

**CHALLENGES AFFECTING ORGANISATIONAL CHANGE MANAGEMENT IN
THE KENYA POLICE SERVICE IN MOMBASA COUNTY**

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Declaration

This research project is my original work and has not been presented for any academic award in any other institution.

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Dedication

I dedicate this research project to the brave men and women serving in Kenya Police service.
May God have mercy on you all.

Acknowledgement

By God's grace and blessings I wish to acknowledge the support of the following people who without their support I doubt if I could have completed this research project and indeed the entire MBA course.

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TABLE OF CONTENTS

Contents

Declaration.....	ii
Dedication.....	iii
Acknowledgement.....	iv
LIST OF FIGURES.....	vii
LIST OF TABLES.....	viii
LIST OF ABBREVIATIONS.....	x
Operational Definition of Terms.....	xi
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of Study.....	1
1.2 Problem Statement.....	3
1.3 Objectives of the study.....	4
1.4 Research questions.....	5
1.5 Significance of the study.....	5
1.6 Scope of the study.....	5
1.7 Limitations of the Study.....	5
1.8 Assumptions of the Study.....	6
CHAPTER TWO: LITERATURE REVIEW.....	7
2.1 Introduction.....	7
2.2 Theoretical Framework.....	7
2.3 Empirical Review.....	10
2.4 Operationalisation.....	17
2.5 Conceptual framework.....	22
CHAPTER THREE: RESEARCH METHODOLOGY.....	23
3.1 Introduction.....	23
3.2 Research Design.....	23
3.3 Target Population.....	23
3.4 Sampling method.....	24
3.5 Validity and Reliability of instruments.....	24
3.6 Data collection procedure.....	25
3.7 Data analysis and presentation.....	25
CHAPTER FOUR: RESEARCH FINDING AND DISCUSSION.....	26
4.1 Introduction.....	26
4.2 Questionnaire return rate.....	26

4.3 General Information.....	27
4.4 Change management.....	30
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	58
5.1 Introduction.....	58
5.2 Summary	58
5.3 Conclusions.....	60
5.4 Recommendations.....	61
5.5 Suggestion for further research.....	62
REFERENCES.....	58

LIST OF FIGURES

Figure 2.1 Conceptual framework	22
Figure 4.1 Distribution by rank.....	30
Figure 4.2 Satisfaction.....	32
Figure 4.3 Beliefs and norms.....	35
Figure 4.4 Rites and rituals.....	38
Figure 4.5 Motivation.....	44
Figure 4.6 Authority.....	49
Figure 4.7 Organisational hierarchy.....	52

LIST OF TABLES

Table 3.1 Target population.....	23
Table 3.2 Sample breakdown.....	24
Table 4.1 Questionnaire return rate.....	26
Table 4.2 Gender distribution.....	27
Table 4.3 Age distribution.....	28
Table 4.4 Level of education.....	29
Table 4.5 Conversant with change management.....	31
Table 4.6 Difficulty with change management.....	33
Table 4.7 Support from management.....	34
Table 4.8 Symbols and signs.....	36
Table 4.9 Teamwork.....	37
Table 4.10 Organisational history.....	37
Table 4.11 Planning.....	39
Table 4.12 Change goals.....	40
Table 4.13 Employee empowerment.....	41
Table 4.14 Power and politics.....	42
Table 4.15 Change communication.....	43
Table 4.16 Human capital.....	45
Table 4.17 Technology.....	46
Table 4.18 Finances.....	47
Table 4.19 Policy	48
Table 4.20 Responsibility.....	50
Table 4.21 Delegation.....	51
Table 4.22 Model summary.....	53
Table 4.23 ANOVA.....	54
Table 4.24 Coefficients.....	55

LIST OF ABBREVIATIONS

AI: Amnesty International

ANT: Actor Network Theory

ANU: Anti-Narcotics Unit

ATPU: Anti-Terrorism Police Unit

CIPEV: Commission of Inquiry into the Post-Election Violence

CAP: Chapter

CHRI: Commonwealth Human Rights Initiative

CI: Chief Inspector

CID: Criminal Investigation Department

CPL: Corporal

FSO: Force Standing Orders

GJLOS: Governance Justice Law and Order Sector

GO: Gazetted Officer

IGP: Inspector General of Police

IP: Inspector

KHRC: Kenya Human Rights Commission

PC: Police Constable

PPO: Provincial Police Officer

SGT: Sergeant

S/SGT: Senior Sergeant

SPSS: Statistical Package for Social Scientists

TPU: Tourist Police Unit

Operational Definition of Terms

Change Agent: One that acts or exerts power or a moving force for alteration of the state of something

Crime: Offence punishable by law

Culture: A people's way of life

Leader: A person who influences behaviour of people in an organisation

Management: The process of planning, organizing, staffing, leading and controlling the organisations resources to achieve organisational goals.

