kenya and enabled further through the National Service Commission Act, No 30 of 2011. Its mandate as provided for under Article 246(3) is to: establish promotions and transfers within the NPS, Recruiting and appointing persons to hold or act in offices in the Service, confirming appointments, Exercising disciplinary control over and remove persons holding or acting in offices within the service and performing any other functions prescribed by national legislation. To date, NPSC has made significant strides towards the implementation of its mandate. The Commission established the legal framework for the vetting process and undertook the process of developing regulations key to the Commission's mandate, which include regulations on Recruitment and Appointment, Promotions, Transfers and Discipline in the Service.

Independent Policing Oversight Authority (IPOA)

IPOA is one of the Institutions established under the IPOA Act No. 35 of 2011 for providing civilian oversight over the work of the Police in Kenya. One of the Authority's objectives is to give effect to the provision of article 244 of the constitution that requires the Police to strive for high levels of discipline and professionalism; promote and practice transparency and accountability in the carrying out of their duties(National Council for law reporting ..., 2011).

The Authority's existence is aimed at significant contribution to the envisaged Police Reforms in the country through its oversight role within the confines of the law. It is therefore in the interest of the Authority to see the impact of police reforms translated into restored public confidence and trust in police. This can only be achieved through concerted effort by all relevant institutions and stakeholders at large. Several other strategies have been put forward as means of fighting and eliminating corruption in Kenya and specifically in the police service. They include;

launching of informative campaigns on the impact of corruption, suspension for those caught indulging in corrupt practices and when it's necessary sacking of those officials who are involved in corruption. (Ministry of Interior and Coordination of National Government, 2015).The bodies that have been put in place for the same are:

Kenya Anti-Corruption Commission

Kenya has had an anti-corruption legislation from way back in 1956. The Prevention of Corruption Act (Cap. 65) was in operation from August 1956 to May 2003 when the Anti-Corruption and Economic Crimes Act, No 3 of 2003 became functional and repealed it. In the beginning, the Prevention of Corruption Act (Cap. 65) was largely to be enforced by the Police Department. But corruption overgrew over the years despite the existence of the Prevention of Corruption Act. An Anti-Corruption squad was formed within the Criminal Investigation Department of the Police Department, but the squad was disbanded before it could impact. The Prevention of Corruption Act (Cap. 65) was amended in 1987 to provide for the institution of the KACA. The first Director of KACA, Mr. John Harun Mwau was appointed ten years later in December 1997. He was suspended after being in office for six months only and was later removed through a Judicial Tribunal appointed by the then President Daniel Arap Moi.

Legislation

This has further been divided into two statutes namely: The Anti-Corruption and Economic Crimes Act, No 3 of 2003 and The Public Officer Ethics Act, No 4 of 2003. These two statutes became operational on 2nd May 2003. The Prevention of Corruption Act (Cap. 65) was repealed by Section 70 of the Anti-Corruption and Economic Crimes Act No. 3 of 2003. The Anti-Corruption and Economic Crimes Act, establishes the KACC as a body corporate, prescribes its composition and confers power to it. The institution of KACC has been a vital milestone in the fighting corruption in Kenya. It has been part of the government of Kenya's commitment to eradicate corruption, improve good governance, and promote transparency in all sectors (Kenya Law, 2003).

The Director and the three Assistant Directors took office formally on the 10th September, 2004. They then embarked on a spirited campaign to recruit senior and junior staff culminating in the

recruitment of the last batch of officers, who reported on duty on the 1st August, 2005. Within one year or so that KACC had been in existence, a lot had been done within its mandate touching inter-alia on, investigations, prevention of corruption through identification and elimination of opportunities for corruption in systems, asset tracking and recovery, and procedures of public bodies and public education aimed at enlisting public support. The Act also establishes the Kenya Anti-Corruption Advisory Board, an unincorporated body comprising of persons nominated by a range of stakeholders. The Advisory Board makes recommendations for person to be appointed as a Director and Assistant Directors. It also advices the Commission generally on the exercise of its powers and performance of its functions under the Act (KACC Annual Report, 2004-2005)

Eradicating corruption in the service (Kenya Police Service Strategic plan 2003-2007)

These include; carrying out of surveys to identify corruption prone areas, educating all officers and stakeholders on human rights and virtues of a corruption free society, carrying out Zero tolerance campaigns, carrying out regular book and manpower audit, discarding processes and procedures creating pockets for corruption, operationalizing crime prevention committee and publicize identified corruption acts and perpetrators. All these bodies have been put in place to help the NPS offer professionalized services and be more customer-centric, through the reforms officers shall uphold high integrity levels, be accountable and transparent. These will help revive the officers' image in the eyes of the Kenyan citizens.

A study was done on "The impact of reforms on the service delivery in the Kenya Police Service in Nairobi County by Gilbert Kibiegon Cheruiyot (2014) the study focused on Kilimani, Buruburu, Central, Parklands, Kabete and Kasarani Police Stations located within the county. The stations were chosen because of their geographical position and since most of them had been selected as the pioneers during the implementation of the reforms such as community policing. The areas outside Nairobi were represented through the use of secondary data. Purposive sampling technique was used to obtain sample. It was obtained from three levels of management in a police station which are the top level management of the station, i.e. the superintendent, middle level i.e. the inspectors and /sergeants and low level i.e. the corporals and constables. One Superintendent, one inspector and two officers of low ranks were selected in every station. 17

respondents were interviewed out of the anticipated 24 respondents i.e. 71%. Primary data was collected through interviews which were administered through an interview guide to officers. Secondary data was collected from published and unpublished sources of data like reports from Kenya National Commission on Human Rights. This research data is quantitative data; the data collected was analyzed and presented through use of tables, graphs and pie charts.

The findings were that most of the proposed reforms in the Police Service have been implemented. These reforms included the establishment of Independent Police Commission, merging of the Administration and Kenya Police Service and definition of their roles, setting up of independent complains authority, embracing citizen's role in community policing, modernization of Police equipment, review of Police terms and conditions of service, increase of vehicles to enhance mobility and construction of modern houses for the officers.

According to Transparency International 2013 report, these reforms have not translated to key results anticipated such as more customer-focused service, the highest possible level of efficiency and effectiveness, integrity, impartiality and respect of all citizens, professionalism in service delivery, diverse workforce representative of all service professions, consistent and effective use of science and technology as an ability to work in partnership with other agencies contributing to community and public safety and attractive terms and conditions of work. 60% of officers interviewed indicated that the reforms have not had a major impact on their duties.

2.5 Research Gap

Many studies have been done on matters to do with NPS but mostly dwell on reform issues and not strategy implementation. For instance, (Karanja, 2012) did a study on an appraisal of Police Reform in Kenya. It was found out that the Police reform in Kenya is slow and that there is general resistance to police reform by government and within the NPS. It was concluded that the recommendations by the Task force on Police Reform (Ransley, 2009) should be implemented. This means that there is a gap on the implementation of the changes recommended in the above mentioned report.

The study therefore sought to establish the influence of strategic change management practices on organizational performance.

Table 2: 1 Summary of Research Gaps

Study	Study topic	Findings	Gaps	How to fill the gaps
Obaso, (2016)	Management of strategic stage at Ewaso Nyiro South development authority, Kenya	ENSDA uses several practices to conform to the changing environment; enhancement of collaboration, participation between departments through managing committees and team building.	Case study method used which is not extensive. Ten in depth interviews conducted.	Questionnaires were used which covers expansive area of the study topic.
Koite, (2015)	Strategic change management practices and the performance of constitutional commissions in Kenya.	Strategic management practices have an effect on performance of constitutional commissions in Kenya.	Chief Executive Officers were the only ones interviewed and there is a possibility of biasness.	All ranks responded to the questionnaires thus reducing chances of biasness.
Cheruiyot, (2014)	Impact of reforms on service delivery in the Kenya police service	Most of the proposed reforms have been implemented; establishment of independent police commission, merging of AP & KP, According to transparency international 2013 report this reforms have not translated to key anticipated results such as	A smaller number was interviewed 17 out of the 24 sample size	A larger number was interviewed 79 out of the 80 officers sample size.

		more customer focused service.		
Chepkirui, (2012)	Role strategic leadership in strategy implementation at the agricultural development corporation in Kenya.	Leadership at ADC has ensured that there is common understanding of organization's strategic purpose.	Case study method used which is not extensive. Only two heads of departments interviewed.	Questionnaires used and a larger number 79 responded to them.

