

**CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF NATIONAL
POLICE SERVICE IN UASIN GISHU COUNTY, KENYA.**

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DEDICATION

I dedicate this study to three strong women: My mother Margaret Njoroge whose great support in my academic journey cannot be gainsaid, my wife Margaret Njeri for keeping my spirits up and seeing me through the period I have been studying for this program and my late grandmother Nancy Waithira for her love and direction during my formative years. You all made this possible, and for that, I will remain forever grateful.

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OPERATIONAL DEFINITION OF TERMS

Change Management Practices: Change management practices in this study are defined as the best norms or ways through which change can be managed in the National Police Service and these include senior management support, effective communication and employee involvement.

Change: Change is a force that presses an individual, a community or an organization to do things differently as opposed to the normal way it has been done. It is the transition from how things are done currently to how things will be done in the future.

Employee Involvement: Employee involvement is whereby members at all levels of the National Police Service take part in making change decisions and in determining the nature of change required. Employee analysis is also conducted to identify their contribution to change management and their contributions readily adopted in the change process.

Effective Communication: It is the communication between two or more persons in the National Police Service whereby the intended message regarding change is successfully relayed, received and understood. It is achieved through keeping open communication lines, free sharing of ideas, conducting regular meetings on change management and making it easy to obtain information on the change process.

Performance: Performance is a scale used to establish as to whether the National Police Service delivers the required services to the citizenry and whether the delivered services are of accepted standard, performance indicators being low crime rate, high law enforcement productivity, satisfaction with service welfare programmes and capacity to deal with terrorism threats.

Senior Management Support: It is the extent at which the top management in the National Police Service provides strong change management leadership, play critical roles in the change process, encourage employee participation and take responsibility for their actions in the change process.

ACRONYMS AND ABBREVIATIONS

APS	Administration Police Service
CC	County Commander
CoK	Constitution of Kenya
DCI	Directorate of Criminal Investigations
DIG	Deputy Inspector General
GO	Gazetted Officer
IG	Inspector General
IPOA	Independent Policing Oversight Authority
KNHCR	Kenya National Human Rights Commission
KPS	Kenya Police Service
NACOSTI	National Commission for Science, Technology and Innovation
NCO	Non- Commissioned officer
NPS	National Police Service
NPSC	National Police Service Commission
NSAC	National Security Advisory Council
SC	Sub –County Commander
WC	Ward Commander

ABSTRACT

Globally, organizations are constantly trying to find ways of improving their performance. To achieve this, many of them try to transform themselves by effecting change within the organization. For implementation of change to be executed successfully, the human capital should, as a matter of necessity, accept and support the change. Change management practices support behavioral and organizational adjustments thus ensuring that change is accommodated and sustained in the organization. The National Police Service (NPS) faces a myriad of challenges today, pushing the Government to embark on a comprehensive transformational programme within the service with the aim of enhancing performance. With these reforms in progress, successful implementation of change is necessary in order for the objectives of the change to be attained. Crime rate, public safety and efficient utilization of available police resources remain a major concern in the country, pointing out to the fact that the intended level of police performance is yet to be realized. This study purposed to investigate how the practices used to manage change can impact performance of the National Police Service in Uasin Gishu. It used the descriptive and explanatory research design. The targeted population was 1,055 junior National Police officers in Uasin Gishu County. The sample comprised of 158 respondents identified using stratified random sampling. Structured questionnaires were employed as the main tool of data collection. Descriptive and inferential statistics were used to analyze the data collected. The findings indicate that employee involvement has a significant positive effect on performance of the National Police Service in Uasin Gishu, effective communication has a significant positive effect on performance of the National Police Service in Uasin Gishu and senior management support has a significant positive effect on performance of the National Police Service in Uasin Gishu County. The findings support the chaos theory theoretical foundation that a small change in organizational practices has the ability to result to huge changes in future outcomes. The recommendations are that the National Police service should involve employees in all stages of the reform process in order for successful change management implementation to be realized and improve performance. To ensure successful change implementation in the National Police Service, employees should be given enough time to share their ideas about change and there should also be effective communication on the objectives of the change. The management of the National Police Service should commit to the change process by leading the process and striving to help employees understand how the changes will affect them personally in order to minimize their anxiety and reduce resistance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Improving the performance of organizations has always been of great interest to management teams and researchers globally. How to attain and sustain optimal productivity in organizations is one of the key challenges that face management today (Wachira & Anyieni, 2015). Various researchers have dedicated their time to study the concept of organizational performance. Recently, scholars have made major steps in extending and clarifying the concept of performance (Campbell, 1990). Further, key steps have been made in identifying the processes and main predictors that go along with organizational performance. Following the many changes being witnessed in organizations presently, performance requirements and concepts are becoming different as well (Ilgen & Pulakos, 1999).

Policing organizations have not been left behind in the area of performance management. Managing performance in policing organizations is now a global trend in both developing and developed countries (Maillard & Savage, 2012). In Africa, a number of countries have embarked on police transformation programmes with the aim of improving relations between police and the community and also to inculcate a culture of service delivery in policing. Reforming poorly performing police systems in Africa is an important step towards achieving security in the continent (Marenin, 2013). In Kenya, the police reform process started in 2003 when the government, recognizing that security is paramount to economic growth, initiated the reform process to enhance security in the country (Ogada, 2016).

The intricacy of such reform processes and the need to monitor the process effectively has led to the identification of a performance management system that relies on indicators (Bruce & Neild, 2005). A good number of police organizations today seem to particularly focus on the same indicators that have been used for decades: Reductions in the number of serious crimes reported, Clearance rates, Response times, and measuring enforcement productivity (Sparrow, 2015). Sparrow adds that acts of terrorism have also introduced another indicator in the ability to participate in counterterrorism and deal with terror threats. Criminologists Mark, Moore and Braga (2003) also argued other indicators such as reducing crime and victimization, increasing safety and order in public spaces, using public resources efficiently and enhancing customer satisfaction ought to be included in order to measure police performance comprehensively.

For any organization, performance is anchored upon the belief that the coming together of production assets voluntarily in order to achieve a certain shared outcome is what makes up the organization (Barney, 1991). He further says that the owners of these production assets (whether Government or private) will invest them in an organization only when happy with what they get in return, compared to other possible commitments of the said assets. Subsequently, the creation of value is the essence of performance. The human Capital is a major asset in the value creation process. What Change Management Practices do is to organize the human capital systematically so as to influence directly the attitude of employees and their behavior such that it helps the organization to attain its competitive advantage (Huang, Roy, Ahmed, Heng & Lim, 2002).

Change management practices also impact the performance of the firm positively by creating a major and critical contribution on organizational competencies, which then enhance innovativeness within the firm (Wachira & Anyieni, 2015). In the recent past, scholars have published many papers in regard to the management of change with different tools, methodologies, approaches and models (Tudor, 2014). Kotter's research in 1995 reports that, only 30% of the many change initiatives are executed and completed successfully. Stiles and Uhl (2012) reported findings that are similar to this: approximately 60% of planned change initiatives fail, mostly as a result of resistance from employees and even by managers themselves. The prevailing business environment is also characterized by high competition and is highly dynamic hence those firms that manage to change rapidly and efficiently are the ones that are likely to make it in the long term (Motab, 2016).

Research in this area remain critical even in the current times because the challenges in change management are not any longer about their relevancy or even worth, but the problems regarding the tempo and convoluted nature of change required in present times (Pryor, Singleton, Taneja, Anderson & Humphreys, 2008). Change is often required to help organizational processes flow smoothly and more cost-efficiently, enhance productivity and agility, and create a more customer-centered and competitive organization (Hawley, 2017).

1.1.1 Change Management Practices

Change management can be explained as an undertaking to renew the structure of an organization, its capabilities and direction in a continuous manner so as to meet the

dynamic needs of customers (Moran & Brightman, 2001). Change is a permanent occurrence in organizations at the strategic and operational level (Burnes, 2004). As a consequence, it is of paramount importance for any organization to be able to point out its goals for the future, and the way the changes needed to achieve them should be managed. As a result, organizational strategy cannot be set apart from organizational change or vice versa. Management of change can further be explained as the techniques, tools and processes of taking care of the human-side of change in business so as to achieve the intended results and to complete the business change efficiently inside the workplace social infrastructure (Creasy, 2017).

Even though management of change in a successful way is generally accepted as a necessity for an organization to attain its objectives and make it in a perpetually dynamic environment which is also characterized by high competition (Luecke, 2003; Okumus & Hemmington, 1998), a study by Balogun and Hailey in 2004 indicated a rate of failure of approximately 70% of all launched change programmes. Change management practices are strategies that an organization puts in place in order to minimize negative effects on the firm and to ensure that change is implemented successfully in the organization and the adoption of such practices leads to a reduction in cost, increase in profits and better services to customers (Ng'eno, 2012).

Metre (2009) lists the following change management practices as the ones that can ensure change implementation is successful: Planning, effective Communication, employee involvement, managing resistance and sustaining change. Queens land government (2014) recommends the following as the practices that can be used to implement change in an organization: Defined Governance, Senior Management support (committed leadership), informed stakeholders and aligned work force. In their study on what makes police reforms endure, Ikerd and Walker (2010) established that the police department that was successful is the one that went beyond other departments to obtain a favorable culture. Success was also shown in the relationship between the needed change and the knowledge, attitudes and behaviours of both the captains (senior management) and the rank and file (Junior police officers). This study will therefore focus on employee involvement, effective communication and senior management support since they are the practices most applicable in realizing a culture buy-in and the right attitude towards change.

Employee involvement is the degree of employee engagement in the making of decisions and their implementation within the organization (Amah & Ahiauzu, 2013). Kahn, 1990 defines employee involvement as the long-term and the whole involvement in work activities within the organization. Grazier (1989) defines it as a manner of making members of an organization to participate in the decision making of a firm. He further terms it as accepting that decision making in a firm can be enhanced through asking those who may be impacted by the decision to give their input. This is because employees as the main actors can be barriers to change. It is the people participating in the change that makes it happen thus they need to be involved and motivated. Involving employees will give them an opportunity to express their views in regard to the change and present their ideas as to how the change may be effected. This will in turn make them to embrace the change and own it.

Communicating effectively is also needed for realization of the intended change. Where the management of an organization does not put into consideration the communication habits that should be encouraged for attainment of its objectives, then the direction imparted to its members may be counterproductive and lacking in consistency (Lewis, 1999). Building a communication plan during any change initiative is not only important, but also imperative (Alsher, 2017). Communication enables employees to be aware of the plans of the organization and also contribute in the formulation of the objectives (ibid). Feedbacks help in evaluating the desired performance of employees' vis-à-vis the actual performance. Through this, employees could realize the Pros and cons of their work. After this realization, training is critical in improving the knowledge/skills of employees which finally influences the organizations' performance. Communicating the need for change and the change vision should be done early in order to align the employees to support the change. The benefits and the impacts of the change should be done clearly and constantly to remove fear and concerns and reduce resistance to change. Implementing change successfully largely depends on how the key participants view the change.

A leader is the person who by talent and leading by example plays the role of directing and influencing others (Lunenburg, 2012). Lunenburg further says that leadership or even management is the use of authority in making decisions, and can be exercised due to a position, due to personal wisdom and knowledge, or due to a function of personality. Labianca, Gray, and Brass (2000) emphasized that a manager acts as a role model. They

further established that employees look at their leaders keenly with the intention of finding out their commitment to change. Getting the leadership to commit and communicate the change will give the initiative the legitimacy and impetus it needs to spur on the change. When the top leadership commits to the change, they are able to guide it across all levels of the organization (ibid). It also pushes them to lead by example. Support from senior management increases the chances of change adoption within an organization.

1.1.2 Organizational Performance

Rolstadas (1998) suggests that the performance of organizations revolves around seven criteria that should be followed. These are efficiency, productivity, innovation and profitability, quality, including quality of work and effectiveness. Performance is the total outcome of all processes in an organization according to Robbins, Coulter & Vohra (2010). Code (1997) views performance as either quantitative or qualitative. They further say that it is how major organizational goals are attained. Profiroiu (2001) says that in the public sector, performance is about complex relationships between organizational goals, how to achieve them and the results. Performance is the product of concurrent activities involving, effectiveness, adequate budgetary process and efficiency (ibid).

