STRATEGIC CHANGE MANAGEMENT AND PERFORMANCE OF THE
NATIONAL POLICE SERVICE IN SELECTED SUB COUNTIES, KIAMBU
COUNTY, KENYA

BY

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ARTS IN LEADERSHIP AND SECURITY MANAGEMENT OF KENYATTA
UNIVERSITY.

NOVEMBER, 2022
DECLARATION

This research project is my original work, and to the best of my knowledge has not been presented for any academic award in any other institution.

Signature………………………………………….Date…………………………

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S203/27420/2018

This research project has been submitted for examination with my approval as the dully appointed University supervisor.

Signature………………………………………….Date…………………………

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DEDICATION

To all police officers who without fear have dedicated themselves to serve to all the people in Kenya to ensure their safety and security. To My Husband, Robert, Children, Moses, Chebet, and my baby twins, your love has been so inspirational.
ACKNOWLEDGEMENT

To God, be the Glory and Honour for his grace has been sufficient. I sincerely appreciate my supervisor Dr. Peter Philip Wambua, for his conceptual and editorial guidance in the development of this research project. My appreciation further goes to all the lecturers in the Department of Security and Correction-Science for their advice and support during the entire course. To the National Police Service, I am very grateful for the opportunity to undertake this course and support in my study. Lastly, my sincere appreciation goes to my colleagues and all those who supported me in this journey. God bless you all.
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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AICAFMHA</td>
<td>Australian Infant Child Adolescent and Family Mental Health Association</td>
</tr>
<tr>
<td>APS</td>
<td>Administration Police Service</td>
</tr>
<tr>
<td>CAP</td>
<td>Chapter</td>
</tr>
<tr>
<td>CIPEV</td>
<td>Commission of Inquiry into the Post-Election Violence</td>
</tr>
<tr>
<td>COPMI</td>
<td>Children of Parents with a Mental Illness</td>
</tr>
<tr>
<td>DCI</td>
<td>Directorate of Criminal Investigations</td>
</tr>
<tr>
<td>DIG</td>
<td>Deputy Inspector General of Police</td>
</tr>
<tr>
<td>EACC</td>
<td>Ethics and Anti-corruption commission</td>
</tr>
<tr>
<td>IGP</td>
<td>Inspector-General of Police</td>
</tr>
<tr>
<td>IPOA</td>
<td>Independent Policing Oversight Authority</td>
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<tr>
<td>KPS</td>
<td>Kenya Police Service</td>
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<td>KNCHR</td>
<td>Kenya National Commission of Human Rights</td>
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<tr>
<td>NCOS</td>
<td>Non-Commissioned Officers</td>
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<td>NPS</td>
<td>National Police Service</td>
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<td>NPSC</td>
<td>National Police Service Commission</td>
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<tr>
<td>RPRPD</td>
<td>Revised Police Reforms Program Document</td>
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<td>UN</td>
<td>United Nations</td>
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OPERATIONAL DEFINITIONS OF TERMS

Change: Positive/targeted alteration of the state of affairs including administration and culture

Command structure: Hierarchical arrangement of power, representing the flow of instructions/orders from senior to junior officers

Communication strategy: Institutional methods of passing information within the institution.

Gazetted Officers: Means police officers of the rank above the inspector

Management: The administrative process of alignment of resources, tasks, and values to organizational goals

Members of Inspectorate: Means police officers of the rank of inspectors and chief inspectors.

Non-commissioned officers: Means police officers of the rank of corporal to the position of senior sergeant

Organizational performance: Efficiency with which an institution/organization deliver its services

Personnel management: Approaches through which an institution handles its human resources.

Police officer: Means officers of the National Police Service, i.e., Administration Police, Kenya Police, Directorate of Criminal Investigation Department, and Kenya police reservist.

Reform: To modify a system to a better one

Strategic Change: Intentional alteration of an institution’s operational approaches in order to improve the institution’s service delivery

Strategy: A means of changing and altering the visions and objectives of an organization to achieve more success
**Structure:**

This refers to the state of being well organized or planned with all the parts linked together.
ABSTRACT

The performance of any institution is core to its survival. To reform its police, the Government of Kenya introduced a strategic change in a vision to transform the face of the police service that had been tainted by impunity in all forms to better policing that is service-oriented. Despite this, the reform process has faced various challenges. The police are accused of inefficiency; it is ranked as the most corrupt institution. This project therefore, aimed at investigating strategic change management and the National Police Service performance in selected Sub Counties in Kiambu County, Kenya. Its specific objectives were to investigate the effects of command structure on the performance of the police, to assess the effects of communication strategy on performance of the police service, and to examine the effects of the personnel management practices on police performance. Three main variables including Dependent variable (performance of NPS), independent variables (Command structure, communication strategy, and personnel management), and intervening variable (existing legislations). The study assumed a descriptive cross-sectional design that aimed at analysing strategic change on the performance of the National Police Service. It targeted a population of 1175 National Police officers who were based in Kiambu County, and a sample size of 118 officers was selected from the target population. The researcher adopted Cluster, and stratified sampling technique as well as simple random sampling to enable adequate representation of officers across all the selected sub-counties and ranks in collecting the desired data. The study used semi-structured questionnaires to collect quantitative data. The collected data was analysed via the Statistical Package for Social Sciences (SPSS) after appropriate coding and clustering of the same. Statistically significant relationship (0.412; p < 0.000) was established between the NPS’ personnel management practices and its performance. Whereas command structure was determined to have a negative effect of – 0.164 (p < 0.103) on NPS performance, a positive relationship of 0.181 (p < 0.049) was established between the NPS’ communication strategies and its performance. Therefore, the study concluded by pointing out at personnel management approaches as the most influential aspect of strategic change management on the performance of National Police Service. The study then made three recommendations including the need for continued recruitment and training of more personnel to join the service, improvement on the NPS’ communication strategies, and streamlining of the command structure within the service.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

We live in an ever-changing world. Institutions face the challenge of shifting the environment, coupled with increasing globalization and other world dynamics. For any Institution to succeed it must align its competitive edge and business processes to the current world developments. A competing organization can only achieve its goals by adopting positive change and side-lining the negative side of change. Rosenbaum, More, and Steane (2018) state that change occurs only by realizing that the current situation is no longer suitable, and there is the need to stop. Realign the organization to shift from this current undesirable state to a future desired position through periods of transformation by developing a practice vision that is attainable and sustainable. Ojha, Patel and Sridharan (2020) emphasized the need for organizations to do appropriate environmental adjustments as a sure strategy to achieving their set goals and objectives. Schoemaker and Day (2021) added that the strategy echoes administrative approaches as well as options and notifies organizational obligation to particular methods of running the enterprise, competition strategies, marketing, and its products.

Margaret (2014) defines organizational performance as the analysis of the overall corporate achievements in line with its objectives and goals. According to Burnes (2011), any strategic changes that an organization adopts must be aimed at producing positive results that are measurable in line with performance. Moradi et al. (2021) stated that in any innovations involving technology and alterations in
organizational structures and processes, individual work requirements changes, and as a result, continuous performance concepts, learning, and competence development are essential for an organization. Dumas and Beinecke (2018) pointed out that organizational change at an operational level demands minor alterations on the daily routines, thus incremental improvement of the job performance. Anne (2017) observed that such performance plays critical role in the survival and overall performance of the organization. Satisfaction of an employee is usually influenced by job factors like the wage, nature of the job, promotion opportunities, interpersonal relationships with the colleagues, and support from senior officers, therefore, affecting overall organizational performance (Ahmad & Barakat, 2019).

Security worldwide has been a field of unceasing improvement on policies and strategies that are majorly concerned with the need to gain deeper understanding of security challenges of their communities and appropriate solutions to such challenges (Mbugua, 2020). As a result, police, and scholars have developed diverse policing strategies, philosophies, and methods for combating crime. Performance of the police department, which is the primary state institution, has been measured by the approach they have adopted to ensure public safety and security. Even though policing agencies across the globe face different challenges in protection and policing like any other institution, they have notably transformed (Schaap, 2021). It has progressed from the medieval era to colonial administrations and the current professional organizations. Many policing agencies all over that world have adopted several strategies to succeed (Wanjala et al., 2017).

Globally and over time, policing has been a field of unceasing development. For instance, in the 1980s, the United Kingdom police strategic reforms focused on
inventions in police organization styles to improve efficiency and effectiveness (Schaap, 2021). In Northern Ireland, Strategic Police transformation started in 1960 to end conflicts and prevent the circulation of periodic violence (Marijan et al., 2014). In the 1990s, the United States recorded a significant decline in crimes that many police executives and scholars attributed to the new policing practices then. They, however, noted the policing practices that were dominant in the previous decades to be ineffective and wasteful (Marijan et al., 2014).

In Africa, the notable Strategic Police reforms can be traced from South Africa in 1994 after the apartheid rule. The reforms were initiated to improve access to policing amenities in societies that had for history been victimized during the apartheid regime (Boateng, Pryce and Abess, 2022). Police reform in East Africa since 2001 focused on programs to enhance human rights-based, democratic, professional policing in East Africa, on both a regional and country-specific level.

In Kenya, the necessity for changes in the police was recognized by the Government during the early 1990s when Kenya's constitution allowed for a multi-party system. Still, it was until, during, and after the post-election violence, that hit the country in 2007 – 2008; that the Government felt the need to change the face of the police force to a service (Wanjala et al, 2017). It was observed that how the police handled the 2007-2008 post-election scenes was not according to the expected standards of practice. Extensive consultations were done to look into what can be done to enhance delivery of the police service. The Commission of Inquiry into the Post-Election Violence (CIPEV) was after that formed, and the Commission's findings revealed elaborate claims of killings, attacks, and rape attributed to police officers and accusations of intentional negligence in which police officers did not attempt to
avert violence (Amnesty International, 2013). The Government has therefore undertaken some activities to transform the National Police Service to a vivacious and modern organization with high training standards, professionalism, and properly equipped to handle challenges that face policing in the 21\textsuperscript{ST} century. The role of the NPS are based on their commitment and devotion to protect the fundamentals of human rights and freedoms, promote favourable relationships with members of the broader society, and address gender issues as stipulated in the Constitution of Kenya 2010. In this vein, the Kenyan Government has committed to develop and enforce a practical framework for policing; collaborative security management. The framework include increasing the general police to population ratio from the current 1:850 to 1:450, design, and implement a public sensitization program to enhance harmony between the police and community members. It also encompass enhancing the service coverage and effectiveness of the police by recruiting and retaining of modern technology and emphasizing the respect of the rule of law, professionalism, and community partnerships, among others, suggestions (The National Police Service Strategic Plan, 2018-2020).

Mintzeberg (2002) views strategy as a plan that brings together organizations’ ambitions, goals, policies, and actions into a synergy. The implication is that an organization should be calculative in how it employs its resources through intentional policies to attain sustained profitability. Schoemaker and Day (2021) noted that strategy echoes administrative choices among other possibilities and shows organizational obligation to ways of running an enterprise, suitable approaches to maintain competitiveness, choice of the products, and market. A strategy that is perfectly articulated ensure order within an organization. It assigns
resources of an organization into an exclusive, practical stance founded on internal capabilities and deficiencies, foreseen alterations in the environment, and provisional trends of the competitors.

Ayoubi, Mehrabanfar and Banaitis (2018) defined strategic change as a process of enhancing and fine-tuning organization’s vision and purposes to realize greater success. It is the result of strategy implementation in an organization. According to Bethany (2019), Strategic change management refers to the practice of planning and implementing change in an organized, attentive manner with an intention of meeting goals set by the organization, its mission and objectives. Every organization needs to embrace change as a mandatory driver of business profitability and sustainability within the industry. It is a planned and intentional process that is aimed at addressing human components of the organization during strategy planning and implementation via behaviour change (Njenga, 2014). Therefore, key aspects of the organization that affects its human component must be addressed for strategic change to be managed effectively. In the context of the National Police Service, the human component has traditionally operated in autocratic command systems often-characterized by unequivocal fidelity to the command structures (Mancke et al., 2019). This calls for intentional emphasis on the issues of command structure, personnel management, and communication strategies employed by the NPS in the planning and implementation any change within the service. Whereas command structure and personnel management focuses on building flexible workforce to embrace the intended change, communication strategies aim at effective marketing of the change idea to the police officers and other stakeholders throughout the change process (Bednárik, 2019).
Kalima (2015) describe Strategic Change Management to come in two primary forms planned and emergent strategic change management. The former is consciously designed and proactive engagement by members of the organization’s management. In contrast, emergent strategic change management deals with the dynamic business environment that is characterized by constant change. The approach keeps on aligning the firm to the turbulent external environment.