Source: Author, (2018)

2.6 Conceptual Framework

Independent variables

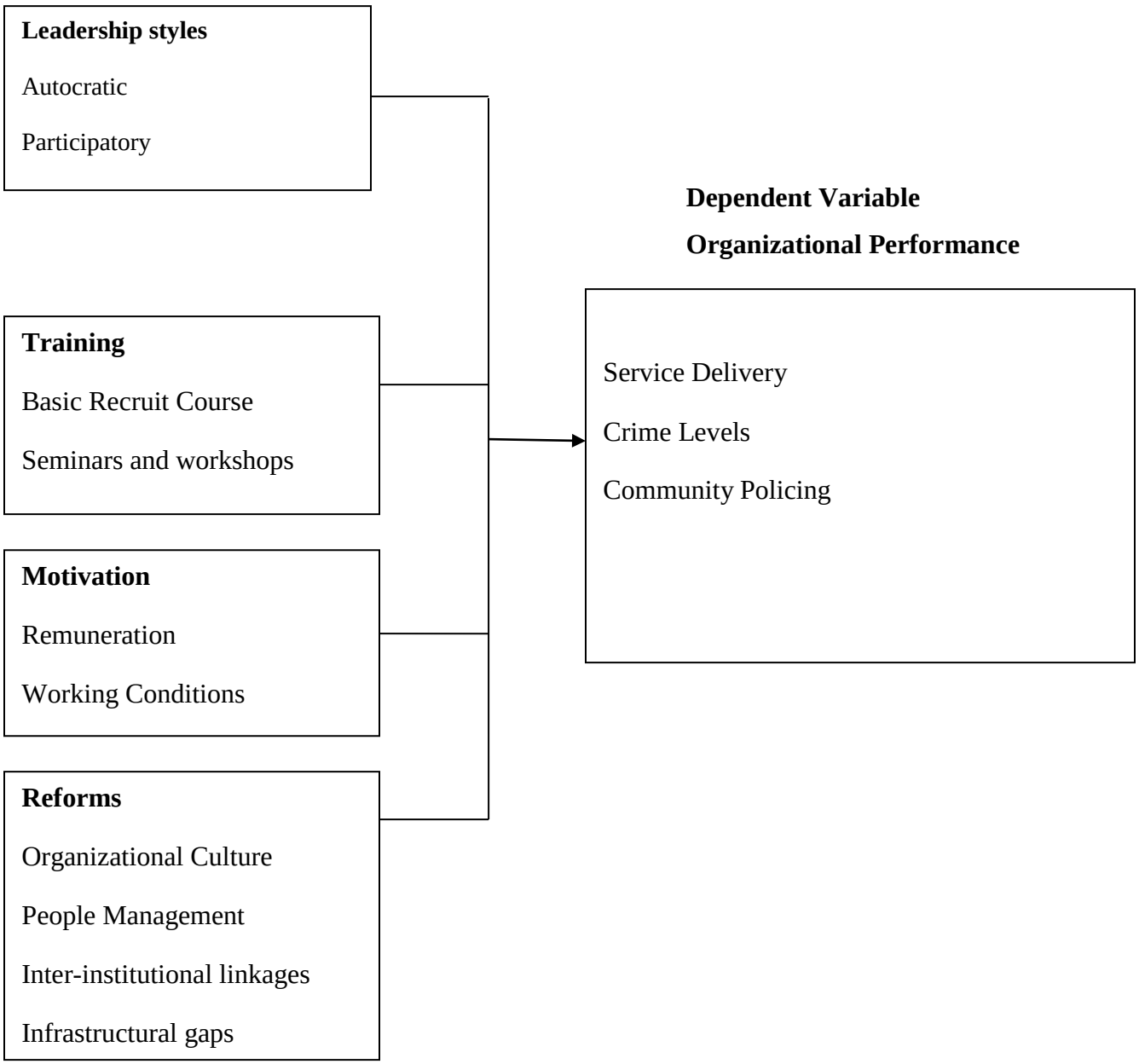


Figure 2: 2 : Conceptual Framework

Source, (Researcher, 2018)

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter involves the research design and methodology to be used by the researcher in carrying out the study. The steps to be followed and the data to be obtained from various sources are highlighted. The target population, data collection methods, measurement of variables, pilot testing and data analysis and presentation are also discussed under this chapter. Other issues discussed in this chapter include sampling technique and sample size. The independent variables of the study include leadership, training skills, motivation and strategies. The dependent variable is organizational performance.

3.2 Research Design

The study adopted a descriptive survey design to describe the phenomenon and to explain the relationship between the existing variables in the case.(Cooper & Schindler, 2014)confirm that research design is the arrangement of all conditions that affect a research ranging from data collection to data analysis. Descriptive survey design was used to facilitate the collection, summary and presentation of data that describe the main characteristics of the variables under review (Creswell, 2009). The study focused on NPS which has undergone tremendous transformation since the promulgation of the Kenyan 2010 Constitution.

3.3. Target Population of the Study

Population of study is any finite or infinite collection of individual elements (Creswell, 2009). According to Mugenda & Mugenda (2003), target population is a number of individuals about which a researcher is interested in describing or making a statistical inference. The target population for this study consisted of the National Police Service officers in Limuru Sub-County. The study targeted a population of 240 police officers and a sample size of 80 police officers all

working in different police commands within Limuru sub- County which represented the entire population of the National Police Service.

Table 3: 1: Target Population Distribution

APS(WARDS)	MALE	FEMALE	TOTAL
NDEIYA	6	4	10
BIBIRIONI	5	5	10
LIMURU EAST	6	4	10
LIMURU CENTRAL	5	5	10
TIGONI-NGECHA	5	5	10
KPS	12	8	20
DCI	6	4	10
TOTAL	**45**	**35**	**80**

Source: Author (2018)

This table shows how the target population was distributed across both genders in NPS Limuru Sub- County.

3.4 Sampling Method

According to Sekaran & Bougie (2009), sample is described as an element of data collection or a section of a population that is selected for a research process. According to Mugenda & Mugenda (2003), sampling means selection of a specified number of objects from a defined population as a representative of that population. According to Kothari & Garg (2014), to sample is to select a specified number of objects from a defined population representing that population. The study adopted a stratified random sampling technique that enabled the researcher to capture the desired data across the different ranks within the Sub-county. The researcher divided the population into different subgroups; in this case ranks and then a given number of cases were selected randomly from each of the population sub groups. The researcher aimed to obtain a 33% sample of all strata which is considered as adequate.

Table 3: 2: Sampling Breakdown

RANK	Population (N)	% sample	Sample size (n)
Superintendents	1	100	1
Ag. Superintendents	1	100	1
Chief Inspectors	5	20	1
Inspectors	12	58	7
Senior Sergeants	10	30	3
Sergeants	15	40	6
Corporal	30	33	10

Constables	166	31	51
Total	240	33	80

Source: Author (2018)

This table shows how the target population was distributed across the various ranks of badges in NPS, Limuru Sub County.

3.5 Data Collection

The primary data was collected through questionnaires to gather information on the influence of strategic change management practices on performance of the National Police Service, a case of Limuru sub-county. The researcher distributed questionnaires to the sample selected and administered them to the respondents. Secondary data sources included journals, textbooks and website. A five point Likert rating scale was used to measure all variables. The lowest rating of 1 signified a low opinion by respondents while a high rating of 5 signified a high opinion by respondents. Open ended questions were also included.

Questionnaires were opted by the researcher because their administration to the respondents helped to institute relationships with them while introducing the survey (Satirenjit Kaur Johl, 2012). Furthermore, questionnaires are a good method because they provide the clarifications sought by respondents and they can be corrected right after they are completed. After carefully designing applicable questionnaire, the researcher personally administered them to the respondents for them to fill. They were eventually collected back by the researcher who carefully went through them to ensure that they had been correctly filled thus ready for further processing and analysis.

3.6 Pilot Study

A pilot study on the questionnaire was done so as to validate the questionnaire and correct any errors which may have been made while drafting the questionnaire. It was pre-tested on a pilot set of five police officers for comprehension, logic and relevance. Respondents for the pre-test were drawn from Limuru Sub-county based on familiarity with the topic of the study. According to Zikmund, (2010) questionnaire pre-tests is supposed to be done by personal interviews so as to observe the respondents attitudes and reactions. The content of the questionnaire that was pre-tested included: question content, wording, sequence, form and layout, question difficulty and instructions. The response from the pre-test was used to revise it before finally administering it to the respondents of the study.

3.7 Validity

Validity determines if research truly measures what it was intended to measure and the truthfulness of the research results. According to Bryman, (2012) validity indicates the extent to which the research instrument measures what the study is trying to measure. To test validity the researcher conducted a pilot testing first on small scale to get feedback on whether the instruments of data collection were likely to work in real situations. This included administering questionnaires to a small group of individuals. Content validity was assessed to determine whether the instrument provided adequate coverage of the topic under investigation by seeking opinions of the supervisors of the study.

3.8 Reliability

Reliability analysis was used to assess internal consistency among the items of the variables of the proposed study. According to Sekaran & Bougie (2009), Cronbach's alpha coefficient ranges between 0 and 1 with higher alpha coefficient values of 0.7 and above being more reliable. According to Biemer, Christ, & Wiesen (2009), data reliability is the extent of consistency of results overtime and an accurate representation of the total population being studied. Data is reliable if the results of a study can be reproduced under similar methodology.

Table 3: 3: Reliability Test Result

Cronbach's Alpha Coefficient	Number of items

0.972	35

Source: Survey data, (2018).