Police officer: Means a member of the National police service

Reform: To improve a system or organisation by making changes on it or altering its status.

Structure: State of being well organized or planned with all the parts linked together.

Training: The process of learning the skills needed to perform a particular job.

Abstract

Change has always been part of life at the moment the world is constantly changing at a faster rate. Some of the change exhibited are either revolutionary others are evolutionary also known as incremental in that they occur in predictable series or sequence. Change usually disrupts comfort of almost all individuals in an organization. For managers change may mean growth, to middle level management it may mean additional or less resources and to junior employees it may mean more work or even loss of job. Therefore no matter the change it usually has an impact on the individuals and the organization as a whole. With the new legislations in place the Kenya police department has embarked on a serious mission of reforming and transforming itself from a police force to a police service. The reform process has not been an easy undertaking since it has been faced by numerous challenges some emanating from outside environment others from within the organization. This research project therefore sought to discuss the challenges that affect change management in Kenya police service as an organization with police commands within Mombasa County being the area of survey. This project identified organisational culture, leadership, resources and organisational structure as the main challenges that affect change management in the Kenya police service in Mombasa County. The project has been divided in five main chapters. The study adopted a descriptive research design that aimed at analyzing change management environment the police service Mombasa County. The target population was police officers working in police commands within Mombasa County who were about 557 from which a sample of 168 officers was used to obtain information. The researcher adopted stratified sampling technique which enabled sufficient representation of officers across all ranks in the service. The main method of data collection was through the use of questionnaires which was easier and effective to use by the researcher. Data analysis was done through the use of SPSS while descriptive and inferential statistics were used to describe features of the data, presentation was done through the use of tables, charts. The results of this study will be important to policy makers and managers of the police service, fellow researchers among other beneficiaries especially in the field of change and management in general.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

In a world of new technologies, transforming economies, shifting demographics, reforming governments, fluctuating consumer preferences and dynamic competition it is not a question of whether organisations should change but of where, how and in what direction they must change. Like living things, organisations change is given. Organisations must constantly align themselves with their environments either by reacting to external event or by proactively shaping the businesses in which they operate in (De Wit and Meyer 2010). Kanter (1992) says we live in a constantly changing world as are the organizations within which we work in. Our society is always faced by both unprecedented and planned changes in the environment it occupies. Change is something that forces one out of his comfort zone. Change is either for better or for worse depending on the angle the perceiver views it from. Just like living things organizations experience change as they go through their existence. This can happen as a result of a number of reasons but in the end organizations change how they are structured to better meet their goals and growth.

Organisational change involves moving from the known to the unknown, from the relative certainty to relative uncertainty, from familiar to unfamiliar territory. These are firm's efforts that are directed towards moving from one stage to another to achieve the mission and vision of the organization taking care of the major stakeholders. The rate of change experienced or happening around firms nowadays is faster than yester years this fact makes it very important for organisations to consider and therefore put in place speedy adaptive measures in order to remain competitive. Every organisation goes through periods of transformation from one state to another. This transformation process can cause stress and uncertainty and in order to be successful the organisation must embrace many types of change. The firm must develop improved production technologies, create new products desired in the market place, implement new administrative systems and upgrade employees' skills. (Senge et al. 1999).

According to Martin (2005), management of change refers to the structured strategy and process for managing change within an organisation and more importantly managing the

reaction to change by employees. Failure to adapt appropriately and timely implies organisational failure. The concept of change management is a familiar one in most organizations today. How organisations manage change and how successful they are at it varies enormously depending on the nature of the organisation, the change and the people involved. And a key part of this depends on how far people within it understand the change process, and belief that your organisation can successfully change (Luthans 2008).