According to Kirtley and O'Mahony (2020), there is need for managers to take into account seven fundamental factors for a smooth change management process. The factors include structure, skills, shared values, strategy, schemes, stylishness, and workforce that are all symbiotic. Kirtley and O'Mahony (2020) observed that organisations begin to fail when they shift their attention from any of the mentioned items. Lynch (2009) maintains that Strategic change management should be a proactive approach to management of change within the institution to achieve identified its objectives. Change can be triggered by environmental influences and fashions that are in the market by creating opportunities and threats. In other words, strategic management of change is an activity for problem solving (Comstock, 2006). The problem is how to leave behind the current undesired state, how to design the critical steps to guide the transition and, how to accomplish the desired future state (Kariuki, 2014). Therefore, strategic change management describes the process of creating an environment where continuous positive change is embraced as a culture within an organization (Omari et al., 2013).

Kariuki (2014) further asserts that the main problem that managers face in managing change is the tendency towards apathy and fighting change. People will always tend to cling to the present status quo. Therefore, they have to implement ways of
overcoming this by maximizing the benefits while minimizing the risk of failure during the implementation process (Kariuki, 2014). Effective management of an organization’s command structures alongside sound policies in the management of personnel are some of the ways of overcoming change resistance, with good communication strategies. Multiple studies have identified key challenges to strategic change management to include ignoring or refusing change, inadequate training and development, ineffective structures, political meddling, absence of a culture that is supportive organizationally, financial restrictions, meagre business processes, staff size gaps, squat customer satisfaction, and lack of communication.

The Kenya National Police Service was founded as a Service within the National Government for the purpose of ensuring security of every citizen (RPRPD 2015-2018). According to the constitution of Kenya 2010, it is comprised of the Directorate of Criminal Investigation, Administration Police Service, and the Kenya Police Service. The NPS is commanded by the Inspector General at the National Headquarters. The Inspector General has three Deputy Inspector Generals, one for the APS, the other for the KPS and the Directorate of Criminal Investigations. At the Regional level, it is headed by the Regional Police Commanders and the County Police Commander at the County level. The posting of police officers in each sub-county is majorly determined by the kind of criminal activities which occur within that area and the number or category of people residing in the area. In addition to forming a Unit to deal with Internal Affairs, the National Police Service Commission as well as other legal frameworks relating to the NPS were all also strategically established to bring change and improve performance of the NPS.
Ayoubi et al. (2018) noted that changing people and their behaviour needs much more than a plan of changing the organizational structure and systems. This helps improve the organization’s performance in line with individual performance, which includes reward systems and motivation. Before the onset of strategic changes in the police force, police operations were based on the colonial regime, which did not take into account the actions of police performance. Police performance was undermined by the routine work of officers where guidance lacked. Today, policing is democratic coupled with accountability, professionalism, and transparency, which forms the basis of the strategic changes within the NPS in addition to organizational/structural changes.

The Government instituted the Waki Commission to develop possible strategies on how to bring changes with the aim of changing the police from its reactive nature to a more proactive policing (Osakina, 2013). Despite reforms having existed for a period, there has been no attention paid to the factors contributing to a police force that is not dedicated to their work; despite the Government’s effort to transform the police department by making the training periods longer and equipping it with modern equipment (Mugambi, 2017). The Job performance of the National Police Service has solicited greater interest from external and internal stakeholders. The service continues to recruit officers almost yearly, but the crime is becoming more complicated as society increases in its complexity. Most studies done internally have portrayed the police negatively; a recent survey by the Ethics and Anti-Corruption commission portrays the Police Service as institution with highest number of fraudulent activities across the country. It has been ranked yearly in the first position with the highest number of complaints (EACC, 2017).
1.2 Statement of the Problem

Public sector performance is the backbone of a country's economic growth and development, and security being crucial for these developments. The police service is considered as the core institution of the state. Whatever the police do is presumed to be the position taken by the state. Therefore, performing police service means economic growth and development. The Constitution of Kenya (2010) maintains that the National Police Service shall always fulfil its mandate professionally in consideration of discipline and practice of pellucidity and answerability. As noted by Mugambi (2017), several studies show negativity when it comes to NPS performance despite its conspicuous constitutional mandate and a slight improvement in performance. For instance, the EACC in March 2018 report ranked the NPS as the most corrupt Government institution in the Country compared to other departments in the public sector. Wanjala et al (2017) points out that the institution has been turned into a felonious entity where nepotism, tribalism, favouritism, and violation of ethics continue to prevail. According to IPOA (2018), the principles of accountability from very top leadership of the police are being undermined, while Public confidence in the police in Kenya to guard and follow rule of law is still a challenge. Inefficient performance can be attributed to poor command structure, weak information system, and lack of political reforms, inadequate performance management tools, among other problems (IPOA, 2018).

A lot of research has been done concerning strategic change management within the security sector in Kenya. Kinyi, Muhoho and Gachukia (2018) studied how performance of the National Police Service is influenced by practices of strategic change management in Limuru sub-county. Nyakundi (2018) analysed the
relationship between performances in general duty of police officers in Uasin Gishu County and their strategic change management practices. The study suggested further research to be done to establish the types of capabilities that are required for effective application of managing change in the police service. Bertha, (2017) studied how planned management practices affect delivery of service by the Administration Police Service. Most of these studies were guided by different objectives from this current study. Their findings were limited in that they were carried out as case studies of individual services within the NPS, limited scope of individual sub-counties and narrowing down to specific groups or units within individual services. As a result, the results could not be generalized to the entire National Police Service. Basing on this gap, there was an urgent need to research the effects of strategic change management and how they affect National Police Service’s job performance.

1.3 Objectives of the study

1.3.1 General objective

The study was driven by main objective, which was to examine how strategic change management affect National Police Service’s performance in selected sub-counties in Kiambu County, Kenya.

1.3.2 Specific objectives of the study

i. To investigate the effects of command structure on the performance of the National Police Service in Kiambu County, Kenya.

ii. To assess the impacts of changes in communication strategy on the National police service performance in Kiambu County, Kenya.
iii. To examine the effects of changes in personnel management approach on the performance of the National Police Service in Kiambu County, Kenya.

1.4 Research questions

i. How does command structure affect National police service performance in Kiambu County, Kenya?

ii. Do changes in the communication strategy affect performance of the National Police Service in Kiambu County, Kenya?

iii. How do changes in personnel management approach affect National police service performance in Kiambu County, Kenya?

1.5 Significance and Justification of the study

The study will benefit various stakeholders like the Government and policy makers in different institutions as it informs the formulation of appropriate policies that would enhance smooth strategic change management processes within the NPS. For instance, top management of the NPS will have an opportunity to comprehend the factors that affect job performance within National Police Service and to embrace strategies for improving their professional performance. This will in turn lead to improved security policing services unto the general public in the sampled county and Kenya at large.

The study also enhances the general public knowledge on police operations and minimal standards of operations, their rights and responsibilities to efficient and effective policing. The policy formulators in the security sector can use the material obtained from the study to address the persistent structural and administrative
challenges, which affect effective management and service delivery within National Police service.

Finally, the study provides invaluable insights to scholars, researchers, students as well as the entire academia in the area of strategic change management within the security. The study adds to the body of knowledge in this critical component of social and economic stability. The academia is presented with ground-breaking information for their interrogation and intellectual development.

1.6 Scope and Limitations of the Study

The research focused on investigating the effects of strategic change management on police performance in the National Police Service in Kiambu County. This was examined in terms of how command structure, personnel management, and communication strategies influence performance of police officers in Kiambu County. Though the County has 13 sub-counties, the study is limited to selected Sub-Counties according to their vastness, the main administrative clusters, and the police population compared to other sub-counties in their clusters. The selected sub counties are Kiambu, Thika West and Limuru. The target population is restricted to the sampled police officers within their respective sub-counties using stratified sampling.
CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter seeks to reinforce the foundations of this study by reviewing relevant theories and empirical literatures according to the specific objectives presented in the previous chapter. This chapter also identify and present research gaps as per the reviewed literatures in addition to presenting the study’s conceptual framework.

2.2 Empirical Review

This section reviews previous studies on strategic change management as it relates to performance of police officers across the globe. The review is structured in accordance with the study objective as presented below;

2.2.1 Command structure and organisational performance

Daft and Marcic(2017) emphasize six core elements when designing the structure of an organisation: formalization, decentralization, centralization, span of control, chain of command, departmentalization, and work specialization. Conniving an organization’s structure is not just association of parts as it also describes the systems and resources required by the organization to support its performance (Onono, 2018). Even though these studies provide important insights on the concept of command structure in an organizational setting, they have not examined any possible relationship between the command structures and organizational performance. This is a critical gap for the current study to fill. However, a study by Hao et al. (2012) on organizational structures of Chinese and Australian corporations revealed direct and indirect influence of organizational structures on
the corporations’ performance. The study concluded by advising business organizations to be persistent in changing their command structures to gain competitive advantage over their peers within the industry. Nevertheless, the study was not focussed on police institutions and its findings are in the context of commercial entities.

According to Daft (2015), organizational structure is composed of three main dimensions including communication systems, span of control, and processes of making decisions. There is a direct impact of these dimensions on the performance of an organization. The component of decision-making is concerned with continuously improving the quality and processes involved in making of decisions. Such improvements by effectively coordinating and planning operations of the business to achieve its objectives. The quality of communication component is determined by assessing efficiency with which information is flowing within the organization.

The span of control as the feedback process between managers and their direct reports to ensure an input-output system that manages the operations effectively by emphasizing on performance. Ogbo et al.(2015) encouraged business owners and managers to maintain the span of control at a level that can be effectively handled by the individual managers. A study by Amnesty International (2013) reported that the National police service in Kenya is characterized by a centralized organizational structure. It went further to recommend that the structures of policing should be made in a way that will allow members of the community to have regular engagements with the police. This facilitates better understanding between the police and the citizens for improved service delivery
(Kihiko, 2013). The foregoing reviews have availed significant knowledge on the prevailing command structures even in the local setting and they have alluded to the possible link between command structure and provision of police services to the citizens. However, there is a glaring lack of information on how such structures impact performance of the police service.

Bertha (2017), while studying how practices of strategic change management affect service delivery of Administration police service in Kisumu County, established that multiple commands affected performance. Slightly more than half of the respondents were in agreement that multiple commands affected the performance of the institution with a high percentage of officers reporting to multiple superiors in this respect, officers need to be educated on the benefits of a lean command structure in addition to ensuring substantial adherence to it. Multiple sources of authority compromise the performance of the officers, confuse and undermines accountability. The study has provided significant information on command structure and performance of Administrative Police Service. However, there is need to establish whether the same relationships are applicable in Kiambu County.

2.2.2 Communication strategy and organisational performance

Different scholars have highlighted the central role of sound communication strategies in an organization. For instance, Johnson and Scholes (2002) pointed out that an organization's success depends on communication. As such, different means of facilitating communication like Information Systems (I.S.) are of great importance to any organization that is striving to enhance its performance through strategic change management.
A study by Carlo D'Ortenzio (2012) on understanding change and change management within public sector organizations, the case of the South Australian Tourism Commission, noted that communication is important in an organization viewed as a two-fold process. The study showed that communication channels in the institution consumed a lot of time due to its large bureaucratic structure and were troubled by misinformation, which hindered good conversation. Sometimes crucial information got to a few departments of the organization while disenfranchising other departments of the same organization. Therefore, some effort was made to improve deficiency in the communication process to improve organizational performance. However, the study lacked contextual application in Kenya and the police service. Therefore, its findings could only be used by the current study to fine-tune its methodology of studying strategic change management in the context of Kenyan National Police Service.

In a study on the impact of effective communication on organizational performance Shonubi and Akintaro (2016) illustrate the importance of effective communication. It state that a working and reliable organizational performance can only be achieved when the administration clarify all ideas before communicating. The administrators also need to understand the physical and human environment when communicating, analyse the purpose of communication thoroughly, consider the bottom-up and top-down approach when planning communication, consider the content and tone of the message and effective feedback. Follow up mechanism process must succeed in ineffective communication. The study focused on the communication strategies in the corporate environment as opposed to the police service, which was the focus of the current study.
Lucy's (2008) study on Effective or Efficient Communication on Organizational Performance. A case study of National Hospital Insurance Fund (NHIF), Nairobi branch revealed that the major inhibitors to effective communication within the institution included bureaucracy of the National Hospital Insurance Fund, inappropriate communication channels leadership styles, poor interpersonal among the employees and between employees and members of the management team. This study provided aspects of communication strategies and performance of healthcare institutions. The healthcare institutions are quite different from police institutions and their dynamics may be different. Therefore, the current study was necessary to highlight possible relationships between communication strategies and performance of NPS.