3.9 Data Analysis and Presentation

According to Kothari & Garg,(2014) data analysis means categorizing, ordering, manipulating and summarizing data to get answers to the questions of the research. The purpose of analysis is to obtain meaning from collected data. The data collected was processed and analyzed. The quantitative data was coded, edited and tabulated in order to make the information simple, clear and understandable for other people. Quantitative data analysis was done through the Statistical Package for Social Science (SPSS) version 24. The data was analyzed through descriptive and inferential statistics. The data collected was presented in form of frequency distribution tables, pie charts and bar charts for easy interpretation by the users.

To check whether the independent variables were predictive of organizational performance outcome, the following multiple linear regression analysis model was adopted by the researcher;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where; Y= organizational performance, α= constant, β= coefficient factor, X_1=Leadership style, X_2= Training, X_3=Motivation, X_4=Reforms and ε=error term.

Table 3: 4: Operationalization of variables

Variable	Indicators	Measurement	Scale	Data Analysis
Organizational Performance	-Service delivery -Crime levels -Community policing	-Check on nature of services offered to citizens. -Numbers relating to crime occurrence. -Nature of relationship between officers and citizens.	Ordinal	Descriptive statistics.
Leadership	-Autocratic	-Way of making decisions.		

styles	-Participatory	-Number of mentored officers. -Number of well-disciplined officers	Ordinal	Descriptive statistics
Training	-Basic recruit course -Seminars and workshops	-The number and variety of units offered in police colleges. -Number of promotional courses offered. -Number of seminars and workshops organized for officers	Ordinal	Descriptive statistics
Motivation	-Remuneration -Working conditions	-Check on implementation of Ransley's report -Number of housing projects completed. -Check on basic pay and allowances to officers	Ordinal	Descriptive statistics
Reforms	-Organizational culture -People management -Inter-institutional Linkages -Infrastructural	-Number of corruption cases. -Way of handling officers welfare. -Number of leased vehicles -Number of colleges partnering with police	Ordinal	Descriptive statistics

gaps colleges

Source: Author, (2018)

3.10 Data Management and Ethical Considerations

All respondents were assured of their safety, anonymity and confidentiality. They were equally informed about the purpose of the research, which was academic. An informed consent was sought from the respondents, including informing them on their right to withdraw from the survey. The study was officially approved by St. Paul's University and authorized by the NACOSTI.

The researcher upheld high levels of integrity, honesty and trustworthiness as the study was carried out. The information collected was used for analysis only to make more informed decisions on the topic under study and it was not disclosed to third parties. Research ethics requires the researcher to protect the dignity of their respondents and to publish the information that is researched (Marrianna, 2011).

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF DATA

4.1 Introduction

This chapter comprises of the analysis, presentation and interpretation of the findings of the study. According to Kothari & Garg (2014), data analysis means to categorize, order, manipulate

and summarize data to obtain answers to research questions. The study's purpose was to examine the influence of strategic change management practices on organizational performance: a case of National Police Service, Limuru Sub-County. The analysis was done using descriptive analytical techniques in order to organize and summarize data using mean, standard deviation and variance. The results were presented using tables for clarity and comparison reasons. Inferential analysis was done using inferential statistics to interpret data and draw conclusions. The analysis also included multiple regressions.

4.2 Questionnaire Response Rate

Of the 80 Questionnaires that the researcher had administered 79 were successfully filled and returned. The Figure 4.1 presents the response rate of the administered questionnaires. This helped in showing the confidence that could be placed on the study findings. This represented 98.75% of the expected population. This was because majority of the respondents were comparative and understood the questionnaire. This response rate was good enough and conforms to Mugenda (2014), stipulation that a response rate of above 70 per cent and above is satisfactory, and can be generalized to represent the target population from which it was drawn.

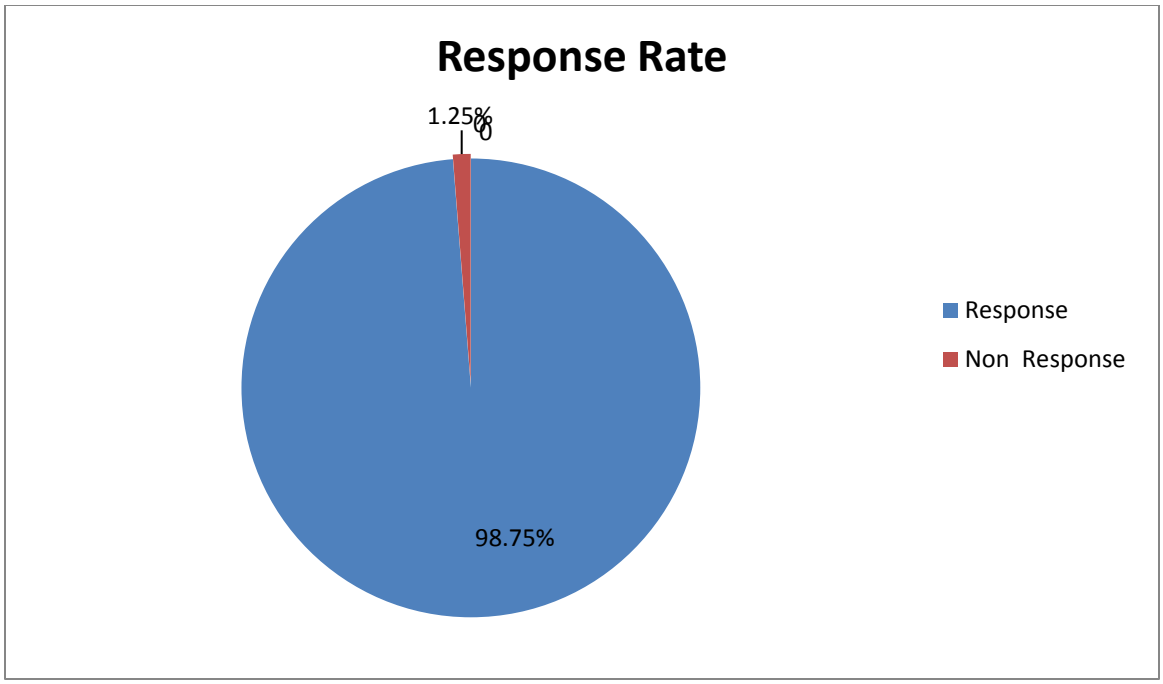


Figure 4: 1: Response Rate

Source: Field data (2018)

4.3 Respondents' Demographic Information

The research instrument solicited background information on demographic details of the respondents. They included gender, level of academic qualification and the period of service of the respondents. It was done to confirm whether the research reached the targeted audience and whether or not the research effectively captured the information that was being sought.

4.3.1 Gender Composition of the Respondents

The first question sought to identify whether the views of both genders were fully represented. Information about the distribution of the respondents by gender was collected. Figure 4.2 illustrates the respondent's gender composition; where by 59.5% of the views were obtained from male respondents and 40.5% from female respondents. Males and females were 47 and 32 respectively. These data reveal that there was adequate gender representation at NPS, Limuru Sub-County.

Table 4: 1: Gender composition of respondents

Gender	Frequency	Percentage
Male	47	59.5
Female	32	40.5
Total	79	100.0

Source: Field data, (2018)

4.3.2 Category of the Respondents

Figure 4.3 presents the number of respondents in each department. This helped the researcher to know the kind of respondents dealt with and how they would be handled.

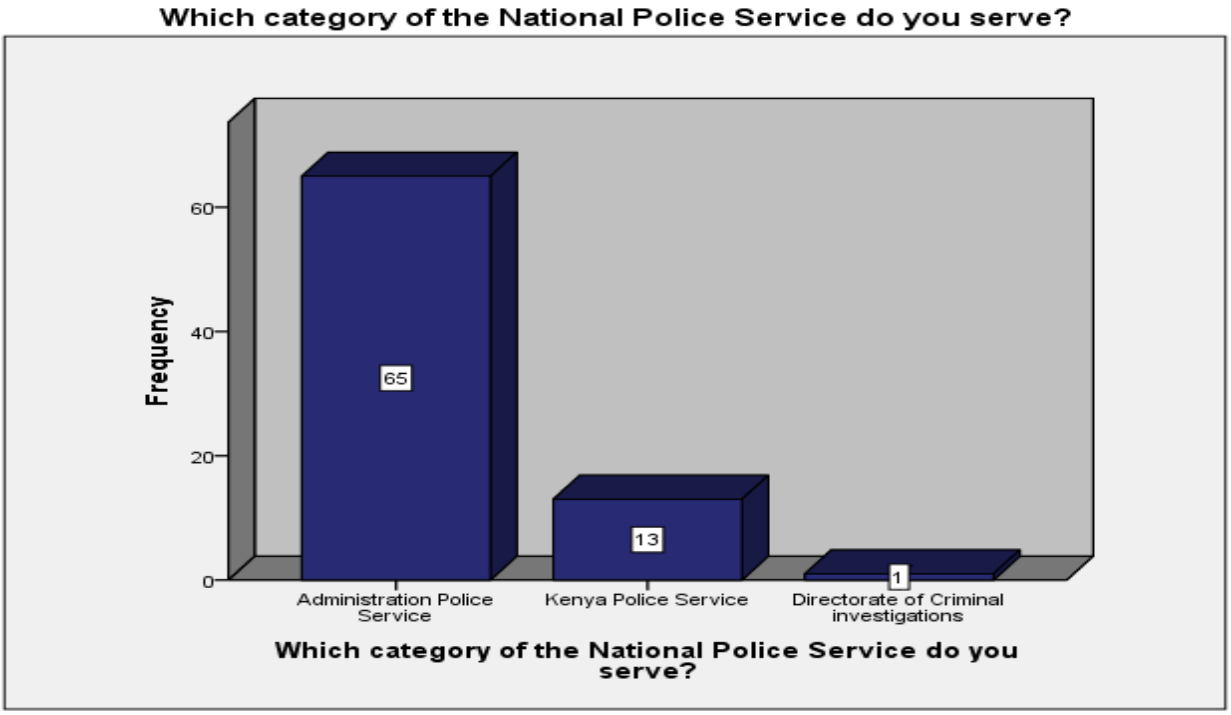


Figure 4: 2: Category of Respondents

Source: Field data, (2018)