Auerbach (2003) says like all organisations police institutions need to invent new ways in their operations in order to remain relevant in the modern world. Like other change initiatives public sector reforms entails the government redesigning its public institutions in order to enhance the service delivery to the members of the public. Recently the world has witnessed an upsurge in criminal activities influenced by numerous factors ranging from economic, political, technological to social cultural factors this aspect has forced the Kenya police department to adopt new strategies in combating crimes and conducting its daily administration functions. With the implementation of the reform programme the service has faced numerous challenges both emanating from within and outside as to with regard to the process of transforming itself from a police force to a police service.

According to the National Police Service act (2011), the Kenya police service is found under CAP 14(4) of the constitution of Kenya that describes its formation and functions. According to Foran (1962), Kenya police service history dates back between 1880 and 1920 after undergoing different names and transformation stages under the then colonial era of East Africa. According to the Kenya police strategic plan (2008-2012), the service has over 40,000 staff of service men and women who work under different provinces, formations and units within the service. The Kenya police service is under the command, superintendence and direction of the IGP who is assisted to perform his functions by his deputies and other senior officers. Mombasa is one of the 47 counties found in Kenya and by virtue of having the second largest city in Kenya the county boasts of numerous police units and departments all working hand in hand to maintain security at the coast. Some of the units found here include the ATPU, TPU, GSU, Marine police, Port police, GD, CID, and ANU among other specialized police units based in the county. The provincial police headquarters is also situated here where most of the administrative police work is conducted from. The county is divided into four main divisions which are Kisauni division, Changamwe division, Likoni division and Mombasa division.

The Constitution significantly enhances police accountability, it places the police under a single hierarchy led by an IGP with authority over Kenya's two police services, the Administration Police and the Kenya Police Service. As a result of reforms instituted in the police service, the Constitution requires the police to be professional, to prevent corruption, to promote transparency and accountability and apply these principles in practice. The Constitution seeks to make the police more effective and more accountable, it establishes independent oversight institutions, and creates a strong, unified command. To bring Kenyan laws into line with the new Constitution, a raft of legislation had to be adopted. With regards to the police, three key laws were passed that is the independent police oversight authority act the national police service act and the national police service commission act. There are other developments that may serve to accelerate police reforms such as the opening of space for public discussion on policing and police accountability that has created a momentum for reforms and people have become bolder in calling for public inquests, making numerous calls for accountable policing in the media. Calls for reform have also come from within the police where junior officers are now less willing to accept poor working conditions (Amnesty International 2013).

1.2 Problem Statement

Any reform effort must be interpreted within the broader context of the governance challenges faced in implementing reform and transforming Kenya. The Kenyan context has been characterized for many years by impunity in various forms, across all levels of governance. Endemic corruption, embezzlement of state resources, non-compliance with the law and with specific court orders, including by the very state institutions that are supposed to uphold the rule of law, as well as illegitimate political interference are all too common in

Kenyan history, and not easily rooted out. Many Kenyans express the view that a failure to position the policing debate within the context of state renewal may contribute to limited progress in the security sector. The country has made some important changes to legislation, but these have not been put into full practice, and a number of specific barriers have hindered their implementation (Amnesty International 2013).

According to CHRI and KHRC (2006), the idea of a reformed police service was boosted in the early 2000s when civil societies, human rights activists, the public and the international community decried the high level of insensitivity and high handedness that the police force used when dealing with its customers. After the promulgation of the new constitution and the

bringing together of the Administration police and the Kenya police the government embarked on an ambitious plan of redesigning the two services which included redefining their responsibilities and duties. The Kenya police department is generally perceived to be resistant to change, it is also perceived to cling to outdated organizational cultures that hamper progressive change initiatives within the service. Some of the recognised challenges included poor technology, poor leadership and governance structures, rigid and outdated organisational culture, lack of proper communication on change management and a bureaucratic organisational structure.

According to CIPEV (2009), there are feelings among Kenyans that the police department even in the advent of the ongoing reforms still has remained a hall mark of the status quo and impunity in that there is very little to write home about successful change management in the institution. This factor has also been attributed to lack of committed leadership to initiate and steer the change management process in the service as a whole. With the changing crime trends all over the country the department still uses outdated tactical methods and facilities to facilitate its officers something which renders the officers less effective to meet the growing security challenges posed by the modern criminal elements. Lack of proper investment and allocation of resources to the department also undermines the change management process in that even the little gains made are usually not supported.