A study by Kimaru (2014) examined the relationship between operational performance and outsourcing within Kenya National police service. The study revealed that the police lacked the right and appropriate communication equipment, and the available were non-functional and outdated. This directly undermined their ability to perform their normal policing functions. He further noted that the use of Closed Circuit Television (CCTV) cameras by police in the detection of crime was inadequate. Acquisition and installation of modern surveillance systems was the necessity for the police investigators often used their mobile phones for official purposes; as they had no access to police communication systems. Whereas, communication strategies entails multiple elements, the above study concentrated on the communication equipment in enhancing operational performance of the NPS. Therefore, a comprehensive study like the current one was
necessary to holistically examine communication strategies within NPS and their effects on performance of the service.

A study by Bretha (2017) agrees with Kimaru (2014). The study reveals that inefficiency within the police service is attributable to the meagre communication equipment, which are inadequate and ineffective. The police also resort to unlawful and traditional crime detection techniques because they lack improved communication systems and technological infrastructure. Similar to the previous study, Bretha (2017) and Kimaru (2014) emphasized the effects of communication equipment on police performance with minimal regard to the other elements of communication strategies in a police service. This the gap being addressed by the current study.

Review of the above literature suggests that functional communication strategies are fundamental ingredients of successful change management and organizational performance. Any organization that aspires to have an effective communication as well as improved performance cannot afford to neglect sound and relevant communication technology that is capable of addressing its communication needs in a cost-effective manner.

**2.2.3 Personnel management and organization performance**

According to Feldberg(2014), personnel refers to leadership and employees of an organization. Heide, Grønhaug and Johannessen(2002) and Feldberg (2014) pointed out that organizations and their employees are interdependent and plays an important role in organization performance. Therefore, organizations are expected to promote competence among its workforce to ensure sustained delivery of quality services. Competencies refers to internal traits of an individual such as mind-sets,
thought patterns, knowledge, and skills among other qualities (Dongo & Barnard, 2020). The qualities can be applied individually or in different combinations to produce greater performance.

Mwaniki (2016) study on the effectiveness of competency-based performance review notes that the organization must have an outline under which explains various competencies. According to Engetou (2017), similar competencies include personal control and organization, strategic awareness, leadership, innovation, emotional intelligence, and customer focus. The study on the impacts of development and training on Organizational Performance noted that preparation and development are incessant efforts formulated to progress employees' capability and organize performance as an aim to have positive effect on the employees' capacity and performance.

Bertha (2017), in a study on how Administration police officers’ service delivery is effected by their strategic change management practices within Kisumu County, found the majority of the police officers had not undertaken a different course apart from the basic recruit course and that the formula used for selection was unfair. The study recommended that the revision of the curriculum used in police training in such a way that it builds every officer’s capabilities, and regular in-service training to be availed for every officer to facilitate development of their skills. It further recommends that the selection criteria should be backed by sound scientifically proven information in all areas of the police service. None of the above studies examined any relationship between personnel management and organizational performance, not even in the police service. However, they have provided useful
insights on personnel management and how its effective practice can impact performance.

2.2.4 Strategic change management and organizational performance

The recent two decades have seen many business practitioners and academic researchers develop increased interest in the field of strategic change management. Strategic change management has become a critical tracking tool of internal and external improvements, business processes, and long-term competitive advantage of organizations. Extensive writings have been done both in the developed and developing countries about strategic change management and firm performance. This section provides a review of previous research. Monday et al. (2015) defines Strategic change management as the practice by an organization’s executive to coordinate, plan, make decisions, and take calculated actions to meet its objectives and set goals. It is comprised of a group of actions and decisions which meant to bring about competitively designed plans which are formulated and implemented to drive an organization in meeting its objectives. It is a continuous process with a role of assessing and controlling operations of an organization in the industry to keep it competitive. The practice of strategic change management examines competitors of an organization according to its set goals to overcome existing and potential market hurdles in terms of new competitors, technology, economic, social and political atmosphere (Muogbo, 2013). Poister, Pitts and Edwards (2010) observed that the field of strategic change management is gaining increased popularity among public organizations due to the increasing emphasis on achieving peak performance.

On the other hand, organizational performance describes an organization's ability to efficiently use the available resources to achieve its objectives. It refers effectiveness
of an organization in executing its strategy. Performance within an organization can be assessed by examining the progress of an organization to achieve its objectives and goals (Kairu, Wafula, Okaka, & Odera, 2013).

Monday and his colleagues examined the relationship between firm performance of manufacturing companies and their strategic change management practices in Nigeria (Monday et al., 2015). The researchers studied how profitability of the sampled companies are affected by their strategic change management practices. They also examined the possible dependence of the companies’ competition on their strategic change management practices. The result revealed strategic change management as a reliable ingredient for enhancing competitiveness, operational performance, and profitability of the firms. Another study by Gichunge (2007) explored how performance of medium-sized manufacturing enterprises in Nairobi is affected by their formal practice of strategic change management. He researched on the extent to which adoption of formal strategic change management is influenced by various legal and administrative factors. The other focus of their study was on the relationship between formal strategic change management practices and competitiveness of the firms. He established that most manufacturing industries are yet to get full adoption of the formal strategic change management. Nevertheless, adoption of strategic change management and competitiveness of the firms were established to be influenced by various legal and administrative factors.

Mugambi (2017) explored the relationship between Kenya police service’s performance and their strategic change management practices. He found out that when top management offers adequate and put the information system in place, organizations tend to achieve its objective, therefore improving performance. He
further noted that the strategic change management practice that had been implemented in the Kenya police had not been implemented to the extent that was planned, therefore affecting its performance. Bertha (2017) examined delivery of services by Administration Police Service in Kisumu County, Kenya, is affected by their strategic change management practices. She investigated how service delivery is affected by strategic staff competency and cooperate communication. The study established a positive and significant relationship between service delivery and strategic change management practices within the institutions.

Hegara (2018) examined the influence of Strategic Change Management Practices on Organizational Performance in the NPS. He investigated the influence of reforms, leadership styles, training, and motivation on organizational performance. The findings showed that tactical practices aimed at change management influenced organizational performance at the NPS. He noted that improving strategic change management practices, motivation, training, and leadership styles by one unit can increase organizational performance by the same unit. Therefore, organization performance is the result of strategy implementation and change.

2.3 Theoretical Review

The review is guided by two models, namely The Nadler-Tushman Congruence Model Approach to organizational performance and top down and bottom up Approaches to Change.

2.3.1 The Nadler-Tushman Congruence Model

The models refers to an organizational theory that was developed by Michael, Nadler, and David in the early 1980’s. The theory considers components of an
organization that contribute to the overall performance of the business or the team (Kayani & Nadeem, 2015). The theory is drawn from an assumption that an organization, establishment, or a team is unlikely to succeed unless its culture, structure, people, and tasks are in sync. Therefore, strategic change management should begin by addressing these factors to guarantee success. Understanding an organisation’s command structure, personnel management practices, and communication strategies is an important step in the overall understanding of its performance. This understanding helps to explain NPS as a system consisting of different elements including the individual police officers, their seniors or bosses, the constitutional framework guiding the ir operations, and the Government officers controlling the country’s police services. According to this theory, all these elements should be sync in order for NPS to attain the required performance. When these elements work together, they support and promote high performance in an organization. Friction with one another affects efficiency of the overall process, therefore limiting overall productivity (Nadler & Tushman, 1980), as shown in figure 2.1 below.
The Congruence Model is applied in three steps, namely analysis of elements, analysis of the relationship between elements, and building and sustaining the congruence.

The analysis of the element is the first step. Just like the NPS, the Model has four distinct but related elements: work, personnel, organization structure, and culture. The element work looks at the serious tasks that affect the performance of the organization, skills and knowledge required and approaches that work best and stresses and rewards associated with the work (Nadler & Tushman, 1980). Personnel, on the other hand, is associated with who is needed to get these tasks done, police officers in the case of the current study. Identify the knowledge, skills, education, and the experience they possess. Compensation, reward and recognition, and their commitment to the organization as well as the career progression expectations (Kayani & Nadeem, 2015). While Organizational Structure maps the organization's structures, systems, and processes. Distinguish if it has distinct
business units, different levels or ranks, or an even structure as well as the uniqueness or inflexibility of the reporting lines. Examine the standardization of duties in the organization alongside rewards, incentive schemes, measures, procedures, policies, and rules governing it (Nadler & Tushman, 1980). Finally, culture explores the cultural aspects of an organization by looking at the leadership style and the values and beliefs of its workforce; how oral rules define how work is doneinformation flows around the organization, political networks (Kayani & Nadeem, 2015).

The second step involves the organization of the four elements into pairs and analysing how they interrelate and interact with one another. Identify incongruence and congruence areas, and examine performance of the organization according to its original goals (Bezboruah, 2008).

The last step entails configuring each element and resolving all the discordancy identified. Look for solutions and fix what is incongruent. Reinforce, sustain, and strengthen those that configure. Congruence model proposes that an ideal strategy to fix incongruence should show the distinguishable characteristics of an organization and its environment. An organization may do well under some structures or types of activities, whereas another similar organization will struggle to thrive (Bezboruah, 2008).

The applicability of this model to the current study is that it provides a framework for itemized analysis of the NPS in terms of its organizational elements that contributes to its overall performance. However, it does not give ways of solving the problems. It doesn't recommend the specific action plans, "best" structure, "best" culture, or any approaches to solve management problems (Bezboruah, 2008). It
only emphasizes the need to realize a good balance between the elements, and of organizing them in a way that supports the adopted strategy. The Model also focuses on the internal environment and excludes the external environment (Bezboruah, 2008). These limitations necessitate review of another complimentary theory discussed hereafter.

2.3.2 Top down and Bottom up Approaches to Change

Top-down and bottom-up approaches are all tools for initiating change to achieve desired goals. The top-down approach was developed in 1970s by the IBM researchers Harlan Mills and Niklaus Wirth for the software development field (Sabatier, 1986).

This perspective has evolved and has been majorly accepted and dominates experiential studies on management style (Sabatier, 1986). Proponents of this approach, such as Kim and Arnold (1996) described it as strategic synchronisation of actions and plans of an organization to meet certain objectives. Members of an organization’s executive are expected to specify the organization’s long-term goals, intentions, and means before definite actions are taken to translate such intentions into detailed collective actions of the organization’s workforce (Waters & Mintzberg, 1985; Burgelman & Grove, 2007; Burgelman, 1983; and Bower, 1974). Therefore, in top-down change, decision-making is centralized at an organization’s top management while employees at the lower levels are excluded in the change process despite the fact that they receive direct effects of the process. Members of the middle management have the responsibility of providing detailed coordination and internal change management, while employees in the non-managerial positions are critical in driving change (Wachira, 2015). A study by Amnesty International
Osakina (2013) acknowledges that this kind of vast structure with a lot of ranks and levels make it almost impossible to promptly and clearly communicate the intended change to the envisioned recipients, therefore affecting performance. The police system needs to increase its openness to the need to provide information about the transformation necessary to improve job performance. Communicating with the employees on the progress of change enhances the capability of the organization to retain its employees. Active communication also has a positive effect on the realization of change objectives and improves organizational performance. Individual job performance has a direct impact on organizational performance (Njenga & Gachunga, 2016).

The approach of Bottom-Up advanced alongside with a shift in attention towards Organizational Psychology and Industrial. A notable trend was observed going up regarding the application of bottom-up management by Elton Mayo. He proposed that an organization is likely to reap ultimate benefits when social aspects of the work environment are improved.

A bottom-up approach aims at bringing many systems together to give rise to more complex systems. Therefore, the many initial systems become sub-systems of the developed system. This system gives managers the ability to make their goals known by planning every milestone and encouraging members of their teams to propose suitable steps to realize the planned milestones (Sabatier, 1986).
As opposed to the top-down method, the bottom-up style seems like random management practices with unpredictable results even to the members of an organization’s top management (Mintzberg and Waters, 1985; Burgelman and Grove, 2007; Burgelman, 1983; and Bower, 1974). This management approach is contrary to a remark by Mintzberg and Waters (1985) that no activity can take place within an organization without any prior intention. The authors observed that members of the senior management can provide some general guidelines with minimal clarification on the exact actions in the implementation of each operational strategies across the organization’s leadership hierarchy. Therefore, members of the middle management are free to identify and initiate specific strategic actions to facilitate the realization of their departmental goals in accordance with the organization's overall strategy. The middle managers are also responsible for establishing new opportunities to boost their professional growth.

The approach has been adopted in many police services throughout Europe, where the emphasis is on the adoption of uncomplicated flat structures that allow decentralization of decision making and coordinating issues that affect all the region centrally (Dawnes, 2004: Chtalu, 2014). According to Wachira, (2015), the bottom-up approach takes place when the lowest employees at the operational level communicate their views on how to improve the efficiency of the organization. This approach provides an avenue to bring everyone both at junior and senior levels on board to improve individual and organizational performance. The people involved have a say, this empowers them, and as a result, it will motivate them in their targeted performance.
2.4 Conceptual Framework

The following figure will exhibit the relationship between the independent, intervening and dependent variables based on three independent variables. Police performance depends on the appropriate implementation of the command structure, effective personnel management and competency and efficiency of the information system and communication effectiveness putting into consideration the existing legislation that guides the functioning of the National Police Service.