Many companies have defined programs to measure and improve performance. This is closely tied to the ever-present need to monitor whether the results of an organization are aligned with its strategic goals and whether it is achieving the levels of productivity expected and intended. If not, then change within the organization is needed in order for it to perform optimally and create value for the stakeholders. Richard et al, (2009) postulate that there are four aspects of measuring performance; the employee dimension, the customer aspect, the financial aspect and the internal processes aspect. They further opine that the various approaches employed in managing change will end up either decreasing or increasing the variables falling under each of the above dimensions. The various methods for measuring performance include: The balanced scorecard which measures and manages strategy oriented performance, ESG framework, Bench Marking among others (Otley, 1999).

Dess and Robinson (1984) say that if information on an organizations activities and processes is made available and measured, then the management and other stake holders can be able to tell whether it is performing as expected or not. Organizations connect the optimization of performance with the practices used to manage change (Anantharaman,

2003). The performance of an organization in the security sector like the National Police Service is of much concern since low performance can lead to a negative impact in the economy and even lead to loss of lives.

1.1.3 National Police Service, Kenya

According to the Constitution of Kenya (2010), there are three National Security Organs in the country. These are the Kenya Defence Forces (KDF), the National Police Service (NPS), and the National Intelligence Service (NIS). There are also other Security Agencies which include the The Kenya Wildlife Service (KWS), Kenya Prison Service, The Kenya Forest Service and the Witness Protection Agency. The NPS derives its mandate from Article 243 of the Constitution of Kenya (CoK) 2010. Further, the Constitution under Article 246 establishes the National Police Service Commission (NPSC) which handles, among other functions, the human resource functions of NPS.

The NPS Act, 2011 makes provision for NPS constitution and mandate. According to the Act, the National Police Service is comprised of the The Administration Police Service (APS), Kenya Police Service (KPS), and the Directorate of Criminal Investigations (DCI). While each of the Services and the Directorate has its own distinct functions, the core functions of the National Police Service are: Maintenance of law and order, Protection of life and property, Preservation of peace, Provision of assistance to the public when in need, Prevention and detection of crime, Investigation of crimes, Apprehension of offenders, Collection of criminal intelligence, Enforcement of all laws and regulations with which it is charged and Performance of any other duties that may be prescribed by the Inspector-General under the National Police Service Act or any other written law.

The service has several formations and is further organized according to Regions, Counties, Sub-counties and Wards in line with the National Government administrative units in the Country. The NPS independent Command is vested on the Inspector General (IG) as the designated head of the Service as stipulated in the Constitution of Kenya (2010), Article 245(3). Under the IG are the Deputy Inspector General's (DIGs) in-charge of the KPS, the APS, and the Director in-charge of DCI. There are also directors of various directorates based at the National Service Headquarters and the Regional, County, Sub-county, Ward and Post Commanders.

1.1.4 Performance of the National Police Service, Kenya

Different organizations use different methods to measure performance depending on their context. Performance as a concept is contextual and depends with the phenomenon under study (Hofer, 1983). For instance, in the financial context of an organization, performance is measured through looking at the organizations' financial state following the decisions made by the executive and the implementation of those decisions by employees (Carton, 2004). He further says that because these results are seen contextually, the performance indicators selection is therefore based on the circumstances of the organization being observed.

Measuring the performance of the police has been attempted since the time the institution of modern policing was founded in the mid-nineteenth century (Maguire & Uchida, 2000). Reductions in the number of serious crimes reported, Clearance rates, Response times, and Measures enforcement productivity and capacity to institute counter terrorism measures are all indicators that can be used to measure the performance of the police according to Sparrow (2015). Mark et. al. (2003) on their part argue that other indicators like increasing safety and order in public spaces, efficient use of public resources and enhancing customer satisfaction ought to be included as comprehensive measures of police performance. On efficient use of resources, Stockdale, Whitehead and Gresham (1999) say that there is need for the police to be transparent while making decisions concerning allocation of resources, to evaluate results from the allocated resources, and show clearly the resources are being employed to produce the best possible returns.

In Kenya, the Administration Police Strategic Plan, 2009 -2013 lists the following as the key performance indicators in the Police Service: crime rate, public safety, level of public confidence in the police and Public satisfaction with service delivery from the police, improved employee welfare and efficient use of available resources. A low crime rate indicates a positive performance while a high one indicates the opposite. Public safety, especially with the modern-day challenges of terrorism, also serves as an indicator of the level of performance in the policing sector. Low levels of public confidence in the police may point out to a performance problem. All these indicators of Police Performance can therefore, be used to measure the level of performance in the NPS.

The police reforms agenda was first introduced in the country in the year 2002 when a Task Force was appointed to look at the necessary organizational and structural changes

required in the police service (KNHCR, 2015). This involved improving response time to crime incidents and distress calls through increase of police vehicles, involvement of the community in policing, improvement of welfare for the police among others (Amnesty International, 2013). Following the violence witnessed after the 2007 general elections, the need to transform the police service was again brought to the fore (KNHCR, 2015). The promulgation of a new Kenyan constitution in the year 2010 was highly welcomed as the much needed impetus for putting into effect various structural reforms in various Kenyan institutions (Njuguna, Michuki & Wanjiru, 2013). Among these institutions was the police service which was looked upon to transform itself in order to be a police service which is human rights conscious, gives due regard to the dictates of the law, and responsive in assisting the public, as well as efficient (Alemika, 2009).

The expected reforms have not been fully realized with Amnesty International (2013) raising questions as to whether there has been any progress made so far. A survey by the same organization in 2016 reported that 53% of the respondents that came into contact with the Kenyan police were not happy with the way their issues were handled by the police. The same survey revealed that public confidence in the police was still very low and that police faced a myriad of difficulties varying from well-being, provision of houses, and provision of security equipment, mobility and low personnel strength. National Police Service Strategic Plan, 2013/14-2017/18 reports that serious crimes have been escalating at the rate of between 3% and 4%. These challenges raised concerns in regard to the willingness of the service to embrace the reforms or whether they saw them as an undesired intrusion into their work (Amnesty International, 2013). This study, therefore, sought to investigate whether change management practices can be employed in handling the transformation process and also enhance NPS performance.

1.2 Statement of the Problem

Security is critical for progress which can only be realized in a secure and stable environment. In spite of the commitment by the Kenyan government to undertake security sector reforms, questions abound as to whether the changes are being felt by the citizenry with security-related challenges still being experienced in the country (Amnesty International, 2013). Even with the much touted police transformational programme, security related challenges are still being experienced in the country, making performance of the National Police Service a matter of public interest and concern.

Crime rate being one of the key indicators of police performance has been on the increase over the last five years while public safety remains a challenge due to threats from terrorism activities and other forms of organized crime (National Police Service Strategic Plan, 2013/14-2017/18). In the year 2016, crime rose by 6% (National Police Service Annual crime report, 2016). Surveys like the one conducted by Transparency International in the same year, indicate that the public is still not happy with how their security issues are handled by the police. The survey further revealed that public confidence level in the police is still low and that the police face a myriad of challenges in the execution of their duties many of which were meant to be addressed by the comprehensive transformational programme. It is clear that with all these challenges, the need to improve police performance creates an inevitable need to find out the strategies that can be employed for this purpose.

Many studies carried out globally are significantly different from this study. Alrumaih (2017) studied change management and its impact in improving the effectiveness of companies' performance in China. He found out that a company's performance is impacted positively when change management practices are used to manage change. The recommendation was that in order for organizations to survive in the modern business environment, there is need to change rapidly and adapt to change. This particular study focused on how to manage such change using recommended practices in order to improve performance of the National Police Service. Ebongkeng (2018) conducted a study on organizational change and performance in financial institutions in Cameroon whereby she found that Change in microfinance institutions is necessary as it improves performance. She recommended that research should be carried out on duties of managers to subordinates in performance and change. One of the objectives of this study was to look at the effects of senior management support as one of the change management practices on performance of the National Police Service.

In Kenya, Mugambi (2017) focused on change management practices and the performance of the Kenya Police. He found out that some approaches like performance contracting help the institution to perform better and recommended that there is need for further study on how institutional culture may affect police performance. No studies have been done in regard to whether the practices used in managing change can be employed to improve the National Police Service performance as a whole and especially in Uasin Gishu County.

Because of this fact, it was pertinent to conduct this research in order to determine issues concerning change management practices and whether they can be employed to improve performance in the policing sector.

1.3 The Objective of the Study

1.3.1 General Objective

For this particular study, the general objective was to establish the effects of change management practices on performance of National Police Service in Uasin Gishu County, Kenya.

1.3.2 Specific Objectives

The specific objectives were as follows:

- i Determine the effects of employee involvement on performance of the National Police Service in Uasin Gishu County
- ii Assess the effects of effective communication on performance of the National Police Service in Uasin Gishu County
- iii Investigate the effects of senior management support on performance of the National Police Service in Uasin Gishu County

1.4 Research Hypotheses

The following hypotheses were tested in this study:

- H₀₁:** Employee involvement has no significant effect on performance of the National Police Service in Uasin Gishu County.
- H₀₂:** Effective communication has no significant effect on performance of the National Police Service in Uasin Gishu County.
- H₀₃:** Senior management support has no significant effect on performance of the National Police Service in Uasin Gishu County.

1.5 The Significance of the Study

With the ongoing police reforms programme, this research will be of great significance to the National Police Service in that it highlights some of the change management practices that can enhance efficiency and effectiveness in its operations. The findings expose the gaps and areas of weakness in the change management process as a result of the police reforms which provides an opportunity for the National Police service to look into these weaknesses and find effective solutions. The study will be also important to the

management of the National Police Service or any other organization as it can help them to avoid practices that may lead to failures, loss of focus, massive employee turnover, incompetence, resistance and any form of organizational discomfort.

Lastly, the findings of the study will be helpful to other agencies of the Government that may wish to employ change management practices as a strategy for improving performance in their organizations. Through the study, Academicians, Scholars, and Researchers with an interest in the area of policing will also be able to get information showing available study gaps that may need further examination.

1.6 Scope of the Study

This research was undertaken in the county of Uasin Gishu. The researcher focused on the effects of practices used to manage change on NPS performance. It aimed at reporting the situation as it is at that particular moment hence it was guided by three objectives; these variables were picked out as a result of their considered relationship with the failure or success of change management and their contextual relevancy to the policing sector. The study concentrated on Uasin Gishu County and took a survey approach. It was conducted within the months of July and August 2019. The target respondents were junior National Police Service officers stationed in Uasin Gishu County. Information from these respondents was collected using prepared questionnaires.

1.7 Limitations of the Study

As it is for many studies of this sort, the findings of the research should be seen with the consideration of several limitations as follows: First, there are a small number of studies on change management practices and performance in National police service. However, the researcher obtained data, mainly secondary, from studies of a similar nature.

Due to confidentiality concerns, the researcher had challenges in accessing some of the police materials. Nevertheless, an introductory letter was obtained from the university for the purpose of the research and also assured respondents that all the obtained information was to be held in high confidence.

Another limitation is that the study employed an explanatory and descriptive research which means that the manifestation of the independent variables had already happened by the time the research was being carried out. The future and long term effects of change management practices on performance may not have been conclusively addressed. The

researcher opted for this research design since it's the most appropriate when trying to establish cause-effect relationships and to create a detailed description of an occurrence.

Further, the research was carried out in the National Police Service in Uasin Gishu County only without involving other sectors. Therefore, generalization in other sectors may not be possible merely from the results obtained in this study. However, this research can be of assistance to those carrying out such studies in other sectors or in similar government organizations.

1.8 Organization of the Study

The Research project is arranged in five chapters with the first one presenting the introduction; the variables gotten from the practices normally used to manage change and performance of organizations. Further it contains the problem statement, objectives and hypothesis, the study significance, limitations and how the study is organized. The second chapter presents an extensive literature review which is discussed in two fronts; the theoretical review and empirical studies. This culminates in a conceptual framework depicting the variables under study and the relationships between them. The third chapter provides information on the research methodology; the research design, the target population, sample size, sampling technique, method of data collection, validity and reliability of instrument, data analysis and presentation. The fourth chapter presents the data analysis of the results and the discussion. Chapter five has the summary, the conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature which has been found apt in answering the research questions of this study will be reviewed in this chapter. It commences by detailing the major theories the researcher employed in building the bodywork for the study. Further, distinct literature for the study is discussed further in the chapter while paying due regard to the main variables whose interrelation will be studied. This will cover reviewing of literature on the practices of change management and performance of organizations.