The large percentages of the respondents were the APS which was 82.3%, followed by the KPS at 16.5% and lastly the DCI with 1.3%

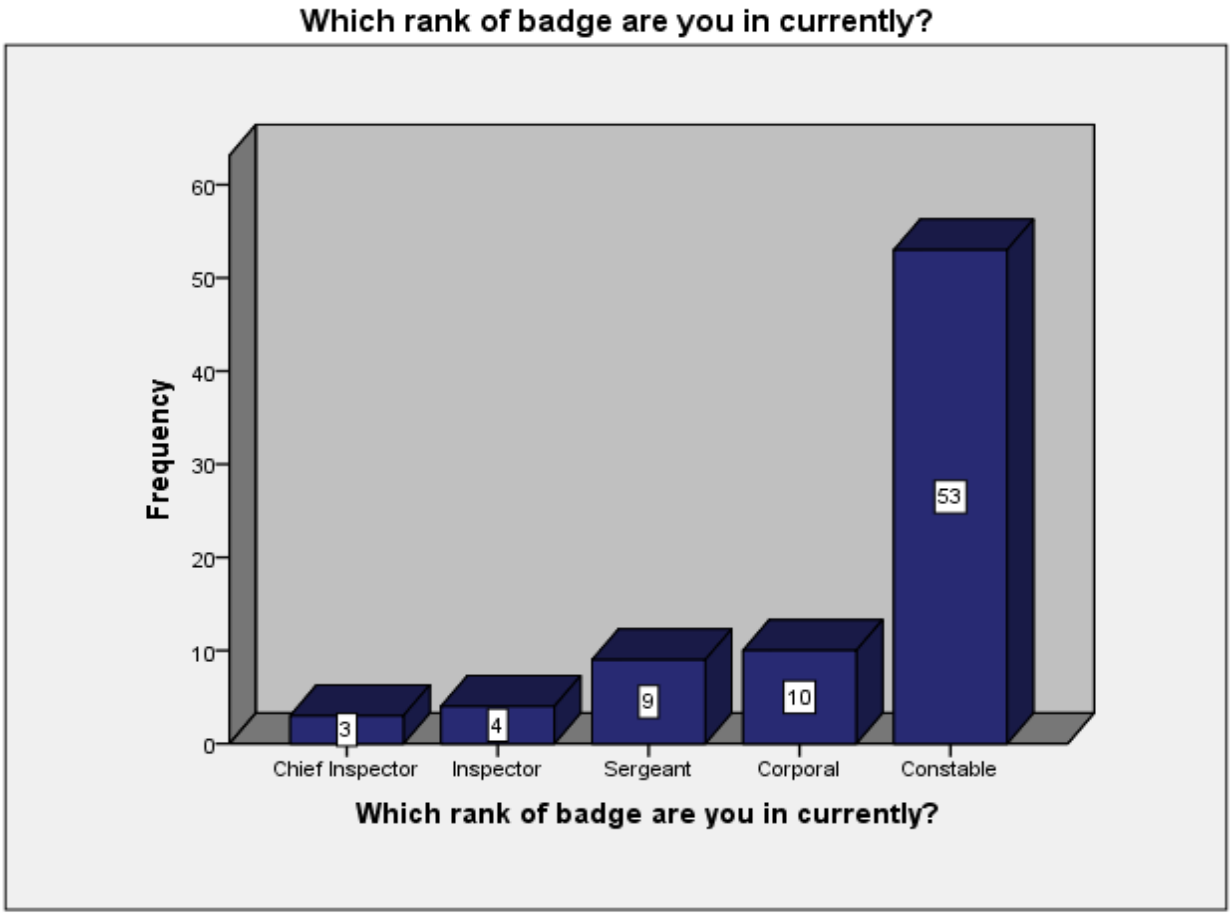


Figure 4: 3: Rank of Respondents

Source: Field data, (2018)

Figure 4.3 above represents the rank of different respondents as listed respectively, 3.80% of the respondents were Chief inspectors, 5.06% were Inspectors, 11.39% of the respondents were Sergeants, 12.66% of the respondents were Corporals and 67.09% the respondents were Constables. This implies that most of the employees working for NPS, Limuru Sub-County are at the constable level.

4.3.4 Academic Qualifications of the Respondents

The study sought to determine the respondents' proficiency in understanding matters pertaining to strategic change management practices.

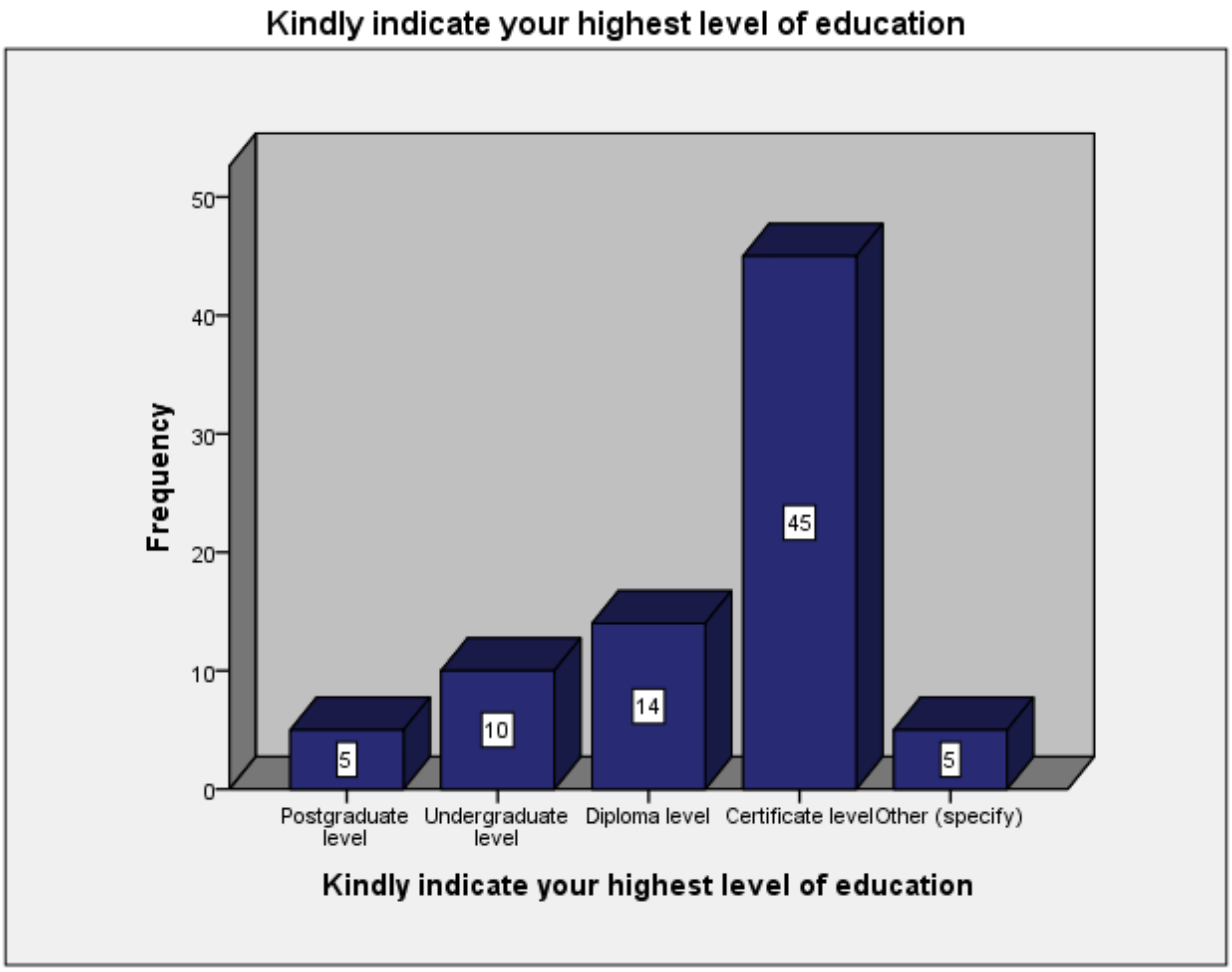


Figure 4: 4: Academic Qualifications

Source: Field data, (2018)

Figure 4.4 indicated that 6.35% of the respondents obtained Postgraduate level of education. 12.66% of the respondents obtained undergraduate level of education, whereas 17.72% attained Diploma level of education, 56.96% obtained certificate level of education and 6.33% acquired other levels of education. The findings showed on average, the respondents had a high level of academic qualifications, which suggested that the respondents were able to understand and respond accurately to the questionnaires by giving information that was relevant to the study.