![Conceptual Framework Diagram]

- **Command Structure**
  - Management duties
  - Hierarchy

- **Personnel Management**
  - Proficiency
  - Training tests and effectiveness measures
  - Employee feedback
  - Compliance and adherence

- **Communication Strategy**
  - Communication effectiveness
  - Communication

- **Police Performance**
  - Accountability
  - Professionalism
  - Public confidence
  - Respect of the rule of law
  - Performance improvements
  - Progress and adherence to plan

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Intervening Variable</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Author, 2021)

Figure 2.2: Conceptual framework
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the methodological approach used by the study. Specifically, it provides the research design, location of the study, the study’s target population, sampling technique and size as well as the data collection instruments. Additionally, it provides the fundamental tests of the data collection tools like the reliability and validity test. The final part deals with the ethical considerations that were made throughout the research process.

3.2 Research Design

The study adopted a descriptive cross-sectional design to examine the effect of strategic changes on the performance of the National police service in selected sub-counties in Kiambu County. This design allowed an analysis of all relevant variables at the same time, and the data that was generated helped in establishing the relationship between the independent variables (command structures, communication strategy, and personnel management approach) and dependent variable (National Police Service performance). This approach has three unique features; no time dimension, dependence on prevailing differences rather than change following intervention; and, groups' selection based on existing variances rather than random allocation. The cross-sectional design can only quantify variances between or from among various people, subjects, or phenomena rather than change.
3.3 Study Location

The study was carried out in Kiambu County. The County is one of the five counties of the larger central region located in the Central Highlands of Kenya 13 kilometres from the capital city of Kenya, Nairobi. It hosts twelve constituencies and thirteen administrative Sub counties, namely Kiambu, Kiambaa, Kikuyu, Kabete, Githunguri, Juja, Ruiru, Lari, Limuru, Gatundu South, Gatundu North, Thika East, and Thika West. Thika constituency host both Thika West and Thika East Sub counties. The County has an area of 2,543.42 km$^2$ with a projected population of 2,300,000 people. It is neighboured by five counties, namely; Nakuru and Kajiado, to the West, Murang’a and Nyandarua to the North, Machakos, and Nairobi to the South. The National Police Service -Kiambu County establishment is estimated at 3752 personnel. For ease of resource mobilization, the thirteen sub-counties are administratively grouped into three main clusters, namely Kiambu East, Kiambu West, and Thika. Kiambu East consists of Kiambu, Kiambaa, Githunguri, and Ruiru sub-counties. At the same time, Kiambu west comprises Kabete, Kikuyu, Limuru, and Lari sub-counties. On the other hand, the larger Thika comprises of Juja, Gatundu North, Gatundu South, Thika west and Thika East sub-counties. The study narrowed down to three sub-counties namely; Kiambu ,Limuru and Thika West, each according to administrative Cluster ,their population and distribution of police officers.

3.4 Target Population

The study targeted 1,175 Police officers of all ranks in Kiambu, Limuru and Thika West sub-counties as shown in the table below:
Table 3.1: Target population

<table>
<thead>
<tr>
<th>Sub County</th>
<th>KPS</th>
<th>APS</th>
<th>DCI</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kiambu</td>
<td>381</td>
<td>84</td>
<td>45</td>
<td>510</td>
</tr>
<tr>
<td>Limuru</td>
<td>197</td>
<td>67</td>
<td>38</td>
<td>302</td>
</tr>
<tr>
<td>Thika west</td>
<td>264</td>
<td>60</td>
<td>39</td>
<td>363</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>842</strong></td>
<td><strong>211</strong></td>
<td><strong>122</strong></td>
<td><strong>1175</strong></td>
</tr>
</tbody>
</table>

(Source: County police Commander’s office Kiambu-2019)

3.5 Sampling Technique and Sample size

3.5.1 Sampling Technique

Cluster, proportional stratified, and simple random sampling were used to select the respondent that formed the sample. Firstly, the researcher divided the population into segments (central clusters and sub-counties) then a few segments were selected randomly according to the distribution of their population. The cases in the selected segments were divided into three strata, that is, the members of the Kenya Police Service, Administration Police Service, and Directorate of criminal investigations. From each stratum, respondents were selected randomly according to their known proportion of the population. This technique allowed the researcher to use cases that had the required information on the objective of the study (Mugenda and Mugenda, 2010).

3.5.2 Sample size

The sample size is a set of observations drawn from a population by a defined procedure (Creswell, 2003). Mugenda and Mugenda (2003) observed that a sample size of 10% of the target population is big enough, so long as it allows for
reliable data analysis. 10% of respondents from each stratum of the study population was sampled as shown in Table 3.2 below:

### Table 3.2: Sampling and Sample Size

<table>
<thead>
<tr>
<th>Sub County</th>
<th>Service</th>
<th>Population</th>
<th>Sampling</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kiambu</td>
<td>KPS</td>
<td>381</td>
<td>(\frac{381 \times 10}{100})</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>APS</td>
<td>84</td>
<td>(\frac{84 \times 10}{100})</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>DCI</td>
<td>45</td>
<td>(\frac{45 \times 10}{100})</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>510</strong></td>
<td></td>
<td><strong>51</strong></td>
</tr>
<tr>
<td>Limuru</td>
<td>KPS</td>
<td>197</td>
<td>(\frac{197 \times 10}{100})</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>APS</td>
<td>67</td>
<td>(\frac{67 \times 10}{100})</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>DCI</td>
<td>38</td>
<td>(\frac{38 \times 10}{100})</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>302</strong></td>
<td></td>
<td><strong>31</strong></td>
</tr>
<tr>
<td>Thika West</td>
<td>KPS</td>
<td>264</td>
<td>(\frac{264 \times 10}{100})</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>APS</td>
<td>60</td>
<td>(\frac{60 \times 10}{100})</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>DCI</td>
<td>39</td>
<td>(\frac{39 \times 10}{100})</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>363</strong></td>
<td></td>
<td><strong>36</strong></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td><strong>1175</strong></td>
<td></td>
<td><strong>118</strong></td>
</tr>
</tbody>
</table>

(Source: Researcher, 2020)

### 3.6 Data Collection Instruments

The study used questionnaires as the primary data collection instrument. The questionnaire was useful in collecting information from officers in the rank of chief inspector and below. The questionnaires were standardized with open-ended and closed-ended questions. This method’s advantages are that it is reliable and consistent in the way of presenting questions and allowing the researcher to control and focus responses to the research objective. The questionnaire was divided into
demographic variables, study variables, and adopt the Likert type scale as the primary rating scale.

3.7 Validity and Reliability of Data Collection Instrument

The study ensured that the data-gathering instrument measured what it is supposed to measure steadily.

3.7.1 Validity of Research Instruments.

Mugenda and Mugenda (2010) describes research instruments’ validity as the extent to which the instrument can measure the intended phenomena or idea being studied. To improve the validity of the data collection tools, the questionnaire was constructed on the principle of precision, clarity, and simple language to enable the acquisition of valid and reliable data. Further, the research took on the validity of content, which is concerned with the instrument’s scope in regard to measuring all aspects of the study topic. Testing of the instrument’s content validity is expected assist in identifying the legitimacy of the questionnaires. To enhance the validity of the questionnaires, the researcher administered the sample questionnaires to the supervisor and three additional authorities in Kenyatta University’s School Security, Diplomacy, and Peace studies. The authorities offered their objective assessment of all items of the instruments. Quantifiable value of content validity index was computed according Yin’s formula. Yin (2003) proposed instrument’s content validity index to be equal to the number of items declared valid divided by the total number of items within the instrument.

Recommendations that require research instruments should have at least 0.78 CVI to be corporate in a research. Nevertheless, approval of at least three specialists is an acceptable measure of an instrument’s content validity (Yin, 2003).
3.7.2 Reliability of the Research Instruments

Reliability describes consistency of a data collection instrument yielding the same results on repeated trials under a similar methodology which the researcher uses (Mugenda & Mugenda, 2010). To determine and measure the reliability of the research instruments, a pilot study was carried out to determine the limitations and weaknesses of the research instrument to facilitate necessary adjustments before the actual study is done. A sample size of 10% of the proposed study respondents was used in piloting of the study as recommended by Neumann (2006). The pilot study findings were included in the actual study as recommended by Mugenda and Mugenda (2010). The study made use of Cronbach's Alpha in determining the research instrument’s internal consistency. The instruments yielded 0.734 Cronbach's Alpha as was considered reliable enough for the study. Kothari (2004) aptly states that the degree of consistency and accuracy is ascertained by the use of Cronbach's Alpha and to test the reliability of research instruments.

3.8 Data Collection Procedure

Collection of data for the study began by a pilot study that involved pretesting of the questionnaires among 20 police officers in Nairobi County to ensure that the questionnaires were adequately reliable and understandable to the respondents before collection of actual data for the study. The researcher then obtained research authorization from the relevant offices as discussed in section 3.9 of this study before proceeding to distribute the approved questionnaires to 118 police officers in different ranks within Kiambu County. The respondents were then requested to complete the questionnaires at their own convenience within two weeks after which they were collected for analysis.
3.9 Data Analysis and presentation

Kothari (2011) described analysis and presentation of data as the process through which data is categorized, ordered, manipulated, and summarized to answer the underlying questions of a study. The analysis is intended to provide definite understanding of the data collected in the study. Data was analysed both qualitatively and quantitatively. The study employed close-ended and open-ended questions to gather quantitative and qualitative data. Quantitative data was analysed via the Statistical Package for Social Sciences (SPSS) after appropriate coding and clustering was done. Qualitative data was analysed thematically to supplement findings from analysis of the quantitative data. The study presented results of the data analysis through pie charts and frequency tables.

3.10 Ethical considerations

Consent to conduct the research was established from responsible bodies like the NACOSTI, Inspector General of Police, Kenyatta University, and the sampled respondents of the study. The researcher endeavoured to clarify the purpose and nature of the study for the respondents to make informed consent. Every participant signed an informed consent form after being assured of their confidentiality and anonymity. The study also took into account all the individuals' rights in order to safeguard their integrity. During the research, the respondents were assured of obscurity and discretion. Names and identification numbers were not reflected on the questionnaires except the numbering for questionnaires, which was included before identification of data during data editing.
Furthermore, the study considered beneficence; this means the right to protect the subject from any discomfort and harm was secured. The study also ensured justice; for this research, fairness was upheld in the selection of respondents without discrimination based on rank cadre or any other individual characteristics. Most important, the results of the study will be disseminated to the relevant authority and interested participants.
CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION

This chapter presents analysis and findings of the study according to the data that was collected from the respondents. It begins by providing the response rate and demographic profile of the respondents before presenting the descriptive and inferential analyses according to the study objectives.

4.1 Response Rate

Response rate of the study was established by computing the proportion of the questionnaires that were completed and returned for analysis from all those that were distributed to and all the respondents who were sampled by the study. Table 4.1 shows the response rate;

<table>
<thead>
<tr>
<th>Sample Size</th>
<th>Completed and Returned Questionnaires</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>118</td>
<td>95</td>
<td>80.51</td>
</tr>
</tbody>
</table>

The results in table 4.1 above indicates that 95 out of 118 questionnaires, which were distributed to the sampled respondents, were completed and returned by the respondents for analysis. Therefore, the study realized a response rate of 80.51% which is above the recommended 50% threshold. Lavrakas (2008) states that response rate above 50% of the sampled population minimizes chances of experiencing response biases in the study.
4.2 Demographic Characteristics

The study analysed distribution of its respondents according to their demographic characteristics such as gender, age, current rank in the service, and years of experience. The results are indicated in table 4.2;

**Table 4.2: Demographic Analysis**

<table>
<thead>
<tr>
<th></th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>59</td>
<td>62.1</td>
</tr>
<tr>
<td>Female</td>
<td>36</td>
<td>37.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>95</td>
<td>100.0</td>
</tr>
<tr>
<td>Age bracket</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 - 25 years</td>
<td>13</td>
<td>13.7</td>
</tr>
<tr>
<td>26 - 35 years</td>
<td>45</td>
<td>47.4</td>
</tr>
<tr>
<td>36 - 45 years</td>
<td>25</td>
<td>26.3</td>
</tr>
<tr>
<td>46 years and above</td>
<td>12</td>
<td>12.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>95</td>
<td>100.0</td>
</tr>
<tr>
<td>Current Rank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constable</td>
<td>54</td>
<td>56.8</td>
</tr>
<tr>
<td>NCO</td>
<td>27</td>
<td>28.4</td>
</tr>
<tr>
<td>Member of Inspectorate</td>
<td>13</td>
<td>13.7</td>
</tr>
<tr>
<td>Gazetted Officer</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>95</td>
<td>100.0</td>
</tr>
<tr>
<td>Years of experience in the service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 - 5 years</td>
<td>10</td>
<td>10.5</td>
</tr>
<tr>
<td>6 - 10 years</td>
<td>30</td>
<td>31.6</td>
</tr>
<tr>
<td>10 - 15 years</td>
<td>25</td>
<td>26.3</td>
</tr>
<tr>
<td>Over 15 years</td>
<td>30</td>
<td>31.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>95</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.4 indicates that the sampled respondents consisted of more male officers who were 59 (62.1%) while their female counterparts were 36 (37.9%). This reflects the gender imbalance within the National Police Service where majority of the officers tend to be males since fewer ladies are often recruited into the service (Njoka, 2017).