2.2 Theoretical Review

This entails discussion of the study under the theories that explain the underlying phenomenon in regard to change management practices and performance. A theory can be defined as a formal explanation of some occurrences including how things and events relate to each another. Any theory can assume a process of reviewing past findings of studies that are similar in nature, deductions that are simple and logical, and comprehension of theoretical areas that are applicable (Zikmund, Griffin & Babin, 2010). Theoretical composition directs the research, determines which of the variables will be measured, and the statistical connections to watch out for in relation to the research problem under study (Trochim & Tormo, 2006). This research was anchored in the below explained Theories:

2.2.1 Resource Based View Theory

This theory is founded on the work of Penrose (1959). Other scholars who have extended the theory include, Wernerfelt (1984), Rumelt (1984), Barney (1996), and Dierickx and Cool (1989). According to the theory, the resources owned by a firm are the ones that determine its performance. In addition, they assist the organization in having a sustainable competitive advantage. The theory explains ways of managing organizational resources efficiently and strategically. An organizations' Competitive advantage is mainly sustained by the uniqueness of its capabilities. Under this theory, organizational resources are employed through strategic planning to formulate a viable strategy for the organization. Therefore, before developing a strategy, it would be prudent for any organization to check out the resources at its disposal and whether they are enough for implementing that particular strategy. In recent years, the theory has evolved such that it provides ways of

understanding how opportunities, resources and strategies help firms to attain optimal performance.

Critics of the resource based view theory like Priem and Butler (2001) argue that the theory is not prescriptive since it does not provide the management with specific advice on the resources they should harness in order to gain competitive advantage over other firms. But Barney (2001) says that a firm is a collection of different resources such as human capital, organizational resources and physical capital. Where an organization has not been able to realize its potential of gaining sustainable competitive advantages, the resource based theory can help managers to exploit this potential by helping the management to understand the kinds of resources the organization has and how they can be employed towards gaining a competitive edge which is sustainable.

In this study, the resource based view theory is applicable since it assists organizations to know the most important resources that it possesses and how to employ them towards improving performance. The theory will therefore be used to explain how the National Police Service can achieve competitiveness and improve its overall performance by identifying the resources at its disposal and using them to that end. It will also give the study the understanding of National Police Service change capabilities with its available resources and how this can impact its future performance. The resource approach is foundation for building change strategies that allow quick adaptation of change in the environment (Krupski, 2015). Grant (2003) also postulates that it is the resources of an organization that provide a stable foundation for change strategies generation.

2.2.2 Chaos Theory

In the late 1950s, scientists from various disciplines were taking experiments in complex systems such as the human brain and the earth's atmosphere (Chen, Guanrong & Xinghuo Yu, 2003). One of the meteorologists by the name Edward Lorenz while examining atmospheric computational models discovered one of the fundamental principles of this theory called the Butterfly Effect. The term comes from the theory's insistence that when a butterfly flaps its wings in one end of the world it can affect weather patterns at the other end. In short, chaos theory describes the unpredictable nature of systems. For the whole system to work efficiently, it relies on each part of that system to do its part and also interact well with all other components within that particular system. It postulates that change is necessary and perpetual.

According to Terence (2004), some things and situations in an organization can be well controlled while other cannot. For chaos theory, it is accepted that change cannot be completely avoided and is sometimes uncontrollable. As the size of the organization increases, the likelihood for uncontrollable situations manifesting themselves in the organization goes up. Organizations put a lot of effort while trying to maintain stability. All the same, the organization continues to develop and change. According to Richards (1990), this theory assumes that there is some kind of order behind events that may otherwise seem random. Whereas it is difficult to help organizations in making future predictions in the long term, they can still make short-term predictions that help with its day-to-day decisions. However, since an organization is likely to experience drastic and sudden changes, the management should always be ready to incorporate these guidelines as necessary.

Applying chaos theory to organizations, allows the managers and other stakeholders to understand the manner in which the whole organization operates as a singular system. Organizations are good examples of how some seemingly less significant occurrences may bring about grave repercussions or a sequel of reactions while big changes may bring about small or zero effect at all in a particular system (Wheatley & Margaret, 2001). In order to take full advantage of the chaotic characteristic of a system, the management needs to observe the organization with an outsider eye and then make their decisions depending on how they see it from that perspective (ibid).

This theory is practical to this study since it shows how members of an organization can tackle its challenges and problems largely depending on the degree of freedom bestowed upon its employees and the generally acceptable behavior within the organization. By giving members of the National Police Service some degree of autonomy especially in making decisions regarding change and enhancing their involvement in all stages of the change process, productive interactions will be enhanced which in turn will make all the components of the organization to work together effectively. Managers may underestimate the influence of small changes much to the detriment of the organization. Successful implementation of change in an organization is not a small matter regardless of its complexity, size and magnitude (Rajan & Ganesan, 2017). This study is anchored on this theory as it elaborates how small changes in an organization practices can lead to huge changes in future outcomes.

2.2.3 Balanced Scorecard Theory

David Norton and Robert Kaplan formulated this theory in 1992. Earlier in 1990, Kaplan and Norton had conducted a research on organizations with the aim of looking for fresh techniques of measuring performance. Origin of the study stemmed from the fact that there existed a developing notion that measures of performance that were financial in nature were not effective for today's organizations. The researchers deliberated on several likely alternatives but finally agreed on a scorecard with measures of performance which capture processes across the firm e.g. internal business processes, employee activities, shareholder concerns and customer issues.

The balanced scorecard can be defined as a system of management which is layered in accordance with the management logic. Heuvel and Broekman(1998) opines that many firms can no longer operate without the Balanced Scorecard system. This brings to the fore the fact that the Balanced Scorecard is now quite popular and has occasioned many changes in various organizations. Norton and Kaplan present this theory as a method for firms to address the demands of the various stakeholders like customers, employees and shareholders.

Kaplan and Norton came up with a phased process consisting of nine steps for implementing and creating the scorecard in a firm such as assessment for the whole organization, Identifying themes which are strategic, defining attitudes and objectives which are strategic, strategy map formulation among others. Balanced Scorecard insists on consistency as its action plan. In place of a divided approach where one part of the organization sets a separate agenda from another part, all members get to use the same overall strategy (Katsimi, 2006).

According to Kaplan and Norton (1990), there exist many pros and cons that accrue from this theory. The main advantage is the fact that it assists firms to configure strategy into action. In simplifying and putting across achievements measurement methods that are closely attached to the whole organization's strategy, the theory translates the strategy into actionable steps. Further, it makes members of the firm to put their centre of attention on critical drivers of business. Critics of the theory claim that it is very challenging and takes time for implementation to take place. But what is important is that it requires consistency and dedication from all quarters of the firm for it to be effective in the long term.

This theory is pertinent to the study as it can be deployed to measure performance in the National Police Service. This is because the score card approach can be used in performance evaluation in many types of organizations. Its popularity lies in its adaptability and flexibility hence it can be used in all types of organization whether in the public sector, Non-profit organizations, and commercial, since a scorecard that measures improvement or refinement of strategy can be developed (Olson and Slater 2002).

2.2.4 Lewin's Theory

Lewin (1951) came up with the planned approach to change in the organization. He mainly focused on how groups make decisions, execution of those decisions and the change. Later in 1958, Lewin's main issue of concern was group conduct. In his model, he puts forth three steps that should be followed for change to be implemented successfully. The steps are unfreezing the current set-up, moving or changing from the current set-up and re-freezing. The steps are as shown in figure 2.1 in the next page:

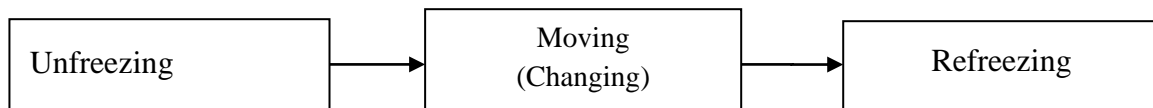


Figure 2.1: Lewin's Model of Change

In terms of how to implement change successfully in any organization, this model is still very applicable. While the steps remain the same, the implementation pace has increased considerably. The model focuses on change which is planned as opposed to random responses to change which is unplanned. All the same, if it is known well in advance that there is a likelihood of unplanned change to occur in the foreseeable future, the model can still be applied to implement such change successfully.

In the first step of unfreezing, all the members of the organization move away from the way they have been doing things in the organization. Employee involvement is critical at this stage in order to create a buy-in culture and prepare the ground for change. This stage calls for strong senior management support by use of effective communication in order for every employee and other stakeholders to know why change has to take place and their contribution in the change process. A survey is also needed in the organization in order to identify each employee's contribution towards change management. In the changing phase, they embrace new work practices away from the comfort zone that they had been

used to in the past. Effective communication about the benefits that will accrue from the change and how it will affect every employee is much needed.

Employee involvement is also critical so that they can all embrace the change. In the refreeze stage, they ensure that the new work practices become the norm and the permanent way of doing things in the organization until such a time when they want to change to better work practices again (D'Ortenzio, 2012). At this stage, change has already taken place and there is need to entrench the change into the organizational culture. A new sense of stability is felt across the organization. In summary, Kurt Lewin's model presents a simpler and useful way of getting to understand organizational change. However, it is sometimes confused as an implementation plan for change only which is not accurate. The model has enabled managers to consider change in their organizations, develop a plan for change and even implement it. It also helped management to contemplate change and to start the formulation of action plans (D'Ortenzio, 2012).

For this particular study, this theory provides a framework for comprehending the organizational change management process in the National Police Service and may also be used as a change implementation plan. To create meaningful change in the National Police Service, there is need to use change management practices in all stages of this model. That is: employee involvement, effective communication and senior management support. Employee involvement will make employees to embrace and own the change. Effective communication will help every employee and other stakeholders to know why change has to take place and their contribution in the change process. Senior management support will give the needed change momentum and help in winning all stakeholders including employees.

2.3 Empirical Review

It discusses in brief the empirical studies and researches that have been conducted across the world on the practices used to manage change and performance of organizations. The main aim is to ascertain relevant findings and identify possible gaps that the researcher wishes to fill through this study. Empirical studies have been done in regard to change management practices and performance in the public and private sector. All these studies have been instrumental in providing knowledge on how these sectors operate. This study will focus on the following dimensions: Employee involvement and organizational

performance, effective communication and organizational performance and lastly senior management support and organizational performance.

2.3.1 Employee Involvement and Organizational Performance

To those who want to enhance organizational performance, employee involvement has been of great concern and interest in academic circles in recent times (Benson & Lawler, 2010). A number of applied management researchers have cited many positive outcomes of employee involvement in organizational initiatives which include improved welfare for workers (Freeman & Kleiner, 2005), minimized expenses due to reduction of waste and enhanced ability when it comes to making decisions (Apostolou, 2000), change in work attitude (Leana, Ahlbrandt, & Murrell, 1992) improved productivity (Jones, Kalmi, & Kauhanen, 2010) and low employee turnover, commitment, motivation, empowerment, creativity, and job satisfaction (Light, 2004) among others. Where members of an organization make strategic plans together, there is more overall commitment to each other and it also increases their commitment to the implementation of those plans (Coch & French, 1948).

Sofijanova and Zabijakin-Chatleska (2013) carried out a study on organizational performance and employee involvement: Evidence from the manufacturing sector in Republic of Macedonia. They intended to explore how employee engagement in making of decisions, solving problems and performance of organizations relate to each other. They collected data from thirty six companies in the Macedonian manufacturing industry. The results indicated that perceived performance of an organization is related positively to the effective use of employee involvement. Further, empowerment programs and employee participation combined with the use of teams which are self-managing have a statistically significant and direct correlation to the organizational performance. They recommended that the organizations should embrace employee engagement for them to improve performance, competitiveness and growth in the local and international market.