A continued clinging to the old colonial mechanistic training of officers does not fit well in the current changing social setup where crime is committed in a more sophisticated manner. Continued complacency by the management to implement proper measures in terms of creating the necessary organisational culture, leadership, resources and structures on how to manage the ongoing organisational change process may not only jeopardize the successful reforms but may also render the organization and the officers concerned redundant in the current ever changing society setup hence even affecting service delivery of the department. The effects of this poor change management not only affect the officers and the department negatively but also go a long way to jeopardize the county's security in general.

1.3 Objectives of the study

1.3.1 General Objective

The main objective of the survey study was to discuss the challenges affecting organisational change management in the Kenya police service in Mombasa County.

1.3.2 Specific objectives

- i) To establish the effects of organizational culture on change management in the Kenya police service.
- ii) To analyse the effects of leadership on change management in the Kenya police service.
- iii) To analyse the effects of resources on change management in Kenya police service.
- iv) To determine the effects of organisational structure on change management in the Kenya police service.

1.4 Research questions

- i) How does organisational culture affect change management in the Kenya police service?
- ii) How does leadership affect change management in the Kenya police service?
- iii) How do resources have effects on change management in the Kenya police service?
- iv) How is organisational structure a determinant in change management process in the Kenya police service?

1.5 Significance of the study

The study findings provides useful information to top police management and policy makers on how to address organisational change management issues within the police commands of Mombasa County and the entire service. The research findings also act as support basis for further research initiatives within the service and the general academic world.

1.6 Scope of the study

The study discusses challenges facing change management in the Kenya police service. The survey mainly targets Kenya police officers of all ranks working in Mombasa county police commands.

1.7 Limitations of the Study

In carrying out the study, the researcher encountered some challenges as with regard to unwillingness by respondents to give accurate and reliable information hence may have

affected the study negatively. The police department is also sub divided into so many small separate units and departments hence this may also have led to some areas not being captured in sample used in the study. The survey only targeted the Kenya police officers leaving out the Administration police.

1.8 Assumptions of the Study

The study was based on assumptions that all subjects were literate and had basic knowledge on change management in relation to the Kenya police service. The second is that economic, social and political environment remained constant. The third is that the respondents were to be cooperative and answered questions honestly.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher discusses the challenges related to management of change in the Kenya police department with respect to Mombasa county police commands. The writer uses both empirical and conceptual literature to explore change management issues within organisations.

2.2 Theoretical Framework

According to Huy (2002) the phrase *change management* is very common in management articles as well as other publications. Moreover, managerial interest in the topic has been stimulated by the comments of Peter Drucker as to whether one can manage change at all or merely lead or facilitate its occurrence within an organization. Nevertheless, using the traditional terminology, what is meant by change management, how did it evolve, and why has this concept become so important? Today's change management strategies and techniques derive from the theoretic work of a number of early researchers as shown below.

2.2.1 Kurt Lewin's Three Step Planned Change Model

Vakola and Nikolaou (2004) said this theory is often cited as the key contribution of Kurt Lewin in the world of management psychology and organisational change. To begin any successful change process motivation for change must be generated before change can occur. Lewin came up with three crucial steps in the process of organisational change management the first step being the unfreezing step where Lewin believed that the stability of the human behaviour was based on quasi stationary equilibrium supported by a complex field of driving and restraining forces. He argued that the equilibrium needs to be destabilized (unfrozen) before the old behaviour can be discarded (unlearned) and a new behaviour successfully adopted. The key to unfreezing is to recognize that change whether at individual or group level was profound psychological dynamic process. Practical steps to unfreeze include determining what needs to change, ensuring strong support from management, create the need for change and managing and understanding the doubts and concerns (Martin 2005).

In the second step which is moving or changing Lewin noted that unfreezing is not an end in itself, it creates motivation to learn but does not necessarily control or predict the direction, Lewin was aware that change is not an event, but rather a process. He called that process a

transition. Transition like reforms in the police department is the inner movement or journey we make in reaction to a change. This second stage occurs as we make the changes that are needed. People are 'unfrozen' and moving towards a new way of being. This stage is often the hardest as people are unsure or even fearful. Support is really important here and can be in the form of training, coaching, and expecting mistakes as part of the process. Using role models and allowing people to develop their own solutions also help to make the changes. It's also really useful to keep communicating a clear picture of the desired change and the benefits to people so they don't lose sight of where they are heading. Key practical actions that can be employed by the management include communicating often, dispelling rumours, empower action, involve people in the process (Luthans 2008).