4.4 Tenure of the Respondents at NPS, Limuru-Sub County

The study sought to determine the respondents' experience and competence levels while working at NPS, Limuru.

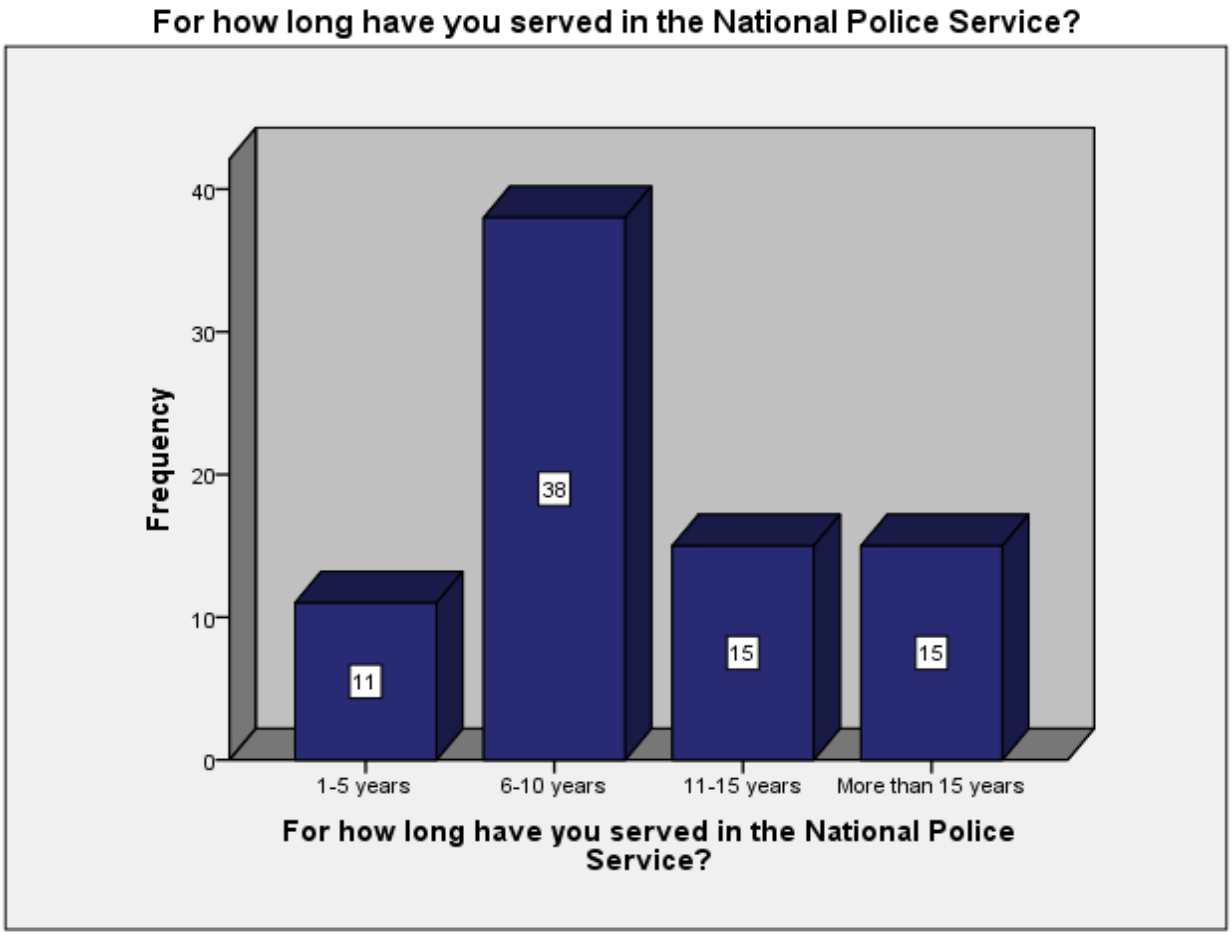


Figure 4: 5: Tenure of the Respondents National Police Service, Limuru

Source: Field data, (2018)

The table shows that 13.92 % of the respondents had worked for National Police Service, Limuru for a period of 1-5 years, 48.10% of the respondents had worked for NPS for a period of 6-10 years, 18.99% had worked for a period of 11-15 years, and another 18.99% had worked for a period of 15 and above years; The study found out that majority of respondents had been working at NPS, Limuru long enough thus they were conversant with the organizations' management practices and were therefore fit to give satisfactory and valuable information relevant in the study.

4.4. Descriptive Analysis

Descriptive analysis was used to show the relationship between variables. Data was analyzed through frequencies, mean and standard deviation. This section is organized according to the study objectives.

4.4.1 Descriptive Analysis on Organizational Performance

The respondents were asked to rate their level of agreement or disagreement with several statements associated with organizational performance. The respondents were required to indicate the extent to which each statement applied to their organization.. The mean represents the average of responses per item and the standard deviation shows how far the values were from the mean as shown in table 4.2

From the findings shown in table 4.2 below, 79 out of the 80 respondents provided responses to statements regarding the organizational performance. A five point likert scale of 1 to 5 was adopted. Most of the responses were clustered around 4 and 3 on the likert scale used. 49.4% of the respondents were of the opinion that indiscipline cases have gone down in the past one year, scoring a mean of 4.28 (agree). 43% of the respondents were of the opinion that the level of competence of officers have gone up in the NPS, scoring a mean of 4.09 (agree). The findings also showed that 44.3% of the respondents were of the opinion that the relationship between the officers and the citizens are cordial, getting a mean of 4.08 (agree). At a descriptive mean of 4.06 (agree), 38% of the respondents stated that crime levels in Limuru Sub County went down in the past one year.

The findings further showed that at a descriptive mean of 3.96 (neutral) respondents stated that service delivery of officers to citizens had improved. 39.2% of the respondents stated that officers reported to their duty stations in good time, scoring a mean of 3.91(neutral).

Table 4: 2: Organizational performance

Aspects of organizational performance	Frequencies (%)					Mean	Std. Dev.
	SD	D	N	A	SA		
a) Have indiscipline cases among the officers gone down in the past one year?	3.8	2.5	5.1	39.2	49.4	4.28	.960
b) Has the level of competence of officers gone up in the NPS?	5.1	3.8	11.4	36.7	43	4.09	1.076
c) Do officers report to their duty stations in good time in their various areas of Jurisdiction?	8.9	3.8	13.9	34.2	39.2	3.91	1.221
d) Has the service delivery of officers to the citizens in Limuru Sub-County improved?	5.1	5.1	19.0	30.4	40.5	3.96	1.126
e) Has the crime level in Limuru Sub County gone down in the past one year?	3.8	6.3	7.6	44.3	38	4.06	1.030
f) Is the relationship between the officers and the citizens in your area cordial?	3.8	5.1	15.2	31.6	44.3	4.08	1.071
g) Has the performance of NPS improved due to setting targets through performance appraisals of the NPS officers?	8.9	7.6	20.3	38	25.3	3.63	3.63

Source: Survey data, (2018).

4.4.2 Leadership styles and organizational performance

The researcher sought to establish from the respondents whether the leadership style used was effective and how it contributed to the organizational performance at National Police Service. The respondents were expected to rate their level of agreement or disagreement with certain statements associated with leadership styles. This was the first specific objective of the study.

As indicated in table 4.3, 79 respondents gave responses to the statements relating to leadership styles. A likert scale of 1 to 5 was adopted. Most of the responses were clustered around 4 and 3. The low variability of the responses demonstrated that the observed mean response was a reliable estimator of the population mean. Majority of the respondents indicated that leaders played a major role in crime reduction levels in the past one year, scoring a mean of 4.34 (agree), It was followed by respondents who indicated that leaders helped in reducing indiscipline cases among the officers, scoring 4.24 (agree).