In terms of age, majority of the sampled officers (45 accounting for 47.4%) of them were aged between 26 to 35 years. This was followed by 25 (accounting for 26.3%) of the respondents who were aged between 36 to 45 years. The youngest group, 13
representing 13.7% of the respondents were aged between 18 to 25 years while the oldest group, 12 accounting for 12.6% of the respondents were age 46 years and above. The findings points to the common organizational trend where workforce in the extreme age brackets are always fewer than those in the middle age brackets. Sigilai (2019) suggests that lower recruitment into the workforce and multiple transition opportunities for police officers in Kenya are some of the factors behind fewer police officers at the extreme age brackets.

The study also analysed the distribution of the sampled officers according to their current ranks in the service. Majority, 54 accounting for 56.8% of them were serving as police constables followed by 27 accounting for 28.4% of the respondents who were in the rank of NCO’s. Members of Inspectorate were 13 (13.7%) while there was one gazetted police officer, accounting for 1.1% of the sampled police officers. The distribution of the officers across the ranks is in conformity with an observation by Iqbal et al. (2017) that organizations tend to have many junior employees in comparison to the senior ones. This results in a common pyramid whose base is occupied by junior employees while the senior employees are few and occupy the peak.

Lastly, the researcher analysed the distribution of the respondents according the years of experience in the service. Majority, 30 respondents accounting for 31.6% of the sampled officers had served in the service for a period of six to ten years. An equal proportion, 31.6% of the officers had served in the NPS for a period of more than 15 years. Another group, 25 representing 26.3% of the sampled officers had been in the NPS for a period of 10 to 15 years. To sum up, ten police officers
representing 10.5% of the sampled respondents had been in the service for a duration of between one to five years.

4.3 Descriptive Analysis

The descriptive analysis was performed to establish the current status of the study variables including, status of strategic change management in NPS, the command structures of the NPS, communication strategies in NPS, personnel management approaches of NPS, and the current performance of the NPS.

4.3.1 Command structure and performance of the National Police Service

The study sought to establish how command structure influence performance of the NPS. This was done by asking the sampled respondents if they receive commands from multiple supervisors and the possible sources of the multiple commands. The responses were analysed and presented in figure 4.3 and table 4.3 respectively.

![Image](image.png)

**Figure 4.3: Number of supervisors**

Most of the sampled police officers (53%) were answerable to more than one supervisor. Only 47% of them were answerable to one supervisor. The findings
confirms an observation by Bertha (2017) that majority of police officers often answer to more than one superior. The trend of officers reporting to multiple supervisors may be explained by the multi sector environment in which police officers operate, especially in Kenya where there are National and County levels of Governments (Bertha, 2017).

For further explanation of the command structure, the study proceeded to determine the sources of multiple commands within the NPS. The respondents’ thoughts on the same was analysed and results presented as shown in table 4.3.

<table>
<thead>
<tr>
<th>Table 4.3 Sources of multiple commands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
</tr>
<tr>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Conflict of legal statutes and regulations</td>
</tr>
<tr>
<td>Vague definition of terms</td>
</tr>
<tr>
<td>Unit leaders</td>
</tr>
<tr>
<td>General duties leaders</td>
</tr>
<tr>
<td>County commanders</td>
</tr>
<tr>
<td>Provincial administration</td>
</tr>
<tr>
<td>Service leadership</td>
</tr>
</tbody>
</table>

Whereas some of the respondents attributed the issue of receiving commands from multiple supervisors to management problems such as vague definition of terms (1.05%) and conflicts of legal statues and regulations (11.58%), the rest of the respondents identified individual officers from whom they receive commands. For instance, unit leaders and service leaders were each cited by majority (24.21%) of the sampled officers as the common sources of multiple commands. General duties leaders, County commanders, and Provincial administrators as identified by 9.47% of the study respondents followed. These findings point to similar observations reported by Bertha (2017) that police officers are often subjected to multiple sources of authority where an officer might belong to different units.
according to their daily or routine assignments. Therefore, leaders of the respective units or immediate supervisors become the common sources of commands.

The respondents were then asked to express their opinions on various statements about the relationship between the command structure and NPS performance. They were asked to respond to each statement by indicating NR= No Response, SA = Strongly Agree, A= Agree, N= Neutral, D= Disagree, and SD = Strongly Disagree. Table 4.6 presents the results of the analysed responses;

**Table 4.4 Statements on Command Structure**

<table>
<thead>
<tr>
<th>Statement</th>
<th>NR</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the current structure of the police</td>
<td>3.2</td>
<td>17.9</td>
<td>44.2</td>
<td>12.6</td>
<td>14.7</td>
<td>7.4</td>
</tr>
<tr>
<td>Multiple commands affect police performance</td>
<td>0.0</td>
<td>37.9</td>
<td>37.9</td>
<td>5.3</td>
<td>13.7</td>
<td>5.3</td>
</tr>
<tr>
<td>All the changes made on police are well managed</td>
<td>0.0</td>
<td>4.2</td>
<td>15.8</td>
<td>11.6</td>
<td>46.3</td>
<td>22.1</td>
</tr>
<tr>
<td>Organization’s hierarchy arrangement influences performance</td>
<td>6.3</td>
<td>24.2</td>
<td>44.2</td>
<td>9.5</td>
<td>7.4</td>
<td>8.4</td>
</tr>
<tr>
<td>Authority arrangements within the institution have an impact on performance</td>
<td>2.1</td>
<td>30.5</td>
<td>53.7</td>
<td>6.3</td>
<td>3.2</td>
<td>4.2</td>
</tr>
</tbody>
</table>

In conformity with a study by Hao et al. (2012), analysis is table 4.6 shows that most respondents (53.7%) agreed with the statement that authority arrangement within any institution have an impact on performance. This was also confirmed by 44.2% who were in agreement with two statements that they were satisfied with the current structure of the police service and organization’s hierarchy arrangement influences performance. Additionally, the statement that multiple commands affect police performance was strongly agreed upon by 37.9% of the respondents as well as another 37.9% who agreed with the same statement. However, majority (46.3%) of
the respondents disagreed with the statement that all the changes made on police service were well managed. This points to the long standing trend of poor change management within police institutions across the globe as highlighted by Hoggett et al.(2019). They revealed that ineffective leadership within police departments in England and Wales curtails successful management of critical changes in their respective institutions. In fact, that statement on the well management of all charges in police service had the largest number of the respondents (22.1%) expressing strong disagreement. Otherwise, less than 10% of the respondents expressed strong disagreement with each of the remaining four statements. The implication is that majority of the respondents were in agreement that command structure affects police performance.

However, majority of the respondents were of the opinion that changes in the police service have not been managed well. An identical finding as Hoggett et al.(2019) revealed that few of the officers who were satisfied by the current structure cited ability to share resources and information across the departments as some of the strengths of the current NPS structure.

4.3.2 Communication strategy on the National police service performance

In the second objective, the study aimed at establishing the communication strategies, which were being used in NPS, and how they influenced performance of the NPS as discussed herein.

To start with, the respondents were asked whether they had adequate communication equipment within their stations. Figure 4.4 provides an overview of how the responses;
Figure 4.4: Do you have adequate communication equipment within your stations?

It is fortunate to note that most of the respondents (52%) acknowledged that their station had adequate communication equipment while 44% of them reported that their station had inadequate communication equipment. This was a pointer to relatively positive trends in the communication strategies within the National Police Service according to an observation by Laufs and Waseem (2020) that physical resources including communication equipment (Hoggett et al., 2019) can limit an institution’s performance. However, four percent of the sampled respondents did not respond to the question.

The sampled officers also confirmed an observation by Laufs and Waseem, (2020) by reporting that lack of enough communication equipment affect the NPS performance on a number of ways. Key among the effects was the delayed response of police officers to duty calls. The officers were noted to take long before responding to distress calls from the citizens due to poor communication occasioned by inadequate means of communication (Kimaru, 2014).
To assess the overall effects of communication strategies on NPS performance, the respondents were requested to express their level of agreement with various statements on the relationship between communication and NPS performance. They were asked to respond to each statement by indicating NR = No Response, SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, and SD = Strongly Disagree. Table 4.5 presents the results of the analysed responses:

**Table 4.5: Statements on communication and NPS performance**

<table>
<thead>
<tr>
<th>Statement</th>
<th>NR</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective communication mechanism affects performance</td>
<td>2.1</td>
<td>55.8</td>
<td>28.4</td>
<td>3.2</td>
<td>10.5</td>
<td>0.0</td>
</tr>
<tr>
<td>Change in the modes of communication affects service delivery</td>
<td>2.1</td>
<td>34.7</td>
<td>47.4</td>
<td>5.3</td>
<td>8.4</td>
<td>2.1</td>
</tr>
<tr>
<td>Both vertical and horizontal modes of communication are effective</td>
<td>4.2</td>
<td>16.8</td>
<td>52.6</td>
<td>10.5</td>
<td>10.5</td>
<td>5.3</td>
</tr>
<tr>
<td>Top management usually values communication feedback</td>
<td>2.1</td>
<td>44.2</td>
<td>38.9</td>
<td>7.4</td>
<td>2.1</td>
<td>5.3</td>
</tr>
</tbody>
</table>

Most respondents (55.8%), according to the results in table 4.5, were in strong agreement with the statement that effective communication mechanisms affect NPS performance. A similar finding by Bertha (2017) conforms to the majority of the respondents’ report that performance of the NPS is dependent on the effectiveness of their communication strategies. Moreover, almost equal number of the sampled respondents (52.6%) agreed that both vertical and horizontal modes of communication are effective in ensuring better performance in the NPS. This was followed by 47.4% who agreed with the statement that service delivery within NPS is affected by change in the modes and patterns of communication within the police service. The same statement got a strong agreement from 34.7% of the respondents. Similarly, 44.2% of the respondents strongly agreed that top management within the
NPS usually value communication feedback. Another 38.9% of the respondents simply agreed with the same statement that the top management of NPS often value communication feedback. It is worth noting that only 10.5% of the respondents or less disagreed/strongly disagreed with any of the four statements on communication and performance of NPS. Therefore, findings of the current study’s second objective can be summarised as communication being an important factor in the performance and service delivery of NPS as reported by majority of the respondent and confirmed by (Laufs & Waseem, 2020; Bertha, 2017; and Kimaru, 2014).

4.3.3 Personnel management approach on the performance of the National Police Service

The third objective of the study was pursued by asking the sampled respondents to express their level of agreement with various statements on how personnel management approaches within the NPS affect the institution’s performance. They were directed to mark the level of their agreement by indicating NR= No Response, SA = Strongly Agree, A= Agree, N= Neutral, D= Disagree, and SD = Strongly Disagree. Table 4.6 presents the results of the analysed responses

<table>
<thead>
<tr>
<th>Statements on Personnel management and Performance of NPS</th>
<th>NR %</th>
<th>SA %</th>
<th>A %</th>
<th>N %</th>
<th>D %</th>
<th>SD %</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is enough human capital within the service</td>
<td>0.0</td>
<td>5.3</td>
<td>11.6</td>
<td>12.6</td>
<td>41.1</td>
<td>29.5</td>
</tr>
<tr>
<td>Top management support the officers at the</td>
<td>2.1</td>
<td>11.6</td>
<td>36.8</td>
<td>18.9</td>
<td>14.7</td>
<td>15.8</td>
</tr>
<tr>
<td>operational and functional level</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resource as capital has been trained on</td>
<td>0.0</td>
<td>9.5</td>
<td>32.6</td>
<td>31.6</td>
<td>17.9</td>
<td>8.4</td>
</tr>
<tr>
<td>issues of change and integrity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is no performance management in</td>
<td>0.0</td>
<td>13.7</td>
<td>13.7</td>
<td>17.9</td>
<td>36.8</td>
<td>17.9</td>
</tr>
<tr>
<td>administration police service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Results of the analysis presented in table 4.8 show that most respondents (41.1%) disagreed with the statement that there was enough human capital within the police service. Another 29.5% of the sampled respondents strongly disagreed with the same statement. The results confirms findings by Kipkurui (2014) that law enforcement agencies are understaffed. There was very minimal number of the respondents who strongly agreed (5.3%) of agreed (11.6%) with the statement on the adequacy of human capital within the service. However, 12.6% of the respondents were neutral about the same statement.