According to Burke et al (2009), the final of the three crucial steps is the re-freezing step. As the name suggests this stage is about establishing stability once the changes have been made. The changes are accepted and become the new norm. People form new relationships and become comfortable with their routines. This can take time. In today's world of change the next new change could happen in weeks or less. There is just no time to settle into comfortable routines. This rigidity of freezing does not fit with modern thinking about change being a continuous, sometimes chaotic process in which great flexibility is demanded. Key practical actions that a management can employ here include anchoring changes into the organizational culture, developing ways to sustain the change and providing training and development, and celebrate success.

2.2.2 Kotter's 8 step Model

Kotter (1998) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. The first step is to Create Urgency for change to happen, it helps if the whole organisation really wants it. This may help the leader spark the initial motivation to get things moving. Kotter suggests that for change to be successful, 75 percent of an organisation's management needs to "buy into" the change. In other words, you have to work really hard on Step 1, and spend significant time and energy building urgency, before moving onto the next steps.

The second step is to form a powerful coalition, the management needs to convince people that change is necessary. This often takes strong leadership and visible support from key

people within the organization. Managing change isn't just enough one has to lead it. Effective change leaders can be found throughout the organization they don't necessarily follow the traditional organisational hierarchy. To lead change, one need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance. Once formed, the change coalition needs to work as a team, continuing to build urgency and momentum around the need for change. The third step is to create a vision for change. Link the concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why they are asked to do something. When people see for themselves what is to be achieved, then the directives they're given tend to make more sense.

The fourth step is to communicate the Vision. What the leader does with the vision after creating it will determine the success. The message will probably have strong competition from other day-to-day communications within the organization, so one needs to communicate it frequently and powerfully, and embed it within everything done. Use the vision daily to make decisions and solve problems. When one keeps it fresh on everyone's minds, they'll remember it and respond to it. It's also important to "walk the talk." What you do is far more important and believable than what you say. Demonstrate the kind of behavior that you want from others.

The fifth step is to remove obstacles. Change is not always a smooth process so the leader should expect and anticipate resistance at some point .Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward. Step six asks managers to Create Short-term Wins. Nothing motivates more than success. Give the organisation a taste of victory early in the change process. Within a short time frame you'll want to have results that the staff can see. Without this, critics and negative thinkers might hurt the progress. Create short-term targets not just one long-term goal. The change team may have to work very hard to come up with these targets, but each "win" that is produced can further motivate the entire staff.

The seventh phase is the Building on the Change. Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change. Launching one new product using a new system is great. Each success provides an opportunity to build on what went right and identify what can improve. Step eight is the last stage which is anchoring of the

Changes in Corporate Culture. Finally, to make any change stick, it should become part of the core of the organization. The corporate culture often determines what gets done, so the values behind the vision must show in day-to-day work. Make continuous efforts to ensure that the change is seen in every aspect of the organization. This will help give that change a solid place in an organization's culture. It's also important that organization's leaders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up back where you started (Kotter 1998).

2.2.3 Shield's Model

Shield's model builds on the idea that when change fails, it is because of insufficient attention to the human and cultural aspects of an organisation. Shield suggests that there are critical components that are necessary for leaders to change an organization. If a change occurs in one component and one does not align the other components, this will lead to inefficient work processes. This system integrates human resources management with business process innovations. Organizational leaders who are considering change should clearly understand which strategies they want to change and define critical success factors so that they will know the extent to which the desired change is possible. Some of the change models do not address this phase of change. Organizations must communicate the strategic objectives to the work force. If this is not done, the transformation effort will be reduced to a series of unrelated change initiatives. Finally, organizational leaders must review each of the work elements to identify their degree of alignment in support of the business strategy (Shields 1999).

2.3 Empirical Review

Keeping and maintaining high energy during a major organizational change or a transformation can be a very challenging task to all stakeholders. At first the recipients of the change may exhibit excitement and anxiety but after sometime their interest start depreciating to lower levels and at times to near disillusionments especially when the outcomes don't meet their expectations. He identified constant change communication, management support and resources as the major challenges facing organisations in the process of change management (Burke et al 2009). The following are some of the views and studies done by scholars with regard to change management.

2.3.1 Change Management

Todd (1999) said the concept of change management can be defined as a structured and synthesized approach to achieving a sustainable change in human behavior within an organization. Management of change cannot be performed in an adhoc manner, but is a structured process of managing the

people, business processes and technology in response to the changing environment so as to align business strategies to the environment and enhance competitiveness in the market. Change management is a basic skill in which most leaders and managers need to be competent.