39.2% of the respondents indicated that NPS leaders mentored the junior officers into performing their duties in a professional manner, scoring a mean of 4.06. The respondents also agreed to the fact leaders in the NPS leaders played a key role in reducing the level of absenteeism among officers in the execution of their duties scoring a mean of 4.00. Respondents were neutral on whether the leaders helped their officers offer high quality services to the citizens, scoring a mean of 3.94. Respondents were also neutral to the opinion of whether the NPS leaders associate well with the community policing officials in their areas scoring a mean of 3.73. Lastly, respondents were neutral on the opinion that NPS leaders help the officers in the achievement of the set targets in the performance appraisals, scoring a mean of 3.58

This implied that majority of the respondents were in agreement with the statements and the leadership styles at NPS Limuru sub-county. However, effective leadership should be emphasized for satisfactory organizational performance. According to Chtalu (2014), NPS today

faces a lot of difficulties most of which are linked to leadership as one of the major internal factors.

Table 4: 3: Descriptive Analysis of Leadership Styles on Organizational Performance.

	Aspects of leadership styles	Frequencies (%)					Mean	Std.Dev.
		SD	D	N	A	SA		
a)	Do leaders help in reducing indiscipline cases among the officers?	3.8	5.1	6.3	32.9	51.9	4.24	1.040
b)	Do leaders in NPS mentor the junior officers into performing their duties in a professional manner?	7.6	2.5	5.1	45.6	39.2	4.06	1.113
c)	Leaders in NPS have played a key role in reducing the level of absenteeism among the officers in the execution of their daily duties.	5.1	5.1	16.5	31.6	41.8	4.00	1.221
d)	The leaders in NPS have helped their officers to offer high quality services to the citizens.	3.8	6.3	22.8	26.6	40.5	3.94	1.113
e)	The NPS leaders have played a major role in crime reduction levels in the year 2017.	3.8	3.8	0	39.2	53.2	4.34	.959

f)	Do the NPS leaders associate well with the community policing officials in their various areas of jurisdiction?	5.1	7.6	22.8	38	26.6	3.73	1.094
g)	Do the NPS leaders help the officers in the achievement of the set targets in the performance appraisals?	10.1	13.9	10.1	39.2	26.6	3.58	1.297

Source: Survey data, (2018).

4.4.3 Descriptive Analysis on Training and Organizational Performance

The second specific objective of the study was to assess the influence of training on the performance of NPS and respondents were to give their views on the same. A likert scale of 1 to 5 was used to rate the respondents views. Most responses ranged between 2 and 3on the likert scale.

50.6% of the respondents agreed to the view that the training offered to NPS officers helped them in offering high quality services to the citizens; this scored a mean of 3.94 (neutral). This was followed by respondents who were of the view that the training offered to NPS officers helps them in reducing the level of absenteeism among the officers as they carried out their duties and this scored a mean of 3.04 (neutral). Respondents of the opinion that the training offered to NPS officers gave them skills that help them in reducing crime levels got a mean score of 3.01 (neutral).

The respondents disagreed that the training offered to NPS officers gave a clear guideline on how community policing work, this got a mean score of 2.91 (disagree). Respondents also disagreed that the training offered to NPS officers helped the officers achieve the set targets on the performance appraisals attaining a mean score of 2.87 (disagree). There was also a disagreement on the opinion that training offered to NPS officers helped in reducing indiscipline

cases while carrying out their duties, it scored a mean score of 2.82 (disagree). Respondents further disagreed that the training offered to NPS officers helped in molding competent officers, this got a mean score of 2.82 (disagree)

Table 4: 4: Training and Organizational Performance

	Training aspects	Frequencies (%)					Mean	Std
		SD	D	N	A	SA		.Dev.
a)	Does the training offered to NPS officers help in reducing indiscipline cases while carrying out their duties?	16.5	25.3	22.8	30.4	5.1	2.82	1.185
b)	Does the training offered to NPS officers help in molding competent officers?	20.3	16.5	36.7	13.9	12.7	2.82	1.269
c)	Does the training offered to NPS officers help them in reducing the level of absenteeism among the officers as they carry out their duties?	17.7	17.7	11.4	49.4	3.8	3.04	1.120
d)	Does the training offered to NPS officers help them in offering high quality services to the citizens?	10.1	17.7	16.5	50.6	5.1	3.94	1.113
e)	Has the training offered to NPS officers give them skills to help them in reducing crime levels in their various areas of jurisdiction?	16.5	10.1	32.9	36.7	3.8	3.01	1.138
f)	Does the training offered to NPS officers give a clear guideline on how community policing work?	25.3	8.9	29.1	22.8	13.9	2.91	1.379

g)	Does the training offered to NPS officers help the officers achieve the set targets on the performance appraisals?	16.5	16.5	35.4	26.6	5.1	2.87	1.136

Source: Survey data, (2018).

4.4.4 Descriptive Analysis on Motivation and Organizational Performance

The third specific of the study was to determine the influence of motivation on the performance of the NPS. The respondents were to give their views on the same; a likert scale of 1 to 5 was used to range their views. All the responses ranged at three neutral.

Respondents were neutral on the opinion that motivation given to NPS officers helped in reducing the level of absenteeism among the officers in their duties getting a mean score of 3.91 (neutral). Respondents were neutral to the opinion that NPS officers' morale had been boosted in a way that the indiscipline cases had been reduced and this got a mean score of 3.90 (neutral). Respondents were also neutral on the view that consideration given to NPS officers helped them in offering better services to the citizens; this got a mean score of 3.89 (neutral).

Respondents were neutral to the view that the motivation given to NPS officers helped them to reduce crime levels in the past one year and this got a mean score of 3.85 (neutral). Respondents were also neutral on the opinion that the welfare of the NPS officers had been looked into so as to bring out competent levels and it had a mean score of 3.80 (neutral). Respondents were further neutral on the view that the welfare of the NPS officers had been conducive enough to enable them have cordial and good relations with the citizens through community policing which scored a mean of 3.72 (neutral). Lastly, respondents were neutral of the opinion that the

motivation given to NPS officers helped them achieve the set targets on performance appraisals and this scored a mean of 3.44 (neutral). These findings showed that the officers were not motivated well.

Table 4: 5: Motivation and Organizational Performance

	Motivation aspects	Frequencies (%)					Mean	Std. Dev.
		SD	D	N	A	SA		
a)	Has the NPS officers morale been boosted in a way that the indiscipline cases have been reduced?	3.8	2.5	22.8	41.8	29.1	3.90	.982
b)	Has the welfare of the NPS officers been looked into so as to bring out competent officers?	8.9	5.1	11.4	46.8	27.8	3.80	1.170
c)	Has the motivation given to NPS officers helped in reduction of level of absenteeism among the officers in their duties?	6.3	2.5	16.5	43	31.6	3.91	1.076
d)	Has the consideration given to NPS officers helped them in offering better services to the citizens?	8.9	2.5	11.4	45.6	31.6	3.89	1.155

e)	Has the motivation given to NPS officers helped them to reduce crime levels in the past one year?	11.4	6.3	7.6	35.4	39.2	3.85	1.321
f)	Has the welfare of NPS officers been conducive enough to enable them to have cordial and good relations with the citizens through community policing?	6.3	12.7	16.5	31.6	32.9	3.72	1.229
g)	Has the motivation given to NPS officers helped them achieve the set targets on performance appraisals?	15.2	8.9	15.2	38	22.8	3.44	1.347

Source: Survey data, (2018).

4.4.5 Descriptive Analysis on Reforms and Organizational Performance

The forth specific objective of the study was to establish the influence of reforms on the performance on NPS. A likert scale of 1 to 5 was used to range the respondents' opinions. Most responses ranged between 3 and 4.

51.9% of the respondents agreed to the view that NPS reforms helped the officers' engage in community policing in a very effective and efficient way; this scored a mean of 4.29 (agree). Respondents also agreed to the opinion that reforms helped the officers deliver better quality services to the citizens and this scored a mean of 4.20 (agree). Respondents also agreed to the opinion that NPS reforms helped in assisting officers reduce crime rates in the past one year, this had a mean score of 4.16 (agree).

Respondents were neutral to the view that NPS reforms helped reduce the level of absenteeism among the officers; this had a mean score of 3.92 (neutral). Respondents were also neutral on the opinion that NPS reforms initiated in coming up with competent officers and this had a mean score of 3.82 (neutral). Respondents were further neutral to the view that NPS reforms helped the officers' achieve the set targets on performance appraisals and this got a mean score of 3.81 (neutral). Lastly, the respondents were neutral to the opinion that NPS reforms helped in reducing indiscipline cases among the officers and this got a mean score of 3.58 (neutral).

Table 4: 6: Reforms and Organizational Performance

	Reforms aspects	Frequencies (%)					Mean	Std Dev
		SD	D	N	A	SA		
a)	Has the NPS reforms helped in reducing indiscipline cases among the officers?	13.9	7.6	8.9	45.6	24.1	3.58	1.317
b)	Has the NPS reforms initiated in coming up with competent officers?	8.9	12.7	2.5	39.2	36.7	3.82	1.299
c)	Has the NPS reforms helped reduce the level of	5.1	6.3	16.5	35.4	36.7	3.92	1.118

	absenteeism among the NPS officers?							
d)	Has the NPS reforms helped the officers deliver better quality services to the citizens?	5.1	3.8	7.6	32.9	50.6	4.20	1.079
e)	Has the NPS reforms helped in assisting officers reduce crime rates in the past one year?	5.1	1.3	10.1	39.2	44.3	4.16	1.018
f)	Has the NPS reforms helped the officers engage in community policing in a very effective and efficient way?	5.1	0	7.6	35.4	51.9	4.29	.989
g)	Has the NPS reforms helped the officers achieve the set targets on performance appraisals?	11.4	10.1	3.8	35.4	39.2	3.81	1.359

Source: Survey data, (2018).