Amah and Ahiauzu (2013) did a correlational study on Employee involvement and organizational effectiveness in twenty four banks in Nigeria. The research intended to find out how employee involvement impacts organizational effectiveness and to find out how employee involvement affects market share, productivity and profitability. The research used a cross-sectional survey research design. The researcher found out that employee involvement influences organizational effectiveness positively. Further, the findings

showed that profitability and employee involvement, productivity and employee involvement and market share and employee involvement had a positive significant relationship.

A study by Makori and Odero (2018) on employee involvement and employee performance: the case of part time lecturers in public universities in Kenya aimed at investigating the correlation between performance of employees and involvement of the employees who were part time lecturers in public universities in Kenya. They used a descriptive survey research design and collected data from a selected sample of sixty lecturers who are part timers from 4 public universities in western Kenya. Structured questionnaires were deployed in the collection of information from respondents. The findings established that performance of employees was greatly impacted by employee involvement. They recommended that universities which are public should take up employee engagement programmes.

Butali and Njoroge (2015) investigated the effect of employee involvement on performance of the organization while using a moderator which was organizational commitment. The aim of the study was to establish the influence of employee involvement on performance of the organization and to establish the intervening impact of the organization's commitment on the correlation between organizational performance and involvement of employee. The target population was made up of three state corporations employees as follows: Kenya Power, KenGen and Mumias Sugar Company. The research employed a descriptive survey research design. They established that involvement of employees showed a considerable impact on performance of an organization. Further, they found out that, continuous commitment, normative commitment and affective commitment appeared to moderate the relationship between involvement of employees and the performance of an organization.

A study by Sajid and Syeda (2011) aimed at measuring the correlation between employee engagement and organizational performance in Pakistani organizations. They collected data from different organizations of Pakistan by using questionnaires and studied a sample size of 509. The results established that organizational performance increased with employee involvement in the Pakistani Organizations studied. Further, team orientation, empowerment and development of capacity showed there was a relationship which was positive with performance of organizations. The performance of those organizations which

practice delegation performed well than those which do not practice delegation. Those companies which allow their employees to do work activities in teams indicated a higher performance than those with individualistic structure. In addition, those organizations which commit themselves in developing employee's skills and knowledge perform well as compared to those organizations which do not develop the skill set of their employees. The study recommended that organizations should involve their employees while making decisions at every level in the organization by delegating to them authority and powers, embrace structures which are team-based and enhance the skills of their employees to perform well and to compete with current trends in the global market.

2.3.2 Effective Communication and Organizational Performance

Communicating effectively is when the message the sender intended is understood with clarity by the receiver. Buchanan, Claydon and Doyle (1999) observed that communication challenges especially in the course of implementing change in the organization, has increased with the current environment where change is perpetual. Fatma (2014) was of the view that, the management of any organization needs to look at communication as a continuous process for success to be achieved in the organization. Kelly (2006) says that change does not occur except when mediated by communication. In simple terms, the context within which change occurs is communication. On his part, Durnmore (2014) argues that organizational performance can be improved greatly if effective communication is employed in its change management practices. Cabrera, Cabrera and Ortega (2001) emphasized on the need for effective communication between employees and their superiors.

Muesenze, Munene and Ntayi (2013), carried out research on communication practices and delivery of quality services tradition in local government in Uganda. Taking a sample of 212 Local Governments in Uganda, the researcher investigated the relationship between quality service delivery and communication practices in Uganda's local Governments. They found out that both informal and formal practices of communication in a positively and considerable way was able to influence the delivery of quality services in Local Governments in Uganda. The significant role of both informal and formal communication practices on quality service delivery in the Uganda's Local Governments was evident.

Frahm and Brown (2007) in their research paper sought to link change communication to change receptivity. The research paper purposed to look at the change process during the

initial phases of the change process in public organizations and examine change communication. The research further traced the resultant receptivity to organizational change. The researchers employed a case study research design. Several data collection techniques were deployed including focus groups, participant observation, surveys and archival data. The results indicated that in the initial stages of change, communication is problematic. Further, they found that members of an organization react to the absence of clear communication in regard to change with a constructivism attitude so as to deal with continuous change consequences. Earlier in their study on building an organizational change communication theory (2005), Frahm and Brown had found that the sequencing of the dominant change communication approaches is determined by employee competences when it comes to communication and expectations regarding organizational change communication.

Rajhans (2012) did a research paper on effective communication in organizations: a key to employee performance and motivation. They purposed to establish the relationship between motivation, communication, and its influence on performance of employees. This study was carried out through critical analysis and a thorough literature review and research focusing on the research objectives. The study's conclusions and findings was that communication in an organization enhances motivation of employees and also improves employee performance while change is being implemented. In modern day organizations, the management has to deal with the challenges of increasing workloads, more working hours, tighter staffing and with an increased appetite for risk, flexibility and performance.

Inedegbor, Ahmed, Ganiyat and Rashdidat (2012) explored the influence of business communication on performance of companies in Nigeria. They focused on finding out the correlation between organizational performance and communication in Nigerian companies. They employed the survey research design, where they collected data from hundred large and small service and manufacturing firms based in Nigeria specifically Lagos State. The research instrument indicated positive confirmation of validity and reliability. Analysis of data collected was done through t-test analysis, percentages and descriptive statistics. The research established that business communication which should be done effectively is encouraged highly in the firms which were surveyed. It further

established that the level of effective business communication practices depended on its size and the business category.

Ifenkwe (2008) did a research on sociometrics for team relations: Impacts of communication which is done effectively and improved performance of Nigerian Companies located in Abia state. An equal sample of agro industrial cooperatives, trading and farming was observed and twenty five groups were studied in total. Sociometric data collected indicated through a graphic representation that there was evidence of links of communication (asymmetric) showing shallow level of teams' cohesiveness. There was predominance of awareness of equal members' value, while the distinct many-phased chains of communication signified adequate information dissemination and multiple interactions, but with a likelihood of miscommunication and restriction of communication. They recommended that steps for eliminating social barriers and build trust, and subsequently enhance team communication efficiency and cohesiveness in the teams should be encouraged.

Basamh, Huq and Dahlan (2013), studied the success of projects and managing change in companies which are linked to the government of Malaysia while putting their focus on change handlers, managers of projects, team members in a project, and relevant senior project managers. They further measured the suitability of several important factors of success from implementation profiles of projects for GLCs in Malaysia. After the research, they concluded that the ability of people to change is impacted by the way the change is introduced in an organization; hence this is foundation of management of change. Non-stop issues plus barriers come up when the change is misunderstood which then leads to change resistance. If employees get to understand change advantages, their active involvement in the change is guaranteed and they will also ensure that it is fully implemented.

2.3.3 Senior Management Support and Organizational Performance

The senior management in any organization is entrusted with the most influential role: making decisions in the organization. Further, the responsibility of the senior management comprises of communicating the company strategy to all members of the organization, providing financial support for all programs, and motivating employees to innovate and solve problems (Shaar, Khattab, Alkaied & Manna, 2015). Executives in the organization have three major roles: supporting employees as they carry out their duties and

responsibilities, solving problems and strategic thinking (Williams, et. al. 2011). The senior management should lead by example by making themselves effective while performing their duties in the organization (Drucker 1966). Drucker further says that for executives to be effective, they need to take responsibility for the decisions they make and communicate effectively. According to Poon and Young (2013), success of a project cannot be attained without the necessary support from the senior management. Flynn, Schroeder & Sakakibara (1995) and Powell (1995) also emphasize the importance of senior management support, as it has a huge influence towards the overall organizational strategic direction.

Wahome, Namusonge, and Mwirigi (2017) purposed to assess the role of support from senior management practice on performance of Kenyan steel manufacturing companies. A descriptive survey research design was used where they gathered both quantitative and qualitative data by use of questionnaires. They targeted a population of 46 listed companies in this sector. The study found out that support from senior management does contribute in a significant way to the performance of the firms under study. Further the research established that there is quite a strong relationship between support from senior management practice and the Kenyan Steel Manufacturing firm's performance. They recommended that more resources should be allocated by senior management in the improvement of quality and ensure that they set quality objectives and disseminate them in all levels of the organization.

Ahmed (2016) investigated the relationship between support from senior managers and projects performance: an empirical study of projects in the public sector in Pakistan. The study which was quantitative in nature used random sampling method on cross sectional data gathered through a survey conducted online from projects in the public sector. The managers of projects were the respondents and directors working on projects in the public sector in Pakistan. The study findings showed that all types of support from top management have a significantly positive impact on performance of projects in the public sector in Pakistan. They recommended that policy formulators should ensure that there is senior management support in public sector projects to improve their performance.

Fernandez and Rainey (2006) in their paper managing successful change in public organizations, summarized theories which provided insights of causes of change, change in organizations and the functions of the management in the course of change. The major

concern they pointed out is that Governments in United States (US) and overseas have gone through reform initiatives several times; it has remained a big question as to whether really Government agencies can change. The underlining concern of their study was an assessment on the participation of managers in providing executive support in the change process. Factors considered to be undertaken by managers in change management include; building internal support, provide need for change, guaranteeing the commitment senior management plus their support, provision of change plan, institutional change, build external support and provide adequate resources. Findings of the study point out that the US Postal service failed to implement the participative culture due to lack on the side of top management in modifying organizational subsystems. In their paper, they concluded that senior management support and the leadership committing to change is important for successful implementation. A leader or manager within the organization should lead the change process.

Shaar et. al. (2015), studied the influence of support from senior management on innovation: mediating role of synergy between information technology and organizational structure. They collected data from two hundred and ten industrial companies. The research hypothesis was tested through structural equation modeling. Final findings were that senior management support affects innovation (process innovation and product innovation). In addition, the findings indicated that senior management support influences the synergy between information technology and organizational structure.

Ahmed, Ahmed, and Mohamed (2014) sought to establish the impact of multi-dimensional support from senior management on success of projects. The paper was an investigation which was mainly empirical. The paper sought to establish the effect of multi-faceted support from senior management on success of projects through cross-sectional data collected from two hundred and eight project management experts across the globe. The findings revealed that support from senior management such as provision of resources have a noteworthy impact on the success of projects.

Koufopoulos, Zoumbos, Argyropoulou and otwani, (2008) did a research paper on senior management teams and performance of corporates where they studied Greek companies. They purposed to investigate the function that boards of directors can execute in the performance of an organization. They also studied empirically the connection between the board of director's key make-up variables and performance of the organizations. They

collected data from twenty seven chairmen of Greek companies which are listed in Athens stock market. These researchers studied hypothetic relationships between the board composition variables, board chairmen demographic characteristics and performance of these organizations. Their findings indicated that there existed a positive link between performance and age which indicated that the more the age of the chairperson, the higher the performance of the organization.

Gilley, Mcmillan and Gilley (2009) did a study on organizational Change and Characteristics of Leadership Effectiveness. The researchers examined the department associated with effectiveness of the leadership in change implementation. In their findings, they concluded that certain leadership behavior like the ability to build teams, communicate and motivate is a predictor of fruitful change implementation in organizations. General consensus states that senior management support must not only be demonstrated but also verified through constantly communicating the vision and mission throughout the organization (Demirbag, Tatoglu, Tekinkus & Zaim, 2006)

2.3.4 Change Management and Organizational Performance

Change management has been long regarded as the main pillar of strategic management (Armstrong, 2009). To improve performance of an organization, it is paramount to make changes to the system structures and processes of the organization (Thomas, 2014). Armstrong and Baron (2004), further say that Change Management practices give their main concern to how change is managed in organizations in order to have a competitive advantage through creation of strategies with the aim of having capable and highly committed workers. Various researchers have in the past dedicated their time and resources to establish the correlation between change management and performance.

Alrumaih (2017) studied the impact of change management in enhancing the effectiveness of companies' performance in China. The objective of the study was to look at change management and its effect of the performance of companies. The study relied on secondary data to achieve the objective. The findings indicated that companies' performance is positively impacted by the change management. The recommendation was that in order for organizations to survive in the modern business environment, there is need to change rapidly and adapt to change

Ndahiro, Shukla and Oduor (2015) did a study with the topic effect of change management on the performance of Governmental institutions in Rwanda: A case of Rwanda Revenue Authority. The objective of the research was to do an analysis on the impact of change management on performance of governmental institutions in Rwanda. The study used a survey research design the target population being Rwanda Revenue Authority employees. Questionnaires and interviews were the main tools of data collection. Their findings indicated that the changes that have occurred in the institution in the preceding four years had been well planned, effected and embraced. This resulted into a higher organizational performance for the institution.