Bandura (1986) argued that when an organization is going through change, it is time for management to exercise leadership. Leaders should become the role models for the rest of the staff and exhibit behaviors that demonstrate what is expected from employees in relation to the change. This would be consistent with social learning theory and the concept that people learn through observation of others. Also during a time of organizational change, management needs to send positive messages about the change itself. On one level, positive verbal reinforcement from management that the organizational change is desirable and beneficial will expedite employees' willingness to learn the change. On another level, this will motivate employees in a direction of change.

Robbins (2005) emphasizes the fact that some sort of reinforcement is necessary to produce changes in behaviour, so management needs to be very active during change phases to institute reinforcement tactics. One method to use that does not cost money is verbal reinforcement. An organization can change its structure and policy by simply writing new rules and procedures, but the workers are not going to change quite as easily. That is where the link between learning theories and organizational change really is and where reinforcement comes in as a vital part of organizational change. Whether it is negative or positive, some reinforcement is going to have to be put into place for employees to successfully adapt to changes in the organization.

Dent (2003) while studying the change process in a hospital which contained networks of professionals groups, managers and administrators found out that politics, persuasion and attitudes played a key role in exploration of the changing professional management relations. According to Amnesty international (2013), the pace of reforms in the Kenya police service has been hampered by corruption, failure to adhere to the new constitution, structural challenges lack of compliance with the law, lack of vetting, ongoing police impunity, lack of resources, public confidence.

Fullan and Miles (1992) while studying the reform process in the education sector in Toronto discovered that faulty maps of change, complex problems, symbols over change, impatient and superficial solutions, misunderstanding resistance, misuse of knowledge about change management process among other factors are the main reasons why change management process is usually faced with challenges. Gao (2005) applied ANT to analyse change in china's telecommunication market. The market was identified as a non- human actor and the

public, the state and the operators made up three groups of human actors he identified leadership and communication as the main ingredient to a successful change management process in an organisation. Van de Duim and Marwijk (2006), in explaining change management and innovation in the sense that innovation means new patterns of coordination between people and organisations, technologies and environmental phenomena. They explained that change management involves the idea of translation which involves explaining things in ways that persuade actors to fit with farmers to adopt a particular land management practices that will raise breeding populations species. They identified size and complexity of project, budget, specialized knowledge needed as the main constraints to effective change management process.

Meyer and Herscovitch (2001) conducted three studies to test the application of a three-component model of workplace commitment in the context of employee commitment to organizational change management. Study 1, conducted with 224 university students, provided preliminary evidence for the validity of newly developed Affective, Continuance, and Normative Commitment to Change Scales. Studies 2 and 3, conducted with hospital nurses, provided further support for the validity of the three commitment to change scales, and demonstrated that, commitment to a change management is a better predictor of behavioral support for a change process than is organizational commitment, affective and normative commitment to a change are associated with higher levels of support than is continuance commitment, and the components of commitment combine to predict behavior. They identified employability, trust in management, change communication and decision making process in an organisation as the main factors that affect organisational change management process.

A study by Sugarman (2010) The New York police department in the early 2000,s faced a lot of challenges in conduction of its operations especially in the wake of terrorism and other forms of sophisticated crimes witnessed in the modern world. This forced the management to embark on wide range reform initiatives aimed at totally changing the way the department fought crime and administrative duties. In the reform process the department faced numerous changes emanating from resources, lack of leadership, and political influence from the outside environment among other challenges. Sugarman also stated that with improved change management strategies the department was able bring sanity in the running of the department to a reputable police department both in the USA and the world at large.

The police department is currently facing many challenges emanating from the environment the question is even as it tries to transform from a force to a service how will it achieve the desired changes? According to Luthans (2008), the management is always considered to have three major dimensions which are technical, conceptual and human. Overall it has been proven that today's managers are very competent in their conceptual and technical functions however they are still struggling with the human component due to the nature of the humankind which keeps on transforming itself constantly. The following are some of the main challenges that police managers find themselves dealing with in the process of change management.

2.3.2 Organisational culture

According to Patterson, Warr and West (2004) Organizational culture can be defined as a pattern of behavior developed by an organization as it learns to cope with its problem of external adaptation and internal integration that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think, and feel.