4.5.2 Regression Analysis

A regression analysis was conducted to determine the influence of leadership styles, training, motivation and reforms on the organizational performance of the NPS Limuru sub-county. The statistical package for social sciences (SPSS) was used to code, enter and compute the measurements of the multiple regressions for the study.

Table 4: 7: Model Summary

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

Source: Survey data, (2018).

Table 4.7 presents the results of regression analysis. As illustrated by the model summary, the results show the overall extent of variance (p value) accounted for by the variables. The value of R being .741[a] close to positive 1 shows a strong positive relationship between the variables. R Square was used to measure the proportion of variability in the data set that was accounted for by the statistical model. This implies that the predictor variables (Leadership, training, motivation, and reforms) account for 54.9% of the variations in predicted variable (performance).

Table 4: 8: Anova

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

Source: Survey data, (2018).

Table 4.8 shows analysis of variance statistics of the processed data including the F- test of overall significance of the linear model. At 5% level of significance, the value of calculated F was 12.325. The F value was used to assess the overall statistical significance of the model. Since the Sig value is 0.00, which is less than 0.05, the model was statistically significant. The model was statistically significant at $F_{(7, 71)} = 12.325$ and thus adequately fitted the data.

Table 4: 9: Coefficients

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

Source: Survey data, (2018).

Table 4.9 shows the coefficients as a result of multiple regression analysis. Arising from regression results, the analysis was summarized to show the relationship between the explanatory and explained variables as follows;

O.P= 1.199+0.201L.S+0.139T+0.236M+0.076R

The model implies that at 5% level of significance, an increase of leadership style by one unit will cause an increase of 0.201 units of organizational performance. Similarly, a unit increase of Training leads to an increase of organizational performance by .139 units. An increase of Motivation by one unit will cause an increase of .236 unit of organizational performance, whereas an increase of reforms will cause an increase of .076 units of organizational performance. As depicted by the model, motivation had the highest influence on organizational performance compared to the other independent variables.

The model had a Sig value of 0.002 which is less than 0.05 and this implies that that the findings had 95% chance of being true.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings of the research based on the study objectives. It also includes the conclusions and suggestions for areas of further research on the influence of strategic change management practices on organizational performance at the NPS and other organizations as well.

5.2 Summary of findings

The main goal of this research was to examine the influence of strategic change management practices on organizational performance at the NPS. The study used descriptive survey design and used questionnaires to collect data from the 80 respondents. 79 questionnaires were filled and returned. The collected data was analyzed using SPSS version 24. The study used regression analysis to assess the relationships between the independent and dependent variables. The output was presented using frequency distribution tables, pie charts and bar graphs for easier interpretation.

NPS was represented by both genders during the study which showed that there was gender balance and lack of biasness. The findings showed a high level of academic qualifications, which showed the respondents, had a clear understanding of the study. The results of regression analysis established that the independent variables accounted for 54.9% of the variations observed in the dependent variable. The study showed that the strategic change management practices had an influence on the performance of the organization.

5.2.1 Leadership and Organizational Performance

Leadership came second, this implies that the type of leadership that is exercised by the NPS leaders has a great influence on organizational performance so they must set good examples to their juniors and implement the strategic changes that have been put in place, mentor their juniors so that they perform well.

5.2.2 Training and Organizational Performance

Training came third implying that the kind of training offered directly affects the organizational performance of NPS. Officers must be trained well even with skills that can help them deal with sophisticated crime such as cyber crime, fraudsters and the terror groups. These tactics help officers to survive and to outwit their enemies. Good and satisfactory training brings up responsible officers who perform their duties diligently.

5.2.3 Motivation and Organizational Performance

From the findings it is clear that motivation had the most influence on organizational performance. The officers should be properly motivated so that they are able to offer their services in a satisfactory and professional manner. Officers have for a very long time lived in dilapidated conditions and poor pay and time is ripe for the government to seriously look into the welfare of the officers. NPS should be treated as any other profession whereby the needs of the employees are looked into so that they perform their duties in a satisfactory manner.

5.2.4 Reforms and Organizational Performance

Reforms came fourth implying that it had the least influence on organizational performance. Reforms involve change of organizational culture that is mostly marred by corruption, people management, inter-institutional partnerships and linkages and addressing infrastructural gaps.

There were several challenges identified at NPS such as low budgetary allocation, poor organizational culture and resistance to change. These account for the hindrance of implementation of successful strategic change management practices that are put forth. Regarding the performance, the study found out that the service delivery to the clients had improved over time due to the strategies that have been put in the service. For instance, introducing community policing in Kenya has helped build cordial relations between officers and citizens, introducing gender desks in police stations and in Administration Police stations have helped officers deal with sensitive issues like rape, gender-based violence incidents more professionally. This has resulted in the public gaining more confidence in the National Police Service and it is a great indicator of marvelous performance.

5.3 Conclusion

The study aimed at examining the influence of strategic change management practices on organizational performance of NPS, Limuru Sub-county. From the findings of the study, a number of conclusions were made; the government has invested in the security sector through increased budget allocation and reforms in the legal framework. Remarkable improvement has also been realized in terms of better housing and equipment for the officers; this has heightened the officers' capacity to handle insecurity across the country. Successful strategic change management practices however require proper change of attitude and organizational culture. The findings of this study showed that strategic change management practices had an influence on organizational performance at the NPS. In order to boost organizational performance, NPS managers should therefore endeavor to adopt effective strategies which address the potential challenges faced by the organization.

5.4 Recommendations

From the findings of this study, several recommendations were drawn for the organization: The NPS should use the model used by this study to forecast future observations. It was confirmed by this study that strategic management practices influence organizational performance. Motivation of officers which includes remuneration and working conditions should be given emphasis since it was clear that there is a strong relationship between motivation and organizational performance. NPS should also offer seminars and workshops, promotional and management courses to the serving officers so that they better their skills and become more efficient and improve organizational performance. NPS must be flexible in adopting participatory form of leadership, and fully adopt the reforms to improve its performance.

5.5 Suggestions for Further Research

NPS has been having organizational challenges over time, and several attempts to change the institutions within the organization have not been fully successful. The researcher therefore recommends that further studies be conducted on the influence of strategic management practices on organizational performance. Such studies should be done by having a larger population of organizations to enable a more promising generalization. Such studies should also consider

moderating factor such as institutional culture which may have a bearing on organizational performance at the NPS.

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APPENDIX I: INTRODUCTORY LETTER

Inspector Hegra Nyathira Kinyi
Tel +254725640785
Email: mbalmr129417@spu.ac.ke

Date:

To……

Dear Sir/ Madam,

RE: COLLECTION OF RESEARCH DATA

My name is Inspector Hegra Nyathira Kinyi of the National Police Service, a student at St Paul's University pursuing a Masters degree in Business Administration specializing in Strategic Leadership and Management. As a requirement of the course, I am carrying out a research on the 'Influence of strategic change management practices on organizational performance a case of National Police Service, Limuru Sub-County, Kenya.'

Given your role in the service you have been identified as one of the respondents of this study. I would like to request you for your kind assistance in the data collection stage, which is very crucial for the success of this study.

Kindly take some time and respond to the attached questionnaire. I assure you that your responses will be treated with confidentiality and integrity and it will be used for the sole reason of this study. I would appreciate if you can fill the questionnaire in the next three days or promptly to enable timely completion of this study.

Thanks for your timely response, co-operation and assistance. God bless you.

Yours sincerely,

Hegra Nyathira Kinyi

APPENDIX II: QUESTIONNAIRE

INFLUENCE OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF NATIONAL POLICE SERVICE, LIMURU SUB-COUNTY.

The questionnaire is to assist the researcher to gather information on the above subject. The information you give will be treated with ultimate confidentiality and will be used only for the research purpose.