Osege and Anyieni (2016) conducted a study on change management and organizational performance of Kenya Agricultural and Livestock Research organization. The study looked at the relationship between change management in relation to reforms and organizational performance of the research organization. The study used a descriptive research design where they targeted population of four hundred and forty seven employees involved in administration and management of the organization. They had a sample of 87 participants. Structured questionnaires were used to collect data. After analysis, the results indicated that there is a positive correlation between change management and organizational performance.

2.4 Summary of Literature Review

A majority of the mentioned studies in the literature review do not specifically address the impact of change management practices on performance of National Police Service. It is clear that there is a shortage of literature in this area of study. Several researches done concerning this area are different from this one the researcher proposes to undertake in terms of the title, criteria, scope and methodology. This is the source of the research gap in terms of literature. The table below shows current literature hiatus in the Kenyan context that will be addressed.

Table 2.1: Summary of Research Gaps

Study, Author(s), Year and Title	Findings	Gaps and how they will be filled by this study
Ojwang (2016). Employee perception on strategic change management practices and performance at National Police service Kenya.	The findings revealed that employees felt that the change management process was mainly initiated by the NPSC and Inspector Generals' office.	The study sought to determine the employee perception on strategic change management and how the NPS performs. This study focused specifically on change management practices and their effect on performance of the National Police Service.
Oloo (2011). Effects of change management practices on financial performance of the postal corporation of Kenya.	The study established that Change Management Practices were having the desired effect on the fiscal performance of the Postal Corporation of Kenya.	The study focused on financial performance while this study focused on organizational performance as a whole.
Waweru (2015). The influence of strategic management practices on performance of private construction firms in Kenya.	The study concluded that strategic management practices have a positive impact on the performance of private construction firms in Kenya.	The study variables were based on organizational strategy i.e Business strategy, functional strategy and corporate level strategy. This research employed change management practices as the study variables.
Mugambi (2017). Strategic change management practices and performance of the KPS.	The study found that service delivery has improved over time as a result of better equipment, increase in police numbers and improvement in staff welfare.	The study was done in the KPS. This study focused on the NPS as a whole.

Source: Researcher (2019)

2.5 Conceptual Frame Work

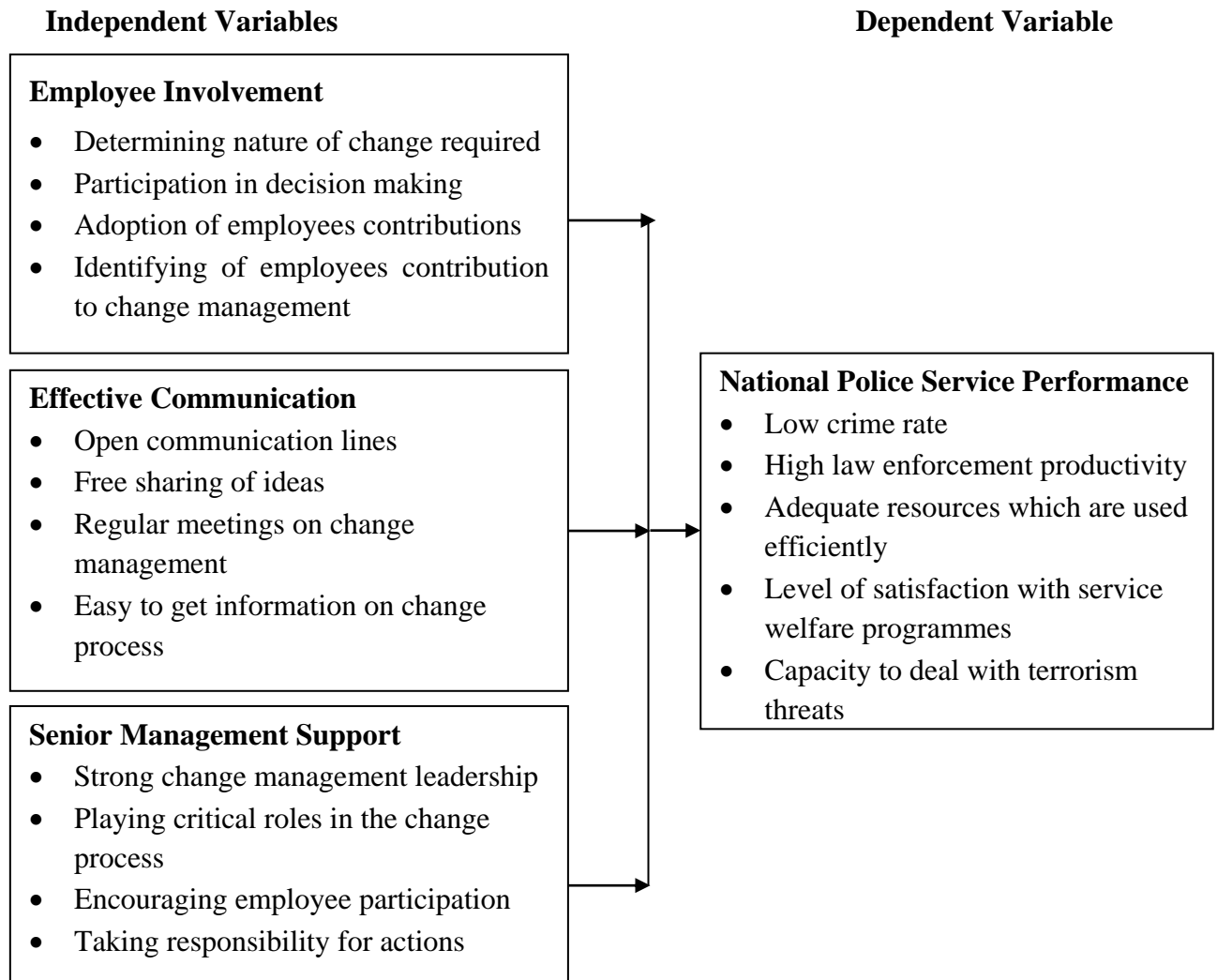


Figure 2.2: Conceptual Frame Work

Source: Researcher (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three consists of research design, sampling technique and sample size, target population, data collection instruments and procedure and finally data analysis and presentation techniques.

3.2 Research Design

A research design can be described as a set of order for data collection in a way that is able to bring together relevance and the aim of the study (Kombo & Tromp, 2006). This research employed an explanatory and descriptive research design. This is a systematic inquiry where the person conducting the research has no direct sway over the independent variables since their manifestation has hitherto happened by the time the research is being carried out (Mugenda & Mugenda, 2003). The researcher opted for this research technique since it is the most appropriate when the motive for the research is to establish cause – effect relationships and to create a detailed description of an occurrence.

3.3 Target Population

Nachmias and Nachmias (2008) defined it as things or elements or individuals' cases that are suitable according to a researcher's specification. For this study the target population comprised of 1,055 junior National Police Service officers stationed in the County of Uasin Gishu.

Table 3.1: Target Population

Sub-County	Target population			Total
	KPS	APS	DCI	
Turbo	182	133	10	325
Soy	98	81	0	179
Kesses	40	73	0	113
Kapseret	67	115	6	188
Ainabkoi	39	86	0	125
Moiben	62	63	0	125
Total	488	551	16	1055

Source: National Police Service Personnel Records (2019).

3.4 Sampling Technique and Sample Size

3.4.1 Sampling Technique

The general objective of a sampling technique is to get a sample that represents the singled out population (Oso, 2008). The researcher used stratified random sampling to obtain the sample. The strata were the six Sub-counties under Uasin Gishu County that is Turbo, Soy, Kesses, Kapseret, Ainabkoi and Moiben.

3.4.2 Sample Size

Mugenda and Mugenda (2013) say that, if the population under study is below 10, 000, then the size of the sample if between 10 percent and 30 percent can suitably represent the population targeted by the researcher. For this research, the sample size was 15 % of the population. The study arrived at this sample size after considering various factors including time, cost, confidence level, minimum accepted level of precision and the sampling method.

Table 3.2: Size of the sample

Sub-County	KPS		APS		DCI		Total Sample size per sub-county
	Target Population	Sample Size P*sample size (0.15)	Target Population	Sample Size P*sample size (0.15)	Target Population	Sample Size P* sample size (0.15)	
Turbo	182	27	133	20	10	2	49
Soy	98	15	81	12	0	0	27
Kesses	40	6	73	11	0	0	17
Kapseret	67	10	115	17	6	1	28
Ainabkoi	39	6	86	13	0	0	19
Moiben	62	9	63	9	0	0	18
Total	488	73	551	82	16	3	158

Source: National Police Service Personnel Records (2019).

Kathuri and Pals (1993) recommended a hundred (100) respondents minimum sample size; hence a sample size of 158 respondents was appropriate.

3.5 Research Instruments

For this study, a questionnaire was used as the main tool of data collection. Oso & Onen (2008) define a questionnaire as an instrument that is self-reporting and which is used in the collection of information about variables which are of interest to a particular study. The questionnaires had close ended questions and were administered to the respondents

and then collected. It consisted of two sections; the first part was meant to establish the respondents' demographic characteristics while the second part had questions focusing on the variables.

3.6 Reliability and Validity of the Data Collection Instrument

3.6.1 Pilot Testing

The pilot-testing was conducted on a selected set of respondents prior to the conduction of the final study. Connely (2008) says a ten percent of the sample under study should be employed as the sample for pre-testing. The sample size was expected to be 158 respondents. Consequently, 16 respondents from this sample were used for the pilot-test and enhancement of the tool.

3.6.2 Research Instrument Validity

Ability of a test to measure the things it is designed to measure is the validity (Orodho, 2005). Validity can also be used to check whether the layout, format, the language of the data collection tool is appropriate and whether the instrument is biased (Kasomo, 2006). Further, validity of content ensures that the articles in the tool for data collection serve the field of study fully. Conversely, construct validity makes sure that the tool truly measures what it purports to measure (Wallen and Fraenkel, 2000).

3.6.3 Research Instrument Reliability

The reliability of a tool is its ability to give the same outcome if employed again and again for data collection from a particular group Mugenda and Mugenda (2007). Cronbach's Alpha was used to measure the reliability of the tool. Tromp and Kombo (2009) posit that an alpha range of 0.7 shows acceptable reliability. All the research constructs returned alpha values greater than 0.7 and thus were deemed to have internal consistency.

Table 3.3: Results Reliability

Construct	No. of Items	Alpha Values
Employee involvement	7	0.785
Effective communication	10	0.782
Senior management support	10	0.823
performance	6	0.863
Overall reliability	33	0.841

Source: Researcher (2019)

3.7 Data Collection Procedure

Mugenda (2003), says that collecting data is bringing together of empirical evidence so as to newly understand a phenomenon and answer research questions that necessitated the study. For the purpose of this research and so as to meet its aims, both secondary and primary data was gathered. The secondary data was used to construct the background information for the research proposal. Structured questionnaires were deployed for collection of primary data. The questionnaires were physically dropped at the place of work of the respondents. In case of difficulties where the respondents were unable to fill the questionnaire instantly, the questionnaires were left with the respondents and collected later.

3.8 Data Analysis and Presentation

Statistics which are descriptive in nature like frequency distribution mean and standard deviation were used to summarize the data. Relationship which is non-causal between variables which were being studied was tested by use of inferential statistics while for causal relationship between dependent variables and independent variable, regression was used. Regression was also used to test the hypotheses at 5% significance. Statistical Package for Social Sciences was used as the data analysis tool. The following model was developed:

$$Y = a + bX_1 + bX_2 + bX_3 + e$$

Where:

Y= Organizational performance

a =Regression constant

b = Coefficients

X₁=Employee involvement

X₂= Effective communication

X₃= Senior management support

e= Error term

3.9 Ethical Considerations

Authority to conduct the study was obtained from the National Commission for science, Technology and Innovation. Certain ethical considerations were kept in mind during the entire research process. The study collected data from National Police Officers who could

not readily share the information required due to confidentiality or security concerns. The researcher therefore undertook the step of consent seeking from respondents by first assuring them that confidentiality in regard to the information obtained was to be totally upheld. The respondent's opinions were also highly respected.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

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

4.2 Response Rate

A total of 158 questionnaires were distributed by the researcher as shown in table 4.1 below. Out of the 158 questionnaires, 114 were filled correctly and returned back to the researcher for analysis. The response rate was therefore 75.2 %. Babbie (1990) postulated that a of 50% response rate is adequate, 60% response rate is good, while 70% and above is very good especially for surveys that are conducted manually. The rate of response for this research was therefore seen as appropriate for analysis and evaluation of research objectives.