In conformity with a previous study by Smith (2019) among police leaders in the English urban police force, most of the respondents (36.8%) were in agreement with the statement that the top management support the officers at the operational and functional levels. This was supported by 11.6% of the respondents who strongly agreed with the same statement while 14.7% and 15.8% disagreed and strongly disagreed respectively. However, 18.9% of them were neutral on the statement. The findings are consistent with previous literatures pointing out that most police institutions across the globe are embracing some traits of transformational leadership such as close working relationship between the leaders and junior officers (Smith, 2019).

Whereas 32.6% of the respondents agreed with the statement that human resource as capital has been trained on issues of change and integrity, a substantial number of them (31.6%) were neutral on the same statement. This was followed by 17.9% who expressed disagreement with the statement. However, 9.5% of them strongly agreed followed by 8.4% of the sampled respondents who strongly disagreed with the statement on having trained on issues of change and integrity. The above findings
validate an observation by Bertha (2017) that police officers in Kenya are hardly trained on courses outside the basic security trainings during their recruitment.

Similarly, most of the respondents (36.8%) disagreed with the statement that there was no performance management in the Administration police service. This was followed by 17.9% who strongly disagreed with the same statement while another 17.9% were neutral on the same. This implies that majority of the respondents acknowledged that Administration police service practices performance management as was also acknowledged by Kangogo and Sirera (2021). This was further supported by the fact that just a few respondents (13.7%) strongly agreed and another 13.7% agreed with the statement that there was no performance management within the Administration police service.

The respondents were further requested to indicate other aspects of police performance management that they thought should be addressed to improve their performance. The responses were analysed and the results presented in figure 4.5.
Figure 4.5: Other aspects of Police performance management to be addressed

According to the analysis presented in figure 4.6, the need for regular training of police officers in management courses was common among most (41.1%) of the respondents. This was followed by structured reward system as was proposed by 30.5% of the sampled respondents. The findings on training needs and reward systems as the topmost concerns for majority of police officers in Kenya is an accurate reflection of previous studies which revealed poor remuneration and inadequate managerial training as major challenges facing police service in the Country (Kathimba & Anyieni, 2018; Bertha, 2017). Other aspects of police performance management to be addressed according to the current study included implementation of better police promotion policies (16.8%). Similar aspects were; availing additional resources (14.7%), recruitment of more police officers (13.7%), better communication within the service (10.5%), performance measurement (8.4%), strategic placement of police officers (6.3%), implementation of friendly disciplinary mechanisms (3.2%), and division of labour and specialization within the police services as was pointed out by 3.2% of the sampled respondents.
4.3.4 Performance of the National Police Service

The study engaged the respondents on different aspects of the National Police Service performance in order to understand its current status. They were asked to express their level of agreement with various statements on the current performance of NPS. The performance was measured in five main aspects including conducting of sensitization on police accountability, confidence of the citizens on the NPS, strength of partnership between the police and the public, level of professionalism among the police officers, the trend of complains against police officers, and adequacy of infrastructure to support delivery of policing services. The respondents were directed to mark their level of agreement by indicating NR= No Response, SA = Strongly Agree, A= Agree, N= Neutral, D= Disagree, and SD = Strongly Disagree. Table 4.7 presents the results of the analysed response;

<table>
<thead>
<tr>
<th>Statements on NPS performance</th>
<th>NR %</th>
<th>SA %</th>
<th>A %</th>
<th>N %</th>
<th>D %</th>
<th>SD %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police officers are adequately accountable to the public and their seniors</td>
<td>1.1</td>
<td>14.7</td>
<td>43.2</td>
<td>11.6</td>
<td>20.0</td>
<td>9.5</td>
</tr>
<tr>
<td>Members of the public are confident with the NPS</td>
<td>1.1</td>
<td>3.2</td>
<td>21.1</td>
<td>38.9</td>
<td>28.4</td>
<td>7.4</td>
</tr>
<tr>
<td>There is a strong partnership between the police and the public</td>
<td>1.1</td>
<td>0.0</td>
<td>28.4</td>
<td>32.6</td>
<td>30.5</td>
<td>7.4</td>
</tr>
<tr>
<td>Professionalism among the police have improved significantly</td>
<td>1.1</td>
<td>11.6</td>
<td>45.3</td>
<td>31.6</td>
<td>10.5</td>
<td>0.0</td>
</tr>
<tr>
<td>Complaint against police officers by the public are decreasing significantly</td>
<td>1.1</td>
<td>10.5</td>
<td>40.0</td>
<td>17.9</td>
<td>29.5</td>
<td>1.1</td>
</tr>
<tr>
<td>Sufficient infrastructures that support</td>
<td>1.1</td>
<td>11.6</td>
<td>25.3</td>
<td>18.9</td>
<td>29.5</td>
<td>13.7</td>
</tr>
</tbody>
</table>

In support of improved professionalism within the Kenyan National Police Service as reported by Njuguna, Ndung’u and Achilles (2015), majority of the respondents
in the current study (45.3%) agreed with the statement that there has been a significant improvement on the level of professionalism among the police officers. This was followed by 43.2% and 40% of the respondents who expressed agreement with the statement Police officers are adequately accountable to the public and their seniors, and that complaints against police officers by the public are decreasing significantly. These positive transformations in the National Police Service identify with the notable reforms in the same institution according to Hope (2015). However, a good number of the respondents were neutral on each of the five statements especially on the 2\textsuperscript{nd}, 3\textsuperscript{rd}, and 4\textsuperscript{th} statements where 38.9%, 32.6%, and 31.6% of the respondents respectively were neither agreed nor disagreed. It can be seen from the table 4.9 that the statements on the police professionalism (3\textsuperscript{rd}) and public complaint against the police (4\textsuperscript{th}) had the highest approval and the least disapproval by the respondents. Therefore, it can be said that police performance have improved in terms of their professionalism and reduced complains from members of the public (Njuguna, Ndung’u& Achilles, 2015).

Since performance management is an ongoing process, the respondents were requested to suggest some of the measures which can be taken by the police service to improve their performance. The responses were analysed presented graphically as shown in figure 4.6;
Figure 4.6: Measures to improve performance within NPS

Most of the respondents (27.4%) pointed out that NPS performance can be improved by initiating regular training of the police officers. This was followed by 23.2% who suggested creation of an independent body to look into the matters of police performance. Other measures suggested by the respondents included implementation of better remuneration (20.0%), and improving interpersonal relationship within the police service (17.9%), promotion of police officers on the basis of their merits (17.9%), enhancement of community policing (15.8%), introduction of guidance and counselling within the police service (11.6%), implementation of corporation social responsibility services by the police service (11.6%), placement of qualified officers at the command centres (11.6%), recruitment of academically qualified officers (9.5%), improvement of the necessary infrastructure for policing services (8.4%), revamping or jump starting chaplaincy within the police service (6.3%), support from senior officers (5.3%), better communication within the police service (5.3%),
modernization of police buildings including police posts and stations (4.2%), NPS to be made an independent institution (3.2%), identification and rewarding of outstanding officers (3.2%), and embrace ICT by the police service (1.1%). The findings are in tandem with Njuguna, Ndung’u and Achilles (2015); Hope (2015); Bertha (2017); and Kathimba & Anyieni (2018) who pointed out that police institutions in Kenya should strive for additional reforms and inculcate different strategies like improved training, remuneration, and better leadership among other personnel management measures.

4.4 Inferential Analysis

To test the three questions of the study, inferential analysis including chi square tests, analysis of variance (ANOVA), and comparison of means was performed according to each of the questions as illustrated in the section of the study;

4.4.1 Effects of command structure on National police service’ performance

The relationship between the two variables, command structure and performance of NPS, was tested in terms of how the number of an officer’s supervisors relates with his level of agreement with the five statements about the police performance as presented in table 4.8;
On a scale of 1 to 5, the sampled police officers who reported to one supervisor had a stronger agreement ($\bar{x} = 2.53, s = 1.22$) on the statement that police officers are adequately accountable to the public and their seniors compared to their peers with more than one supervisors who had a mean ($\bar{x}$) agreement of 2.72, and a Standard deviation ($s$) of 1.30. Therefore, increasing the number of an officer’s supervisors tend to decrease the officer’s level of accountability (Bertha, 2017). On whether members of the public are confident with the NPS, both officers with one supervisors and those with many supervisors were neutral with $\bar{x} = 3.13, s = 1.06$, and $\bar{x} = 3.12, s = 0.96$ respectively. Therefore, command structure seems to have minimal influence on the citizens’ perception of the NPS. Similarly, both officers with one supervisors and those with multiple supervisors had almost identical level of agreement ($\bar{x} = 2.42, s = 0.81$, and $\bar{x} = 2.36, s = 0.92$) on whether professionalism among the police have improved significantly. However, officers with one supervisors reported a stronger level of partnership with members of the public $\bar{x} =$
3.13, \( s = 1.06 \) compared to their colleagues with multiple supervisors who were neutral on whether there is a strong partnership between police officers and the public.

On whether there has been significant decrease of complaints against police officers by members of the public, the sampled officers who were reporting only to one supervisors expressed stronger agreement \((\bar{x} = 2.51, \ s = 1.01)\) compared to their peers who were reporting to multiple supervisors \((\bar{x} = 2.82, \ s = 1.12)\). Yet, command structure tends to influence availability of supporting infrastructure within the NPS (Kihiko, 2013). Officers who were reporting to more than one supervisor at any given time expressed stronger agreement \((\bar{x} = 2.92, \ s = 1.26)\) with the statement about the sufficiency of infrastructures to support police service. The officers reporting only to one supervisor were neutral \((\bar{x} = 3.20, \ s = 1.32)\) on the same statement. The implication is that an increase in the number of an officer’s supervisors tends to expose an officer to more infrastructures within the service (Bertha, 2017).

**4.4.2 Communication strategy and performance of the National Police Service**

The effects of communication strategy on NPS performance was measured according to how availability of adequate communication equipment influenced the sampled officers’ level of agreement with statements on NPS performance as indicated in table 4.9;
Table 4.9 Communication Strategy and NPS Performance

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Chi-square ($\chi^2$)</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean ($\bar{x}$)</td>
<td>Std. Dev. ($s$)</td>
<td>Mean ($\bar{x}$)</td>
<td>Std. Dev. ($s$)</td>
</tr>
<tr>
<td>Police officers are adequately accountable to the public and their seniors</td>
<td>2.33</td>
<td>1.16</td>
<td>3.05</td>
<td>1.31</td>
</tr>
<tr>
<td>Members of the public are confident with the NPS</td>
<td>3.00</td>
<td>1.12</td>
<td>3.24</td>
<td>.88</td>
</tr>
<tr>
<td>There is a strong partnership between the police and the public</td>
<td>3.04</td>
<td>.96</td>
<td>3.17</td>
<td>1.03</td>
</tr>
<tr>
<td>Professionalism among the police have improved significantly</td>
<td>2.24</td>
<td>.75</td>
<td>2.50</td>
<td>.99</td>
</tr>
<tr>
<td>Complaint against police officers by the public are decreasing significantly</td>
<td>2.57</td>
<td>1.14</td>
<td>2.76</td>
<td>1.01</td>
</tr>
<tr>
<td>There is sufficient infrastructures to support police service</td>
<td>2.45</td>
<td>1.16</td>
<td>3.71</td>
<td>1.15</td>
</tr>
</tbody>
</table>

From table 4.9, communication strategies in terms of availability of adequate communication equipment tend to affect NPS performance as perceived by the sampled respondents. In conformity with the findings of Shonubi et al. (2016), respondents with access to adequate communication equipment had stronger agreement with all the statements about NPS performance compared to their peers who said that there was no adequate communication equipment within their stations. For instance, the officers with adequate communication equipment expressed stronger level of agreement ($\bar{x} = 2.33, s = 1.16$) on the statement that police officers were adequately accountable to the public and their seniors whereas their peers without the adequate communication equipment were neutral on the same statement as indicated by a mean of 3.05 and standard deviation of 1.31.
On the members of the public’s confidence with the NPS, both respondents with and without adequate communication equipment were neutral with means of $3.00, s = 1.12$ and $\bar{x} = 3.24, s = 0.88$. Similarly, both categories of respondents were neutral ($\bar{x} = 3.04, s = .96$ and $\bar{x} = 3.17, s = 1.03$) on the statement on whether there is a strong partnership between police officers and members of the public. The implication is that adequacy of communication equipment had minimal effects on the public confidence and on the strength of partnership between police officers and the citizens. This revelation seems to contradict the notion that availability of communication equipment can effect perception of the citizens on the performance of the NPS (Kimaru, 2014). Members of the public are more inclined to the quality of communication and timely response of police officers than mere availability of the communication equipment (Bretha, 2017). However, performance of NPS in terms of improved professionalism among the police officers was more agreeable to the respondents with adequate communication equipment ($\bar{x} = 2.24, s = .75$) than the ones without ($\bar{x} = 2.50, s = .99$).