Thank you

SECTION A: GENERAL INFORMATION

1. Please indicate your gender
   a) Male ( )
   b) Female ( )
   c) Other ( )
2. Which category of the National Police Service do you serve?
   a) Administration Police Service ( )
   b) Kenya Police Service ( )
   c) Directorate of Criminal investigations ( )
3. Which rank of badge are you in currently?
   a) Superintendent ( )
   b) Assistant Superintendent ( )
   c) Chief Inspector ( )
   d) Inspector ( )
   e) Senior Sergeant ( )
   f) Sergeant ( )
   g) Corporal ( )
   h) Constable ( )
4. Kindly indicate your highest level of education
   a) Postgraduate level ( )
   b) Undergraduate level ( )
   c) Diploma level ( )
   d) Certificate level ( )
   e) Other (specify)

5. For how long have you served in the National Police Service?
    a) Less than one year ( )
    b) 1-5 years ( )
    c) 6-10 years ( )
    d) 11-15 years ( )
    e) More than 15 years ( )

SECTION B: ORGANIZATIONAL PERFORMANCE

Please tick as appropriate the statement that best suits your agreement or disagreement in the boxes using a tick mark. Where (1= strongly disagree 2=Disagree 3=Neutral 4=Agree 5=strongly agree)

No	Statement	1	2	3	4	5
1.	Have indiscipline cases among the officers gone down in the past one year?					
2.	Has the level of competence of officers gone up in the NPS?					
3.	Do officers report to their duty stations in good time in their various areas of Jurisdiction?					
4.	Has the service delivery of officers to the citizens in Limuru Sub-County improved?					
5.	Has the crime level in Limuru Sub County gone down in the past one year?					
6.	Is the relationship between the officers and the citizens in your area cordial?					
7.	Has the performance of NPS improved due to setting targets through performance appraisals of the NPS officers?					

8. In your own opinion what can be done in the National Police Service to improve its performance

……

……

SECTION C: LEADERSHIP STYLES AND ORGANIZATIONAL PERFORMANCE

Please tick as appropriate the statement that best suits your agreement or disagreement in the boxes using a tick mark. Where (1= strongly disagree 2=Disagree 3= Neutral 4=Agree 5=strongly agree)

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1.	Do leaders help in reducing indiscipline cases among the officers?					
2.	Do leaders in NPS mentor the junior officers into performing their duties in a professional manner?					
3.	Leaders in NPS have played a key role in reducing the level of absenteeism among the officers in the execution Of their daily duties.					
4.	The leaders in NPS have helped their officers to offer high quality services to the citizens.					
5.	The NPS leaders have played a major role in crime reduction levels in the year 2017.					
6.	Do the NPS leaders associate well with the community policing officials in their various areas of jurisdiction?					
7.	Do the NPS leaders help the officers in the achievement of the set targets in the performance appraisals?					

8. In your own opinion has the present leadership style of NPS helped in attaining the performance that is satisfactory to the Kenyan citizens?

……

……

SECTION D: TRAINING AND ORGANIZATIONAL PERFORMANCE

Please tick as appropriate the statement that best suits your agreement or disagreement in the boxes using a tick mark. Where (1= strongly disagree 2=Disagree 3=Neutral 4=Agree 5=strongly agree)

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1.	Does the training offered to NPS officers help in reducing indiscipline cases while carrying out their duties?					
2.	Does the training offered to NPS officers help in molding competent officers?					
3.	Does the training offered to NPS officers help them in reducing the level of absenteeism among the officers as they carry out their duties?					
4.	Does the training offered to NPS officers help them in offering high quality services to the citizens?					
5.	Has the training offered to NPS officers give them skills to help them in reducing crime levels in their various areas of jurisdiction?					
6.	Does the training offered to NPS officers give a clear guideline on how community policing work?					

7.	Does the training offered to NPS officers help the officers achieve the set targets on the performance appraisals?					

8. In your own opinion has the common exam in the National Police Service ensured similar training among the officers?

……

……

9. Will the establishment of the National Police Service Academy have an improvement in the performance of the officers?

……

……

SECTION E: MOTIVATION AND ORGANIZATIONAL PERFORMANCE

Please tick as appropriate the statement that best suits your agreement or disagreement in the boxes using a tick mark. Where (1= strongly disagree 2=Disagree 3= Neutral 4=Agree 5=strongly agree)

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1.	Has the NPS officers morale been boosted in a way that the indiscipline cases have been reduced?					
2.	Has the welfare of the NPS officers been looked into so as to bring out competent officers?					
3.	Has the motivation given to NPS officers helped in reduction of level of absenteeism among the officers in their duties?					

4.	Has the consideration given to NPS officers helped them in offering better services to the citizens?					
5.	Has the motivation given to NPS officers helped them to reduce crime levels in the past one year?					
6.	Has the welfare of NPS officers been conducive enough to enable them to have cordial and good relations with the citizens through community policing?					
7.	Has the motivation given to NPS officers helped them achieve the set targets on performance appraisals?					

8. In your own opinion what should be done to motivate officers and boost their morale while carrying out their duties?

……

……

SECTION F: REFORMS AND ORGANIZATIONAL PERFORMANCE

Please tick as appropriate the statement that best suits your agreement or disagreement in the boxes using a tick mark. Where (1= strongly disagree 2=Disagree 3=Neutral 4=Agree 5=strongly agree)

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1.	Has the NPS reforms helped in reducing indiscipline cases among the officers?					
2.	Has the NPS reforms initiated in coming up with competent officers?					
3.	Has the NPS reforms helped reduce the level of					

	absenteeism among the NPS officers?					
4.	Has the NPS reforms helped the officers deliver better quality services to the citizens?					
5.	Has the NPS reforms helped in assisting officers reduce crime rates in the past one year?					
6.	Has the NPS reforms helped the officers engage in community policing in a very effective and efficient way?					
7.	Has the NPS reforms helped the officers achieve the set targets on performance appraisals?					

8. In your own opinion has the 42 percent salary increment proposed by the Ransley's report been fully implemented and what is your suggestion on this matter?

……

……

Thank you for your participation. God bless you.

APPENDIX III: DATA COLLECTION APPROVAL LETTER

ST. PAUL'S UNIVERSITY

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

Tel Office: +254 (0) 20-2020505/10
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(0) 728- 062420
(0) 736-424440

BOARD OF POSTGRADUATE STUDIES

28th February 2018

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

Dear Sir/Madam,

Re: Recommendation for Hegara Nyathira Kinyi to conduct a Masters of Business Administration (MBA) research.

This letter confirms the above named person is a second (final) year student of the MBA Programme at St. Paul's University.

The final year consists of a major research work leading to a dissertation comprising 20,000 words. The student's selected topic is *'Influence of strategic change management practices on organizational performance: a case of National Police Service'.*

The research will take place in from February 2018 to April 2018.

Kindly grant this student the required permit.

Yours Faithfully,

Dr. Sammy Githuku
Director, Postgraduate Studies

APPENDIX IV: RESEARCH AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,
0713 788787,0735404245
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/18/77080/21764** Date: **16th March, 2018**

Hegara Nyathira Kinyi
St Pauls University
Private Bag 00217
LIMURU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Influence of strategic change management practices on organizational performance: A case of National Police Service, Limuru Sub-County, Kenya"*** I am pleased to inform you that you have been authorized to undertake research in **Kiambu County** for the period ending **15th March, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Kiambu 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.

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kiambu County.

The County Director of Education
Kiambu County.

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



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,
0713 788787,0735404245
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/18/77080/21764** Date: **16th March, 2018**

Hegara Nyathira Kinyi
St Pauls University
Private Bag 00217
LIMURU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Influence of strategic change management practices on organizational performance: A case of National Police Service, Limuru Sub-County, Kenya"*** I am pleased to inform you that you have been authorized to undertake research in **Kiambu County** for the period ending **15th March, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Kiambu 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.

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kiambu County.

The County Director of Education
Kiambu County.

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

APPENDIX V: RESEARCH CLEARANCE PERMIT

THIS IS TO CERTIFY THAT:
MISS. HEGARA NYATHIRA KINYI
of ST PAULS UNIVERSITY, 120-217
LIMURU,has been permitted to conduct
research in *Kiambu County*

on the topic: *INFLUENCE OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF NATIONAL POLICE SERVICE, LIMURU SUB-COUNTY, KENYA.*

for the period ending:
15th March,2019

.....
Applicant's Signature

Permit No : NACOSTI/P/18/77080/21764
Date Of Issue : 16th March,2018
Fee Recieved :Ksh 1000



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

APPENDIX VI: COUNTY CLEARANCE LETTER

OFFICE OF THE PRESIDENT
MINISTRY OF STATE INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT
COUNTY COMMISSIONER, KIAMBU

Telephone: 066-2022709
Fax: 066-2022644
E-mail: countycommkiambu@yahoo.com
When replying please quote



County Commissioner
Kiambu County
P.O. Box 32-00900
KIAMBU

REF: ED.12(A)/I/VOLI/79 **DATE; 19th March 2018**

Hegara Nyathira Kinyi
St. Pauls University
Private Bag 00217
LIMURU

RE: RESEARCH AUTHORIZATION

Reference is made to National Commission for Science, Technology and Innovation letter **Ref No NACOSTI/P/18/77080/21764 dated 16th March 2018.**

You have been authorized to conduct research on "**Influence of strategic change management practices on organizational performance** at Limuru Sub County. The date collection will be carried out in Kiambu County for a period ending 15th March 2019.

You are requested to share your findings with the County Education Office upon completion of your research.

J.A. RATEMO
For: COUNTY COMMISSIONER
KIAMBU COUNTY

C.C.
County Director of Education
KIAMBU COUNTY

National Commission for Science, Technology and Innovation
P.O. Box 30623-00100
NAIROBI

Deputy County Commissioner
Limuru Sub County