Table 4.1: Response Rate

Response Rate	Frequency	Percentage (%)
Returned	114	75.2
Unreturned	44	27.8
Total	158	100

Source: Survey Data (2019)

4.3 Demographic Characteristics

In this section the results of descriptive statistics in regard to the respondent's profiles will be presented and discussed. The descriptive analysis of the results of the variables under study is also presented. Percentages and frequencies were employed in the examination of the respondents' distribution.

4.3.1 Gender of Respondents

The study sought to establish gender of the respondents.

Table 4.2: Gender of Respondents

	Gender	Frequency	Percent
Valid	Male	98	86.0
	Female	16	14.0
	Total	114	100.0

Source: Survey Data (2019)

Gender wise, Table 4.2 shows that most of the respondents 98(86%) were male while only 16 (14%) were female. This can be interpreted that the perspectives and responses from the surveyed respondents were imbalanced when it comes to gender aspect. Further, it can be implied that there is gender disparity in the National Police Service.

4.3.2 Age of Respondents

The study purposed to find out the age of the respondents.

Table 4.3: Age of Respondents

	Age	Frequency	Percent
Valid	18- 25 years	10	8.8
	26-32 years	32	28.1
	33-39 years	41	36.0
	40-46 years	24	21.1
	47 years and above	7	6.1
	Total	114	100.0

Source: Survey Data (2019)

In regard to age, Table 4.3 indicates that most 41(36%) of the respondents are of the age of 33-39 years. 32(28.1%) of respondents are aged 26-32 years, 24(21.1%) of the respondents were aged 40-46 years, 10(8.8%) of the respondents are above 48 years of age while 7(6.1%) had the age of 47 years and above. This is an indication that the perspectives and the respondents' responses were well balanced distribution wise when you look at their age brackets.

4.3.3 Level of Education

The study sought to establish the education level of the respondents.

Table 4.4: Respondents Education Level

	Level of Education	Frequency	Percent
Valid	KCSE	19	16.7
	Certificate	31	27.2
	Diploma	35	30.7
	Under graduate Degree	21	18.4
	Post graduate and above	8	7.0
	Total	114	100.0

Source: Survey Data (2019)

Looking at the education level of the respondents, results presented on table 4.4 indicate that many of the respondents 35(30.7%) had attained the diploma level of education, 31(27.2%) of the respondents possessed a certificate education, 21(18.4%) of the respondents had an undergraduate degree, 19(16.7%) of the respondents had secondary school education while 8(7%) had Post graduate and above. It can be deduced that the responses of the respondents were well balanced when the education level of the respondents is considered.

4.3.4 Working Experience in the National Police Service

The study sought to establish how long respondents had worked in the NPS.

Table 4.5: Respondents Working Experience

	Years of Service	Frequency	Percent
Valid	Less than 5 years	17	14.9
	5 - 15 years	53	46.5
	16 - 25 years	28	24.6
	26-35 years	9	7.9
	Over 35 years	7	6.1
	Total	114	100.0

Source: Survey Data (2019)

Results presented on Table 4.5 indicate that most 53(46.5%) of the respondents had served in the National Police Service for 5 - 15 years. 28(24.6%) of respondents had served for 16 - 25 years, 17(14.9%) had provided services for less than 5 years, 9(7.9%) of the respondents had served for 26-35 years while 7(6.1%) of the respondents had served for

more than 35 years. A conclusion can be drawn that a majority of those who filled the questionnaire had served long enough to understand the research topic.

4.3.5 Service or the Directorate the Respondent Serve-In

The study sought to establish which Service or Directorate under NPS that the respondents served-in.

Table 4.6: Service /Directorate Respondent Serving-in

	Service	Frequency	Percent
Valid	KPS	39	34.2
	APS	72	63.2
	DCI	3	2.6
	Total	114	100.0

Source: Survey Data (2019)

Table 4.6 indicates that the majority of respondents 72(63.2%) serve in administration police, 39(34.2%) of the respondents serve in the Kenya police while 3(2.6%) serve in the directorate of criminal investigations. The results indicate that the perspectives and the responses were well balanced amongst the three services and directorate of the National Police Service.

4.3.6 Respondents Current Working Station

The study sought to establish the current working station of the respondents.

Table 4.7: Respondents Current Working Station

	Station	Frequency	Percent
Valid	Turbo	33	28.9
	Soy	21	18.4
	Kesses	15	13.2
	Kapseret	20	17.5
	Ainabkoi	11	9.6
	Moiben	14	12.3
	Total	114	100.0

Source: Survey Data (2019)

Table 4.7 bears results that show that 33(28.9%) of the respondents work in Turbo, 21(18.4%) of the respondents work in Soy, 20(17.5%) of the respondents work in Kapseret, 15(13.2%) of the respondents work in Kesses, 14(12.3%) of the respondents work in Moiben while 11(9.6%) of the respondents are stationed in Ainabkoi. It can be

concluded that the respondents and their responses were balanced when it comes to their work stations.

4.3.7 Respondents Working Office

The study sought to establish the office which the respondents worked from.

Table 4.8: Respondents Working Office

	Office	Frequency	Percent
Valid	County office	13	11.4
	Sub-county office	35	30.7
	Ward/Police station	39	34.2
	Police post	27	23.7
	Total	114	100.0

Source: Survey Data (2019)

Table 4.8 has results that indicate that 39(34.2%) of the respondents work in a Ward/Police station, 35(30.7%) of the respondents work in Sub-county office, 35(30.7%) of the respondents work in Sub-county office, 27(23.7%) of the respondents work in Police post while 13(11.4%) of the respondents work in County office. Therefore, there was balance in terms of the responses given in regard to the service office.

4.4 Descriptive Analysis for Variables Under Study

Descriptive statistics used included mean and standard deviation.

4.4.1 Employee Involvement and NPS Performance

The respondents were requested to show their agreement on the following items concerning employee involvement:

Table 4.9: Employee Involvement

Measurable Indicators	N	Mean	Std Dev
Employee involvement is important to the change process and the performance of the service	114	3.438	1.262
All employees are actively involved in the National Police Service decision making process	114	4.052	1.135
Employees determine the nature of change practices that are required in the National Police Service	114	3.886	1.195
Employee concerns are taken care off at any given stage in the change management process.	114	3.798	1.130
Improving decision making process through Employee involvement is important to change management and performance of the National Police Service.	114	2.886	1.260
Employees' capabilities are evaluated to identify area of contribution during change management process.	114	3.561	1.144
Absence of Employee involvement may hinder the change process and performance of the service	114	2.859	1.247
Average Score	114	3.801	0.569

Source: Survey Data (2019)

On employee involvement, the results on table 4.9 show that most of the responses given agreed that employee involvement is important to the change process and performance of the National Police service (mean=3.438, SD=1.262). There was agreement among most respondents that all employees are actively involved in the National Police Service decision making process (mean=4.052, SD=1.135) with some respondents holding a neutral opinion. Employee participation had a considerable impact on organizational performance. Continuous commitment, commitment which is regarded as affective and

commitment which is regarded as normative influenced the correlation between employee participation and organizational performance (Butali & Njoroge, 2015).

Most respondents were in agreement that employees determine the nature of change practices that are required in the National Police Service (mean=3.886, SD=1.195) while most respondents disagreed that employee concerns are taken care off at any given stage in the change management process (mean=3.798, SD=1.130) with some showing neutrality in opinion. According to most respondents, improving decision making process through employee involvement is important to change management and performance of the National Police Service (mean=2.886, SD=1.260). According to Sajid and Syeda (2011) the performance of those organizations which practice delegation performed well than those which do not practice delegation. Those companies which allow their employees to do work activities in teams indicated a higher performance than those with individualistic structure. In addition, those organizations which commit themselves in developing employee's skills and knowledge perform well as compared to those organizations which do not develop the skill set of their employees. Respondents were in agreement that employees' capabilities are evaluated to identify area of contribution during change management process (mean=3.561, SD=1.144 while there was also agreement among respondents that absence of employee involvement may hinder the change process and performance of the service (mean=2.859, SD=1.247). Where members of an organization make strategic plans together, there is more overall commitment to each other and it also increases their commitment to the implementation of those plans (Coch & French, 1948) as cited by Benson and Lawler (2010).

Nearly all the items had responses had mean values with standard deviations greater than 1. This implies that there was disparity in the opinions of the respondents. However, the aggregate mean score (mean=3.801) reported standard deviations less than 1 (SD=0.569). This indicates that on average, respondents had similar opinion regarding employee involvement statements.

4.4.2 Effective Communication and NPS Performance

Respondents were requested to show their agreement on the following items concerning effective communication.

Table 4.10: Effective Communication

Measurable Indicators	N	Mean	Std Dev
Effective communication is important to the change process.	114	4.254	0.993
In my work place, the lines of communication are open all the way to senior management.	114	3.614	1.148
I feel free and comfortable sharing my ideas on change process with my superiors at all times.	114	3.973	0.954
In my work place, my ideas are directly passed on to senior management for consideration.	114	3.991	0.916
Regular meetings are conducted to share ideas on change processes.	114	3.798	1.153
It is very easy to get important information in my work place concerning change management.	114	3.719	1.258
There is effective communication in the service which enables exchange of opinions, ideas and information within the organization.	114	3.517	1.206
Effective communication largely helps in execution of decisions and accomplishing tasks in the service.	114	3.693	1.168
Information in my workplace is controlled by few people i.e. senior management.	114	3.675	1.034
Lack of effective communication hinders the change process and affects the performance of the NPS.	114	3.684	1.243
Average Score	114	3.776	0.666

Source: Survey Data (2019)

On Effective communication, the results on table 4.10 show that the majority of the respondents were in agreement that effective communication is important to the change process and performance of the National Police Service (mean=4.254, SD=0.993). On his

part, Durnmore (2014) argues that organizational performance can be improved greatly if effective communication is employed in its change management practices. According to most respondents, in their work place, the lines of communication are not open all the way to senior management (mean=3.614, SD=1.148) and that they don't feel free and comfortable sharing their ideas on change process with their superiors at all times according to the respondents (mean=3.973, SD=0.954). Members of an organization react to the absence of clear communication in regard to change with a constructivism attitude towards communication so as to deal with change consequences (Frahm & Brown, 2007).

Further, most respondents were in disagreement that in their work place, their ideas are directly passed on to senior management for consideration (mean=3.991 SD=0.916) with some disagreeing that regular meetings are conducted to share ideas on change processes (mean=3.798, SD=1.153). Respondents disagreed that It is very easy to get important information in their work place concerning change management (mean=3.719, SD=1.258). There was a disagreement among most of the respondents that there is effective communication in the service which enables exchange of opinions, ideas and information within the organization. There was agreement that effective communication largely helps in execution of decisions and accomplishing tasks in the service (mean=3.693, SD=1.168). Further, according to the respondents information in their workplace is controlled by few people i.e. senior management (mean=3.675, SD=1.034) with respondents being in agreement that lack of effective communication hinders the change process and affects the performance of the NPS (mean=3.684, SD=1.243). Munene and Ntayi (2013), carried out research on communication practices and delivery of quality services tradition in local government in Uganda. Success in management of change is largely dependent on communication and team work with employees participating in the whole process of change and also a leadership with a vision that enables the process of change instead of dictating the process to the employees (Johansson & Heide, 2008).

There was disparity in the opinions of the respondents as all items had mean values registering standard deviation values greater than 1. However, the average mean score (mean=3.776) reported a standard deviation less than 1 (SD=0.666). This implies that on average there was similar opinion among respondents regarding effective communication items.

4.4.3 Senior Management Support and NPS Performance

A request was made to the respondents to show their agreement on the following items concerning senior management support.