The same trend is replicated on the respondents’ agreement with the statement that complaints against police officers by members of the public are decreasing significantly. The respondents whose police posts had adequate communication equipment had a strong agreement ($\bar{x} = 2.57, s = 1.14$) while the rest had an agreement of $\bar{x} = 2.76$ and $s = 1.01$. It is also notable that respondents who had no adequate communication equipment were neutral ($\bar{x} = 3.71, s = 1.15$) on the statement that there was sufficient infrastructures to support police service. This contrasts the $2.45$ ($s = 1.16$) agreement to the same statement by the respondents who had access to adequate communication equipment. Therefore, communication
strategy can be said to have significant effects on the NPS performance as confirmed by Shonubi et al. (2016) and the current study’s chi square tests and p values in table 4.10.

### 4.4.3 Effects of Personnel management approaches on the NPS performance

The relationship between personnel management approaches and NPS performance was assessed by considering how training of the NPS' personnel on issues of change and integrity have influenced their performance as shown in table 4.10;

**Table 4.10 Personnel management approaches and NPS performance**

<table>
<thead>
<tr>
<th></th>
<th>Human resource as capital has been trained on issues of change and integrity</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police officers are adequately accountable to the public and their seniors</td>
<td></td>
<td>2.1</td>
<td>1.69</td>
<td>1.9</td>
<td>0.72</td>
<td>2.7</td>
</tr>
<tr>
<td>Members of the public are confident with the NPS</td>
<td></td>
<td>3.0</td>
<td>0.71</td>
<td>2.8</td>
<td>1.26</td>
<td>3.0</td>
</tr>
<tr>
<td>There is a strong partnership between the police and the public</td>
<td></td>
<td>3.8</td>
<td>0.83</td>
<td>2.7</td>
<td>0.94</td>
<td>2.9</td>
</tr>
<tr>
<td>Professionalism among the police have improved significantly</td>
<td></td>
<td>2.0</td>
<td>0.71</td>
<td>2.2</td>
<td>0.88</td>
<td>2.3</td>
</tr>
<tr>
<td>Complaint against police officers by the public are decreasing significantly</td>
<td></td>
<td>2.2</td>
<td>0.97</td>
<td>2.5</td>
<td>1.12</td>
<td>2.4</td>
</tr>
<tr>
<td>There is sufficient infrastructures to support NPS</td>
<td></td>
<td>3.1</td>
<td>1.62</td>
<td>2.4</td>
<td>1.15</td>
<td>3.4</td>
</tr>
</tbody>
</table>
Table 4.10 indicates that NPS’ personnel management approaches are significantly linked to different performance aspects such as accountability of police officers, strong partnership with members of the public, professionalism among the officers, and availability of necessary infrastructures to support NPS in its mission of providing security to the nation. For instance, the study agrees with Engetou (2017) that training of the personnel on change and integrity issues tend to increase accountability among the officers as seen by the fact that the respondents who agreed or strongly agreed that the human resources have been trained also had stronger agreement with the statement that police officers are adequately accountable to the public and their seniors ($\bar{x} = 2.1, s = 1.69$ and $\bar{x} = 1.9, s = 0.72$). However, the respondents who disagreed or strongly disagreement with the statement about the personnel having undergone training were neutral ($\bar{x} = 3.3, s = 1.05$) or disagreed ($\bar{x} = 4.5, s = 0.53$) with the statement that police officers are adequately accountable to members of the public and their seniors.

Secondly, the respondents who agreed or strongly agreed with the statement that the human resources have been trained were neutral ($\bar{x} = 2.1, s = 1.69$) or agreed ($\bar{x} = 2.8, s = 1.26$) with the statement that members of the public were confident with the NPS. On the other hand, those disagreed or strongly disagreed with the statement on the training of the personnel were neutral ($\bar{x} = 3.2, s = 0.64$) or disagreed ($\bar{x} = 4.0, s = 0.76$) with the statement on the statement regarding members of public confidence on the NPS. The results from the chi square tests ($x^2 = 40.08, p = 0.005$) are in agreement with Engetou (2017) and confirm that the variation in respondents’ agreement with the statements on performance was statistically significant and cannot be attributed to random chance.
A similar trend is observable on the respondents’ agreement with the statement on whether there is a strong partnership between the police and members of the public. Those strongly agreed or just agreed with the statement that personnel had been trained were neutral ($\bar{x} = 3.8$, $s = 0.83$) or agreed ($\bar{x} = 2.7$, $s = 0.94$) that there is a strong partnership between the two parties. While those who disagreed or strongly disagreed with the statement on the training of the personnel also disagreed ($\bar{x} = 4.0$, $s = 1.31$) or were neutral ($\bar{x} = 3.6$, $s = 0.62$) on the strength of partnership between the police and members of the public. Generally, the respondents who agreed or strongly agreed with statement on the training of the personnel mostly agreed with the statements about NPS performance while those who disagreed with the first statement also disagreed or were neutral about the statement on the NPS performance. Therefore, personnel training can be said to influence NPS performance as was reported by Feldberg (2014).

4.5 Regression analysis of NPS performance against the Strategic change management practices

The overall relationship between the study’s dependent variable (Performance of NPS) and the independent variables (Command structure, Communication Strategies, and Personnel Management Approaches) was ascertained through regression analysis presented in this subsection. The initial step in the analysis was to establish the combined effect (R square) of the three independent variables on the NPS performance through a summary of the regression model presented in table 4.11;
The model summary indicates that the combined interaction of command structure, communication strategies, and personnel management approaches have 0.68 influences on the performance of NPS. The implication is that 68% of any variation in the NPS performance can be jointly attributed to the three independent variables. The remaining 32% can be explained by other factors outside the scope of this study. As such, strategic change management practices have significant influence on the performance of NPS as was previously established by Mugambi (2017). The significance of the above findings is confirmed by the Analysis of Variance (ANOVA) in Table 4.12:

Table 4.12 Analysis of Variance (ANOVA)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>13.063</td>
<td>3</td>
<td>4.354</td>
<td>6.888</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>57.526</td>
<td>91</td>
<td>.632</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>70.589</td>
<td>94</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The ANOVA table confirms that the joint effects of the three independent variables on NPS performance was statistically significant with a p-value of 0.000.

After establishing the statistical significance of the regression model, the study sought to establish the individual contributions of each of the independent variables (command structure, communication strategies, and personnel approaches) to the NPS performance through the regression coefficients. The coefficients are presented in Table 4.15;
Table 4.13 Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.604</td>
<td>.335</td>
<td>4.782</td>
<td>.000</td>
</tr>
<tr>
<td>Personnel Management</td>
<td>.325</td>
<td>.078</td>
<td>4.155</td>
<td>.000</td>
</tr>
<tr>
<td>Command structure</td>
<td>-.282</td>
<td>.171</td>
<td>-1.649</td>
<td>.103</td>
</tr>
<tr>
<td>Communication strategies</td>
<td>.156</td>
<td>.082</td>
<td>1.909</td>
<td>.049</td>
</tr>
</tbody>
</table>

According to the beta coefficients in table 4.13, personnel management approaches stands out as the most influential variable on the NPS performance as indicated by a beta value of 0.412, p = 0.000. This indicates a positive influence of the NPS’ personnel management approaches on the institution’s performance. Therefore, a unit increase on improving the institution’s personnel management approaches such as training of the police officers on change management and integrity contributes about 41.2% on the performance of NPS. This was followed by communication strategies which has a positive contribution of 18.1% (β = .181; p = .049) on the NPS performance. However, command structure and NPS performance are negatively related as indicated by a negative beta value of -.164. As such, an increase in the complexity of the NPS’ command structure, like increasing the number of supervisors for an officer, is likely to hinder the officer’s performance by 0.164 units. However, the relationship between these two variables was not established to be statistically significant given that the p value of .103 is more than the .005 threshold. Therefore, the significance of the relationship cannot be declared at the recommended 95% confidence level. Additional study is required to further investigate the effects of command structure on NPS performance. Otherwise, the study findings are quite identical to those of the previous studies on the field of strategic change management and organizational performance. For instance,
Feldberg (2014) established that personnel management is the most significant factor in the performance of an organization since employees are the engine running overall performance of an organization.
CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The chapter provides summary of the study findings according to the research objectives. The additional sections of this chapter includes conclusions of the entire project as well as the recommendations according to the insights gained from the data analysis.

5.1 Summary of the Study Findings

The general finding of the study is that there is a significant link between the three aspects of strategic change management (command structure, communication strategies, and personnel management approaches) and performance of NPS. The three aspects provides a combined effects of 0.680, \( p = 0.000 \), on the NPS performance. Therefore, 68% of any variation in the NPS performance can be attributed to the strategic change management aspects highlighted above.

Additionally, specific findings of the study were presented under three objectives addressing the relationship between NPS performance and the three aspects of strategic change management including command structure, communication strategies, and personnel management approaches. Following is the itemized summary of the findings;

5.1.1 Command structure and National Police Service performance

Generally, the study established that there is a negative relationship between performance of the NPS and the command structure. Command structure aspects such as the number of supervisors to whom an officer reports contributes \(-0.164 (p = 0.103)\) to the NPS performance. This implies that increasing the number of
supervisors for an officer is likely to decrease his/her performance. Unfortunately, majority of the respondents (53%) were found to have more than one supervisor (see figure 4.3). Therefore, most of the officers seem to receive commands from multiple sources with service leaders and unit leaders being the common sources of multiple commands as cited by 24.21% of the respondents.

Nevertheless, 17.9% and 44.2% of the sampled respondents were satisfied with the current command structure in NPS. This can be contrasted with 37.9% of the respondents who reported that receiving commands from multiple sources affect their performance (Table 4.5). Similarly, 24.2% and 44.2% of the respondents acknowledged that organization’s performance is influenced by its hierarchical arrangements. The above findings conforms to Henry Fayol’s unity of command principle which states that personnel should get commands from a single supervisor otherwise the personnel’s performance of tasks can be destabilized by orders from multiple supervisors (Pryor & Taneja, 2010).

5.1.2 Communication strategy and National Police Service performance

Communication strategy was established as the second most influential of the three aspects of strategic change management on the NPS performance. The overall contribution of communication strategies to the NPS performance was found to be 0.181 (p = 0.049). This indicates a positive and statically significant relationship between the two variables. An improvement in the NPS’ communication strategies such as increasing the communication infrastructure within the police service is likely to create a positive contribution of 18.1% on the institution’s performance. It is important to note that 52% of the sampled respondents reported that their stations
had adequate communication equipment while 44% of them reported that they do not have adequate communication equipment (see figure 4.4). This finding is in agreement with Bretha (2017) which observed that a good number of police stations are lacking effective and sufficient communication equipments to carry out their duties. On the communication strategies within the NPS, it was noted that Team up parades was the most common platform on which communication was done. Correspondents or internal letters, lectures, WhatsApp group, police signals, and meetings in that order followed. In line with observation from Jayasekara et al. (2021), lack of adequate communication mechanisms was established to bring about poor communication and delayed response to duty calls among police officers.

Additionally, there was strong agreement among majority (55.8%) of the respondents that effective communication mechanism affects the NPS performance. This confirms findings by Shonubi et al. (2016) which reported that an effective communication often results to a functional organization with better performance. Similarly, a change or improvement in the modes of communication was highlighted as a factor with ability to affect service deliver by majority (34.7% and 47.4%) of the respondents. An observation by Ahmad and Barakat (2019) about the efficacy combining horizontal and vertical means of communication was also confirmed by most respondents (16.8% and 52.6%) who reported that the use of both communication methods is effective in facilitating NPS performance.

5.1.3 Personnel management approaches on the NPS performance

As highlighted in the previous chapter, personnel management approaches were found to have the greatest effects on the performance of NPS compared to the other
aspects of strategic change management included in this study. The variable was established to have a positive and statistically significant influence of .412 (p = .000) on the NPS performance. The finding echoes Feldberg (2014) that pointed out that employee of an organization plays a significant role in its overall performance.

However, most of the respondents (41.1% and 29.5%) reported that the human capital within the Police Service is not enough (see table 4.8). Less than half of the sampled respondents (9.5% and 32.6%) reported that the NPS’ human resource had been trained on issues of change and integrity. This may raise some concerns given that training of the personnel was established by the study to be significantly correlated with the institution’s performance (see table 4.13). Overall, the study found that personnel management approaches were significantly related to various aspects of NPS performance including partnership between the police officers and members of the public, accountability of police officers, and professionalism among the officers.