Table 4.11: Senior Management Support

Measurable Indicators	N	Mean	Std Dev
The Senior Management plays a critical role as far as change management is concerned in the National Police Service.	114	3.937	1.034
The Senior management regularly organizes special sessions on change management process.	114	3.973	0.990
There is strong senior management leadership in the change management process within the National Police Service.	114	3.394	1.273
Senior management always strives for clarity in any change that is effected in the National Police Service.	114	3.377	1.229
Senior management always encourage employee participation in Change management process.	114	3.719	1.237
The management takes responsibility of their actions in case of any fault or mistake that might occur during the Change process.	114	3.824	1.006
The senior management takes responsibility for what they communicate during the change process,	114	3.377	1.124
Senior managers guide the team to achieve the organizational change that is required.	114	3.500	1.161
Senior management support is important to the change process and performance of the National Police Service.	114	2.991	1.237
Lack of senior management support may hinder the change process.	114	3.693	1.106
Average score	114	3.476	0.887

Source: Survey Data (2019)

On senior management support, result on table 4.11 indicate that most respondents agreed that the senior management plays a critical role when it comes to change management in the NPS (mean=3.937, SD=1.034). A person leading the change should have the capability of influencing and changing the behaviors of employees (Bratianu & Anagnoste, 2011). There was a disagreement among majority of the respondents that the senior management regularly organizes special sessions on change management process (mean=3.973, SD=0.990). A fair majority of the respondents disagreed on the presence of senior management leadership in the process of managing change within the NPS (mean=3.394, SD= 1.273). Further, there was agreement among most respondents that senior management always strives for clarity in any change that is effected in the National Police Service (mean=3.377, SD=1.229). In agreement that senior management always encourage employee participation in Change management process were the majority (mean=3.719, SD=1.237).

The management takes responsibility of their actions in case of any fault or mistake that might occur during the Change process (mean=3.824, SD=1.006) as agreed by the respondents. There was disagreement among respondents that the senior management takes responsibility for what they communicate during the change process (mean=3.377, SD=1.124). Respondents, disagreed that senior managers guide the team to achieve the organizational change that is required (mean=3.500, SD=1.161). In addition, respondents were in agreement that senior management support is important to the change process and performance of the National Police Service (mean=2.991, SD=1.237) while respondents agreed that lack of senior management support may hinder the change process and consequently affect the performance of the NPS (mean=3.693, SD=1.106). Change should be implemented from the top and the leaders of an organization must be the champions, the visionaries, and the change role models (Beerel, 2009).

There was disparity in the opinions of the respondents with nearly all of the responses registering standard deviation values greater than 1. However, the average mean score (mean=3.476) reported a standard deviation less than 1 (SD=0.887). This implies that on average there was similar opinion among respondents regarding senior management support statements.

4.4.4 National Police Service Performance

Table 4.12: Performance

Measurable Indicators	N	Mean	Std Dev
There is adequate number of National Police Service personnel in Uasin Gishu county.	114	3.684	1.107
There is adequate number of vehicles in the National Police Service in Uasin Gishu County.	114	2.991	1.193
There is adequate number of security equipment for the National Police Service in Uasin Gishu County.	114	2.947	1.239
There is quick response time to Distress Calls and insecurity incidents by National Police officers in Uasin Gishu County.	114	3.254	1.217
There is low crime rate in Uasin Gishu County as a result of Law enforcement activities by the National Police Service.	114	3.193	1.120
The National Police Service has the necessary capacity to deal with security threats.	114	3.096	1.064
Average score	114	3.811	0.581

Source: Survey Data (2019)

On performance, most responses were in disagreement that there is adequate number of National Police Service personnel in Uasin Gishu county (mean= 3.684, SD=1.107) as the results on table 4.12 indicate. There was disagreement among the respondents that there is adequate number of vehicles in the National Police Service in Uasin Gishu County (mean=2.991, SD=1.193). Further, respondents were in disagreement that there is adequate number of security equipment for the National Police Service in Uasin Gishu County (mean=2.947, SD=1.239). Respondents were in agreement that there is quick response time to Distress Calls and insecurity incidents by National Police officers in Uasin Gishu County (mean=3.254, SD=1.217). Respondents showed neutrality in opinion on whether there is low crime rate in Uasin Gishu County as a result of Law enforcement activities in the National Police (mean=3.193, SD=1.120) In addition, there was agreement among respondents that the National Police Service has the necessary capacity to deal with any security threats (mean=3.096, SD=1.064).

The standard deviation for all the responses had values that were greater than 1 which is an indication that there was lack of cohesion in views from the respondents. However, the average mean score (mean=3.476) reported a standard deviation less than 1 (SD=0.887). This implies that on average there was similar opinion among respondents regarding National Police Service performance items.

4.5 Inferential Statistics

The tools that were used include; Regression analysis and Pearson correlation coefficient.

4.5.1 Correlation between Change Management Practices and NPS Performance

To test the non-causal relationship (correlation) between change management practices (employee involvement, effective communication, senior management support) and performance, correlation coefficient was run.

Table 4.13: Correlations for Change Management Practices and NPS Performance

		Employee Involvement	Effective Communication	Senior Management Support	Organization Performance
Employee Involvement	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	114			
Effective Communication	Pearson Correlation	.312**	1		
	Sig. (2-tailed)	.001			
	N	114	114		
Senior Management Support	Pearson Correlation	.612**	.551**	1	
	Sig. (2-tailed)	.000	.000		
	N	114	114	114	114
Organization Performance	Pearson Correlation	.392**	.766**	.538**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	114	114	114	114

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

Source: Survey Data (2019)

The correlation results in Table 4. 13 show a statistically significant positive correlation between employee involvement and Performance in National Police Service($r = 0.392$, $p < 0.05$). The positive correlation results indicate that when employee involvement as a change management practice aspect increases, performance in National Police Service also increases. Amah and Ahiauzu, (2013) did a correlation study on involvement of employees and organizational effectiveness in twenty four banks in Nigeria. The researcher found out that, involvement of employees influences the effectiveness of an

organization positively. Further, the findings showed that profitability and involvement of employees, productivity and involvement of employees and market share and involvement of employees had a positive significant relationship.

The results show a statistically significant positive correlation between effective communication and Performance in National Police Service ($r = 0.766, p < 0.05$). The positive correlation results indicate that when effective communication as a change management practice aspect increases performance in National Police Service increases. According to Fatma (2014) there is a positive correlation between business communication and performance and the management of any organization needs to look at communication as a continuous process for success to be achieved in the organization change management process.

Further, the correlation results show a statistically significant positive correlation between senior management support and Performance in National Police Service ($r = 0.538, p < 0.05$). The positive correlation results indicate that when senior management support as a change management practice aspect increases performance in National Police Service increases. Top management support has a positive correlation with management of change since an organizations leadership if well executed help in attaining the goals of the change management process (McLagan, 2008).

4.5.2 Multiple Regression Analyses

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

Table 4.14: Summary of the Regression Model

Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.785 ^a	.616	.36482	.616	58.864	3	110	.000

a. Predictors: (Constant), employee involvement, effective communication, senior management support

b. Dependent Variable: Performance of the National Police Service

Source: Survey Data (2019)

The study sought to examine the combined effect of all predictor variables on the dependent variable. Table 4.14 shows that the overall $R^2 = 0.616$ which indicates 61.6 percent of the variation in the dependent variable is explained by the independent variables measures that are included in the model. The remaining 38.4% variation in the dependent

variable is explained by other factors not included in the model denoted by (ϵ) in the model.

Table 4.15: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.503	3	7.834	58.864	.000 ^b
	Residual	14.640	110	.133		
	Total	38.144	113			

Source: Survey Data (2019)

As shown on the above table, the residuals have a very small mean square compared to the regression mean square. Further, the F-statistics of the regression ($F_{(3, 110)} = 58.864$) which is statistically significant ($p < 0.05$) shows that the model applied significantly predicts the change of the dependent variable as result of the predictor variables measures included in the model. This shows that the model coefficients are not equal to zero, which suggests that the model fits the data in a significant way.

Table 4.16: Coefficients^a for Effect of Predictor Variables on the Dependent Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.887	.277		3.204	.002
	Employee Involvement	.130	.076	.127	1.704	.001
	Effective Communication	.591	.062	.678	9.577	.000
	Senior Management Support	.257	.056	.087	4.589	.009

Source: Survey Data (2019)

The study derived the coefficients below:

$$Y = a + bX_1 + bX_2 + bX_3 + e$$

Y represents performance of the NPS, X_1 represents employee involvement, X_2 represents effective communication and X_3 represents senior management support. Letter a is the regression constant which shows the value of NPS performance without involving the predictor variables. Letter e represents the error term. The results in Table 4.16 indicate that all the p values of the Unstandardized Coefficients (B) were less than 0.05 hence they were all statistically significant. This implies that all the predictor variables have a positive

relationship with the performance of the National Police Service hence the following regression model was obtained:

$$Y = 0.887 + 0.130 X_1 + 0.591 X_2 + 0.257 X_3 + \varepsilon$$

The performance value of NPS without effects of predictor variables stands at 0.887 while holding all other factors constant. Further, the coefficients in the regression model imply that, when employee involvement increases by an additional unit, performance in the National Police Service increases by 0.130 units. When effective communication increases by an additional unit, performance in the National Police Service increases by 0.591 units and when senior management support increases by an additional unit, performance in the National Police Service increases by 0.257 units.

4.6 Hypotheses Testing

The formulated null hypotheses were tested.

4.6.1 Employee Involvement and NPS Performance

The study sought to test the hypothesis that: **H₀₁**: Employee involvement has no significant effect on NPS performance in Uasin Gishu County. It shows that perceived performance of the organization is positively related to the effective use of involvement of employees. Thus the null hypothesis (**H₀₁**) was rejected by concluding that employee involvement has a significant effect on NPS service delivery. The results agree with those of Zabijakin-Chatleska and Sofijanova (2013) who carried out a study on organizational performance and employee involvement: Evidence from the manufacturing sector in Republic of Macedonia. A study by Makori and Odero (2018) on employee participation and their performance: a study of part time lecturers in public universities in Kenya which aimed at investigating the correlation between employee performance and employee involvement also registered similar results. The study results are also consistent with those of a research by Butali and Njoroge (2015) which investigated the effect of involvement of employees on performance of the organization with the moderator being organizational commitment. The study which targeted three state corporations in Kenya established that employee participation had a considerable impact on organizational performance.

4.6.2 Effective Communication and NPS Performance

The study sought to test the hypothesis that: **H₀₂**: Effective communication has no significant effect on NPS performance in Uasin Gishu County. From the findings, when

effective communication increases by an additional unit, performance in the NPS increases by 0.591 units. Thus the null hypothesis (H_{02}) was rejected by concluding that effective communication has a significant effect on performance in the NPS. Results are consistent with those of Rajhans (2012) who did a research paper on effective communication in organizations and found that communication in an organization enhances motivation of employees and also improves employee performance while change is being implemented. Muesenze et. al. (2013) research on communication practices and delivery of quality services in the local government in Uganda also registered similar results as the study found out that both informal and formal practices of communication in a positively and considerable influenced the delivery of quality services in Local Governments in Uganda. Further, Frahm and Brown (2007) in their research paper which sought to link change communication to change receptivity found that members of an organization react to the absence of clear communication concerning change with a constructivism attitude in order to deal with continuous change consequences.

4.6.3 Support from Senior Management and NPS Performance

The study tested hypothesis that: H_{03} : Senior management support has no significant effect on performance of the NPS in Uasin Gishu County. The findings indicate that when senior management support increases by an additional unit, performance in NPS increases by 0.257 units. Thus the null hypothesis (H_{03}) was rejected by concluding that senior management has a significant effect on performance in the National Police Service. The findings are in agreement with those of Wahome et. al. (2017) in their paper entitled assessment of the role of top management support practice on performance of steel manufacturing firms in Kenya. The study found out that support from senior management practice contributes in a significant way to the Kenyan Steel Manufacturing companies' performance. These findings are also similar to those of Daft (2008) who established that a purpose which is shared between the leader of an organization and the employees has a motivating effect on both towards the desired goals of change. Further, well-developed skills in leadership will guarantee the coordination and initiation of the entire process of change. A study done by Ahmed (2016) also showed that all types of support from senior management have a significantly positive impact on performance of projects in Pakistan's public sector.

4.6.4 Hypotheses Testing Summary

The summary of the tested hypotheses are presented on table 4.17.

Table 4.17: Summary of the Results of Test of Hypotheses

Hypothesis	Results	Conclusion
H₀₁: Employee involvement has no significant effect on National Police Service performance in Uasin Gishu County	Positive significant effect of employee involvement on National Police Service performance ($\beta = 0.130$, $t= 1.704$, $p<0.05$).	H ₀₁ Rejected
H₀₂: Effective communication has no significant effect on NPS performance in Uasin Gishu County	Positive significant effect of effective communication on National Police Service performance ($\beta = 0.591$, $t= 9.577$, $p<0.05$).	H ₀₂ Rejected
H₀₃: Senior management support has no significant effect on performance of the NPS in Uasin Gishu County	Positive significant effect of senior management support on National Police Service performance ($\beta = 0.257$, $t= 4.589$, $p<0.05$).	H ₀₃ Rejected

Source: Survey Data (2019)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

A summary of the findings in chapter four will be discussed in this chapter. The study conclusions, recommendations and suggestions for further research will also be given.

5.2 Summary of the Study

The Purpose of the study was to establish the effects of change management practices on performance of National Police Service in Uasin Gishu County. Collection of data was done using structured questionnaires and inferential and descriptive statistics were used to analyze the data. A summary of the findings of the study in regard to the objectives of the research is given in this section.

5.2.1 Employee Involvement and Performance

The first objective of the study was to determine the effects of employee involvement on performance of the National Police Service in the county of Uasin Gishu. Respondents were in agreement that employee involvement is important to the process of change and performance of the NPS. There was disagreement among most respondents that all employees are actively involved in the National Police Service decision making process with some of the respondents holding a neutral opinion. Most respondents were in disagreement that employees determine the nature of change practices that are required in the National Police Service while some of the respondents disagreed that employees concerns are taken care off at any given stage in the change management process. According to the respondents, improving decision making process through employee involvement is important to change management and performance of the National Police Service. Respondents were in agreement that employees' capabilities are evaluated to identify area of contribution during change management process and there was also agreement among respondents that absence of employee involvement may hinder the change process and performance of the service. The correlation results show a statistically significant positive correlation between employee involvement and Performance in National Police Service. The regression results indicate that there exist a statistically significant positive causal relationship between employee involvement and performance in the National Police Service in Uasin Gishu.

5.2.2 Effective Communication and Performance

This objective aimed at assessing the effects of communication that is effective on the NPS performance in the county of Uasin Gishu. Respondents were in agreement that effective communication is important to the change process and performance of NPS. According to the respondents, in their work place, the lines of communication are not open all the way to senior management and that they don't feel free and comfortable sharing their ideas on change process with their superiors at all times. Further, most respondents were in disagreement that in their work place, their ideas are directly passed on to senior management for consideration with majority disagreeing that regular meetings are conducted to share ideas on change processes. Respondents disagreed that it is very easy to get important information in their work place concerning change management while some held neutral opinion. There was a disagreement among a fair majority of the respondents that there is effective communication in the service which enables exchange of opinions, ideas and information within the organization. Most respondents were in agreement that effective communication largely helps in making decisions and accomplishing tasks in the service. Further, respondents agreed that information in their workplace is controlled by few people i.e. senior management and that lack of effective communication hinders the change process and affects performance negatively. The correlation results show a statistically significant positive correlation between effective communication and Performance in National Police Service. The regression results indicate that there exist a statistically significant positive causal relationship between effective communication and performance in the National Police Service in Uasin Gishu.

5.2.3 Senior Management Support and Performance

The third objective of the study was to investigate the effects of senior management support on performance of the National Police Service in Uasin Gishu County. There was disagreement among respondents that the senior management regularly organizes special sessions on change management process. Respondents disagreed that there is presence of senior management leadership in the process of change management within the NPS with some having an opinion that is neutral. There was agreement amongst most respondents that senior management always strives for clarity in any change that is effected in the NPS with some of the respondents showing neutrality in opinion. Respondents were in agreement that senior management always encourages employee participation in Change management process. The management takes responsibility of their actions in case of any

fault or mistake that might occur during the Change process. There was disagreement among respondents that the senior management takes responsibility for what they communicate during the change process and that that senior managers guide the team to achieve the organizational change that is required. In most respondents were in agreement that senior management support is important to the change process and performance of the National Police Service. Also respondents agreed that lack of senior management support may hinder the change process and consequently impacts NPS performance. The correlation results show a statistically significant positive correlation between senior management support and NPS Performance. The regression results indicate that there exist a statistically significant positive relationship between senior management support and performance in the National Police Service in Uasin Gishu.

5.3 Conclusion

Based on the research findings of the study, the study makes the conclusion that employee involvement is important to the change process and the performance of the NPS. Employees are not actively involved in the NPS decision making process and they do not determine the nature of change practices that are required in the Service. Employees' concerns are also not taken care off in the change process. Improving decision making process through employee involvement is therefore critical to change management during the reform process. The study also established that effective communication is important to the change process and performance of the NPS. The lines of communication are not open all the way up to senior management and employees did not feel free and comfortable sharing their ideas on change with their superiors at all times. Employees' ideas are not directly passed on to senior management and regular meetings are not conducted to share ideas on change process. There is also no effective communication which enables exchange of opinions, ideas and information within the organization. Effective communication in the NPS can largely help in execution of decisions and accomplishing tasks in Service. The study found change management is important to the change process and performance of the NPS. However, senior managers do not regularly organize meetings on change management process and there is no strong senior management leadership in the change management process. Further, the senior management always strives for clarity in any change that is effected and they take responsibility of their actions in case of any fault or mistake that might occur during the change process. The senior managers do not guide the team to achieve the organizational

change that is required. Lack of senior management support may hinder the change process.

5.4 Recommendations

It was recommended that the NPS through the NPSC and the Inspector General of Police should ensure that there is employee involvement in the reform process as they are the key stakeholders whose support is necessary for a successful change management process and implementation in the National Police Service. Employees should be engaged in all change processes so that they can embrace and own the change. This will also ensure that change management implementation in the National Police Service enjoy support and commitment from all employees. To ensure successful change implementation in the National Police Service, employees should have enough time to share their ideas about the expected change and there should be effective communication on vision, the mission, and the objectives of change. Further there should be sharing of information with key stakeholders about the nature, timing, and significance of the change. This communication will help reduce or eliminate negative feelings and behaviors during the change process in the National Police Service. The management in the NPS should commit to the change process by leading the process themselves and striving to help employees understand how changes will affect them personally in order to minimize their anxiety and stress. Further, the management should consider the human and emotional aspects of change during the change process and also ensure they resolve any issues that arise, reach an agreement and reduce resistance to change.

5.5 Suggestions for Further Research

Since the study employed a case study approach of Uasin Gishu County, the researcher suggests that the topic under research can be studied broadly at the national level to warrant generalization of the findings. Yin (2003) postulates that for a case study, the research findings application is limited to those particular single case studies only. A research should also be carried out to establish the influence of organizational culture on implementation of change in the NPS. This will ensure that there is better understanding of the relationship between existing norms and beliefs, the implementation of change and its management.

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APPENDICES

Appendix I: Letter of Introduction

Elias Njoroge Wakonyo,
Kenya University,
School of Business,
Nairobi.

Dear Sir/ Madam,

**RE: REQUEST FOR RESEARCH DATA – NPS OFFICERS IN UASIN GISHU
COUNTY**

I am a Post Graduate student from Kenya University pursuing a Master of Business Administration Degree. As a University requirement, I am currently undertaking an academic research whose objective is to establish the effects of change management practices on performance of National Police Service.

I humbly request you to fill the attached questionnaire.

Please note that the information you give through the questionnaire will be treated with utmost confidentiality and will serve the noble purpose of assisting the National Police Service to improve its performance through adoption of the relevant change management practices.

Thank you in advance.

Elias Njoroge Wakonyo.

Appendix II: Questionnaire

INSTRUCTIONS: Please respond to the questions, giving your honest view based on your knowledge and/or experience.

Part A: Demographic Data

1. Please indicate your gender

Male ()

Female ()

2. What is your age bracket?

18- 25 years ()

26-32 years ()

33-39 years ()

40-46 years ()

47 years and above ()

3. What is your Level of Education?

KCSE ()

Certificate ()

Diploma ()

Under graduate Degree ()

Post graduate and above ()

4. How long have you been working in National Police Service?

Less than 5 years ()

5 - 15 years ()

16 - 25 years ()

26-35 years ()

Over 35 years ()

5. Please indicate the service or directorate you serve in:

KPS ()

APS ()

DCI ()

6. Which is your current station in Uasin Gishu County?

- Turbo ()
- Soy ()
- Kesses ()
- Kapseret ()
- Ainabkoi ()
- Moiben ()

7. Which National Police Service office do you work from?

- County office ()
- Sub-county office ()
- Ward/Police station ()
- Police post ()

Part B: Employee Involvement and NPS Performance

8. To what extent do you agree with the following statements:

Statement	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
Employee involvement is important to the change process and the performance of the service					
All employees are actively involved in the National Police Service decision making process					
Employees determine the nature of change practices that are required in the National Police Service					
Employee concerns are taken care off at any given stage in the change management process					
Improving decision making process through Employee involvement is important to change management and performance of the National Police Service					
Employees' capabilities are evaluated to identify area of contribution during change management process.					
Absence of Employee involvement may hinder the change process and performance of the service					

Part C: Effective Communication and NPS performance

9. The following are statements concerning the effects of Effective Communication on performance of National Police Service. To what extent do you agree with them?

Statement	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
Effective communication is important to the change process and performance of the National Police Service					
In my work place, the lines of communication are open all the way to senior management.					
I feel free and comfortable sharing my ideas on change process with my superiors at all times					
In my work place, my ideas are directly passed on to senior management for consideration.					
Regular meetings are conducted to share ideas on change processes					
It is very easy to get important information in my work place concerning change management.					
There is effective communication in the service which enables exchange of opinions, ideas and information within the organization					
Effective communication largely helps in execution of decisions and accomplishing tasks in the service					
Information in my workplace is controlled by few people i.e. senior management.					
Lack of effective communication hinders the change process.					

Part D: Senior Management Support and NPS performance

10. The following are statements concerning the influence of Senior Management Support on performance of the National Police Service. To what extent do you agree with them?

Statement	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
The Senior Management plays a critical role as far as change management is concerned in the National Police Service					
The Senior management regularly organizes special sessions on change management process					
There is strong senior management leadership in the change management process within the National Police Service					
Senior management always strives for clarity in any change that is effected in the National Police Service					
Senior management always encourage employee participation in Change management process					
The management takes responsibility of their actions in case of any fault or mistake that might occur during the Change process					
The senior management takes responsibility for what they communicate during the change process					
Senior managers guide the team to achieve the organizational change that is required.					
Senior management support is important to the change process and performance of the National Police Service					
Lack of senior management support may hinder the change process.					

Part F: National Police Service Performance






11. The following are some of performance indicators in the National Police Service.

To what extent do you agree with them?

Statement	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
There is adequate number of National Police Service personnel in Uasin Gishu county					
There is adequate number of vehicles in the National Police Service in Uasin Gishu County					
There is adequate number of security equipment for the National Police Service in Uasin Gishu County					
There is quick response time to Distress Calls and insecurity incidents by National Police officers in Uasin Gishu County					
There is low crime rate in Uasin Gishu County as a result of Law enforcement activities in the National Police					
The National Police Service has the necessary capacity to deal with any security threats					

Thank You for Your Time!

Appendix III: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 420945	Date of Issue: 14/August/2019
RESEARCH LICENSE	
	
This is to Certify that Mr.. ELIAS WAKONYO of Kenyatta University, has been licensed to conduct research in Uasin-Gishu on the topic: CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF THE NATIONAL POLICE SERVICE IN UASIN GISHU COUNTY, KENYA. for the period ending : 14/August/2020.	
License No: NACOSTI/P/19/204	
420945 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

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

CONDITIONS

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

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