5.2 Conclusion
The study established significant relationship between performance of the National Police Service and strategic change management as represented by the institution’s command structure, communication strategies, and personnel management approaches. However, personnel management approaches stood out as the most influential element on the NPS performance. The personnel management approaches was assessed through availability of enough human capital, support to the officers from top management, training of the NPS’ human resources on change and integrity, and availability of performance management within the police service.
On communication strategies, the study established a positive relationship between the communication strategies employed by the NPS and performance of police officers in Kiambu County. Any effort that is aimed at improving communication within the service is likely to result in improved performance of the NPS.

However, command structure, in terms of the number of supervisors to whom an officer reports, was established to pose a negative effect on performance of the police officers. Increasing the number of supervisors for an officer results in decreased performance of the officer.

5.3 Recommendations

Following various findings of the study, two main recommendations were made. The first two recommendations are directed to the decision makers in the NPS while the last one is directed to the researchers in the field of strategic change management within the police service.

5.3.1 Recommendations to the decision makers

The first recommendation is to the Kenya Government through Ministry of Internal Security and the NPS to ensure sound personnel management practices to foster better performance of police officers. Practices such as merit based recruitment and continuous training of the officers should be embraced as a norm in the service. This recommendation is informed by the significant influence of personnel management practices on the police officers’ performance. Therefore, it is advisable to prioritize this aspect of the strategic change management within the service. This will ensure that every change within the service will be implemented with greater success for better performance.
On personnel management, the NPS should endeavour to instil professionalism among the police officers. This is likely to promote accountability and favourable relationship between the police officers and members of the public. With accountability and professionalism, management of strategic change is likely to succeed and spur police officers into better performance in the delivery of security services.

Finally, the NPS should streamline its organizational structure to eliminate or minimize the possibility of having multiple supervisors for any single police officer. This will minimize conflicts among the supervisors and the junior officers while paving way for undivided focus of the officers.

5.3.2 Recommendation for further research

Given that the current study did not establish the statistical significance of the effects of command structure on the performance of NPS, it recommends that additional inquiries be made on the relationship between the two variables to reinforce findings of the current study. The additional inquiry may be done in different locale with different sets of respondents as a means of supplementing the knowledge gathered in the current study.


Hilman H. & Siam M. (2014), the Influence of Organizational Structure and Organization Culture on the Organizational


Hrebinia L. G. (2006), Obstacles to effective strategy implementation, *Organizational Dynamics*, 35(1), 12–3


Nyongesa, A.R. (2013). Challenges of strategy implementation at the Kenya police service (Unpublished master's project) University of Nairobi


APPENDICES

Appendix I: Letter of Request to Conduct Research

MARY NJOKI GACHII
P.O BOX 5434-00200
NAIROBI

THE INSPECTOR GENERAL,
NATIONAL POLICE SERVICE,
JOGOO HOUSE 'A,'
P.O BOX
NAIROBI

Dear sir,

PERMISSION TO CONDUCT RESEARCH ON STRATEGIC CHANGE MANAGEMENT AND PERFORMANCE OF NATIONAL POLICE SERVICE IN SELECTED SUB COUNTIES IN KIAMBU COUNTY, KENYA

I am the student named above currently pursuing a Master of Arts degree in Leadership and Security Management of Kenyatta University at National Police Service Senior Staff College, Loresho.

I wish to humbly request for Permission to conduct research among police officers in Kiambu sub-County entitled "Strategic changes Management and Performance of National Police Service in selected sub-counties in Kiambu County, Kenya." The project is currently on the proposal stage.

Looking forward to your most kind of consideration.

Thank you for your continued support.

Yours sincerely,

MARY NJOKI GACHII.
Appendix II: Letter of introduction to respondents

An introductory letter to the participants

Mary Njoki Gachii
P.O Box 5434-00200
NAIROBI
Tel: 0721674545
E-mail: marvnjoki68@gmail.com

Dear participant,

Re: INTRODUCTION

I am Mary Njoki Gachii, a student at Kenyatta University pursuing a Master of Arts degree in Leadership and Security Management and currently working on my project titled "Strategic Changes and the performance of National Police Service in Kiambu county, Kenya".

I am pleased to inform you that you have been selected to participate in this study. I believe that you hold key information that will assist in achieving the objective of this study. Please read and respond to each question in each item as required.

Kindly note that the information collected will be held with strict confidence and purely for academic purposes only and will not be divulged to any other person apart from the researcher, during, and after the study. You will remain anonymous; hence do not write your name on the questionnaire. You may seek for clarification regarding any concerns about this study or your participation.

Thank you for your cooperation.

MARY NJOKI GACHII
Appendix III: Questionnaire to Police Officers

STRATEGIC CHANGE MANAGEMENT AND PERFORMANCE OF NATIONAL POLICE SERVICE IN SELECTED SUB COUNTIES IN KIAMBU COUNTY, KENYA

INSTRUCTIONS

This questionnaire seeks to establish the effects of strategic changes on police performance. The information that will be obtained using this questionnaire will be treated with confidentiality. The findings will majorly be used for academic purposes.

Kindly answer all the questions by ticking or filling in the spaces provided.

NB: Please do not write your name on the questionnaire.

Tick / fill the appropriate answer in the blank boxes/ spaces, respectively.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender: Male ( ) Female ( )
2. Respondents age bracket: 18-25 Yrs. ( ) 26-35 Yrs ( ) 36-45 Yrs ( ) 46 Yrs. and above ( )
3. What Are Your Current Ranks?
   - Constable ( ) NCO ( ) Member of Inspectorate ( ) Gazetted Officer ( )
4. How long have you been in the service?
   - 1 – 5 Years ( ) 6 – 10 years ( ) 10 - 15 years ( ) over 15 years ( )

SECTION B: COMMAND STRUCTURE AND POLICE PERFORMANCE.

5. According to your service command structure, how many supervisors are you answerable to?
   - a) One ( )
b) More than one (  )

6. If your answer is more than one, what are the sources of multiple commands?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

Guiding scale in each statement - Strongly Agree (1), Agree (2), Not Sure/neutral (3), Disagree (4), Strongly Disagree (5).

<table>
<thead>
<tr>
<th>Please indicate to what extents you agree or disagree with the following statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/not sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the current structure of the police</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multiple commands affect your police performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All the changes made on police are well managed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organizations hierarchy arrangement influences performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authority arrangements within any institution have an impact on performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION C: COMMUNICATION STRATEGY AND POLICE PERFORMANCE

7. Do you have adequate communication equipment in your station?

a) Yes (  )
b) No (  )

8. If your answer above is NO, how does an inadequate communication mechanism affect your performance?

.........................................................................................................................................................................................
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**Guiding scale in each statement - Strongly Agree (1), Agree (2), Not Sure/neutral (3), Disagree (4), Strongly Disagree (5).**

<table>
<thead>
<tr>
<th>Please indicate to what extents you agree or disagree with the following statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The effectiveness of the service communication mechanism affects performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change communication affects service delivery.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Both vertical and horizontal modes of communication are effective.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The top management usually values communication feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION D: PERSONNEL MANAGEMENT AND POLICE PERFORMANCE.

Guiding scale in each statement - Strongly Agree (1), Agree (2), Not Sure/neutral (3), Disagree (4), Strongly Disagree (5).

Please indicate to what extents you agree or disagree with the following statements

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is enough human capital within the service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top management support the officers at the operational and functional level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resource as capital has been trained on issues of change and integrity</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>There is no performance management in Administration police service</td>
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</tbody>
</table>

9. What other aspects of police performance management do you think are needed to be addressed in relation to improving performance?

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83
SECTION E: POLICE PERFORMANCE IN NPS

*Guiding scale in each statement - Strongly Agree (1), Agree (2), Not Sure/Neutral (3), Disagree (4), Strongly Disagree (5)*

<table>
<thead>
<tr>
<th>Please indicate to what extents you agree or disagree with the following statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensitization on police accountability through lectures workshop and publication are conducted within the and sub-counties</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>The members of the public are confident with the National police service</td>
<td></td>
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<tr>
<td>There is a strong partnership between the police and the public</td>
<td></td>
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<tr>
<td>Professionalism among the police have improved significantly since the introduction of reforms</td>
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</tr>
<tr>
<td>Complaint against police officers by the public are decreasing significantly</td>
<td></td>
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</tr>
<tr>
<td>Sufficient infrastructures that support police operations and professionalism exist at the sub-county level.</td>
<td></td>
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</tr>
</tbody>
</table>

10. Apart from the above, what other measures do you think can be initiated to improve performance?

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Appendix IV: The proposed work plan for the research

<table>
<thead>
<tr>
<th>ACTIVITIES AND DURATION</th>
<th>Jan to May 2019</th>
<th>May to June 2019</th>
<th>June to July 2019</th>
<th>July to August 2019</th>
<th>Aug to September 2019</th>
<th>Sept to October 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal defense</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Data collection and analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project writing</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Project defense</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Project Correction and submission</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
## Appendix V: Budget Proposal

<table>
<thead>
<tr>
<th>Item</th>
<th>Unit Cost (Kshs)</th>
<th>Quantity</th>
<th>Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preparation of Research Proposal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print draft proposals</td>
<td>500</td>
<td>8</td>
<td>4,000</td>
</tr>
<tr>
<td>Bind draft copies</td>
<td>100</td>
<td>8</td>
<td>800</td>
</tr>
<tr>
<td>Print final proposal (defense)</td>
<td>500</td>
<td>1</td>
<td>500</td>
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<tr>
<td>Photocopy final copies</td>
<td>200</td>
<td>7</td>
<td>1,400</td>
</tr>
<tr>
<td>Proposal binding</td>
<td>100</td>
<td>8</td>
<td>800</td>
</tr>
<tr>
<td>Internet Services</td>
<td>1,000</td>
<td>-</td>
<td>1,000</td>
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<tr>
<td>Stationery</td>
<td>500</td>
<td>6</td>
<td>3,000</td>
</tr>
<tr>
<td>Traveling expenses</td>
<td>6,000</td>
<td>-</td>
<td>6,000</td>
</tr>
<tr>
<td><strong>Piloting</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print questionnaire</td>
<td>10</td>
<td>7</td>
<td>70</td>
</tr>
<tr>
<td>Photocopy questionnaire</td>
<td>5</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td>Researcher's subsistence</td>
<td>3,000</td>
<td>-</td>
<td>3,000</td>
</tr>
<tr>
<td>Researchers traveling expenses</td>
<td>6,000</td>
<td>-</td>
<td>6,000</td>
</tr>
<tr>
<td><strong>Data collection</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print questionnaire</td>
<td>10</td>
<td>7</td>
<td>70</td>
</tr>
<tr>
<td>Activity</td>
<td>Quantity</td>
<td>Unit Price</td>
<td>Total</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td>Photocopying of questionnaire</td>
<td>5</td>
<td>100</td>
<td>500</td>
</tr>
<tr>
<td>Researcher's subsistence</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>Researchers traveling expenses</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>Stationery (interview schedule)</td>
<td>100</td>
<td>5</td>
<td>500</td>
</tr>
<tr>
<td><strong>Preparation of the project</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing of draft project</td>
<td>800</td>
<td>1</td>
<td>800</td>
</tr>
<tr>
<td>Photocopying of draft project</td>
<td>5</td>
<td>640</td>
<td>3,200</td>
</tr>
<tr>
<td>Loose binding of the draft copies</td>
<td>100</td>
<td>8</td>
<td>800</td>
</tr>
<tr>
<td>Printing of the final project for defense</td>
<td>800</td>
<td>1</td>
<td>800</td>
</tr>
<tr>
<td>Photocopying of the project defense</td>
<td>5</td>
<td>640</td>
<td>3,200</td>
</tr>
<tr>
<td>Final project loose binding</td>
<td>100</td>
<td>8</td>
<td>800</td>
</tr>
<tr>
<td>Printing of corrected final project</td>
<td>800</td>
<td>1</td>
<td>800</td>
</tr>
<tr>
<td>Final project hard binding</td>
<td>1000</td>
<td>4</td>
<td>4000</td>
</tr>
</tbody>
</table>
Appendix VI: Research Permit

[Image of Research License]

Ref No: 810038

Date of Issue: 29th April 2021

RESEARCH LICENSE

This is to certify that Ms. Mary Njoki Gachiru of Kenyatta University, has been licensed to conduct research in Kiambu on the topic: STRATEGIC CHANGE MANAGEMENT AND PERFORMANCE OF THE NATIONAL POLICE SERVICE IN SELECTED SUB COUNTIES, KIAMBU COUNTY, KENYA for the period ending: 29th April 2022.

License No: NACOSTI/P/21/10114

Applicant Identification Number: 810038

Signature:

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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Appendix VII: Areas Map

Source: Kiambu County GIS Directorate