Organisational culture can also be referred to as the world view and behavioural patterns shared by the members of the same organisation. As people within an organisation interact and share experiences with one another over an extended period of time they construct a joint understanding of the world around them. This shared belief system will be emotionally charged as it encompasses the values and norms of the organisational members and offers them an imperative filter with which to make sense of the constant stream of uncertain and ambiguous events around them. As this common ideology becomes stronger and becomes more engrained, it will channel members' actions into more narrowly defined patterns of behaviour. As such organisational culture can strongly influence everything from how to behave during meetings to what is viewed as ethical behaviour. Organisational culture manifested in a variety of human resource practices, is an important predictor of organizational change management success. Numerous studies have found positive relationship between positive organisational culture and various measures of organisational success in change implementation, most notably for metrics such as sales turnover, staff retention, productivity, customer satisfaction and profitability.

Like all other organisations the Kenya police service has its culture in that all members of the institution are familiar with and accept as part of their way of doing things in within the service. It is believed that the police still cling to one of the most outdated and rigid culture

that may hinder any meaningful change management process. The managers here should understand and plan carefully the staffs' attitudes towards a particular new concept before implementing it. Potosky and Ramakrishna (2001) argue that organisational culture clearly influences the success of an organization change management process. Organizations often build positive organizational culture through communication, values, norms policies and rules, programmes and leadership. Key indicators of organisational culture to be studied here include organisational attitudes, values and beliefs, history and norms and symbols and rituals.

Nadler and Tushman (1980) said Organizational culture significantly affects organisation decisions and, thus, must be evaluated during an internal strategic-management audit. If strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can implement changes swiftly and easily. However, if the firm's climate is not supportive, strategic changes may be ineffective or even counterproductive. An organisations culture can become antagonistic to new strategies, with the result being confusion and disorientation. An organization's culture should infuse individuals with enthusiasm for implementing and managing change.

Mechanistic type of organisations defends against change but they are less open to it. They are however unlikely to support, without serious trauma, the transformational or revolutionary types of change. Structural characteristics as well as attitudes, beliefs and values are more likely to act as barriers to an effective change management programme. Assessing cultural risk helps management pinpoint where resistance to change could occur because of incompatibility between strategy and culture this allows managers to make choices regarding whether to ignore the culture, manage around the culture, change the culture to fit the strategy or change the strategy to fit the culture (Senior and Swailes 2010).

2.3.3 Leadership

Leadership is a process of influencing others and agreeing about what needs to be done and how it can be done effectively and the process of facilitating individuals and the collective efforts to accomplish the shared objectives.(Yang , Zhao, and Baron 2007). According to Hellriegel and Slocum (1974), management of Change also needs compassionate leaders and staff to embrace it. Bearing in mind that change is inevitable, organisations and the management in particular need to come up with a change management plan to help lead the employees on the path of making that leap to permanent change together.

Leadership assumes three main dimensions which are task oriented leadership, relationship oriented leadership and change oriented leadership. Task oriented leadership is primarily concerned with accomplishing the task, utilizing the personnel and resources efficiently and maintaining orderly reliable operations. (Hay and Hodgkinson 2006).

Change oriented leadership is concerned with improving strategic decisions, adapting to change in the environment, increasing flexibility and innovation, making major changes in processes, products or services and gaining commitment to change. According to Senge et al (1999) change driven by authority is more efficient to organize, often effective in the short run, and more immediately comfortable for people in many organizations. If all goes well, great results may occur but the change effort is powerful only so long as it is pushed. When the leader moves on or loses interest or energy.

A study done by Auerbach (2003), the Kenya police department is often regarded as a bureaucratic, hierarchical, has central decision making and is policy driven. Leadership here is based on authority, position and seniority. Organizations that invest in leadership development perform better than those that don't. In these changing times it is hard to find a firm which has survived that has no leadership development strategy in place. It is important for the management team to be able to handle difficult questions about people and their development. Leadership is not just about the leaders themselves but also about creating a culture of performance. Great leaders attract, hire and inspire great people if an organization neglects its leadership part it can easily lose direction and fail to achieve the set goals and objectives of change implementation process (Ponder 2001).

Change management demands strong leadership to rapidly push through stressful, discomfoting and risky shifts in the business and organisational system. Battling the sources of rigidity and turning crisis into opportunity are the key qualities needed by managers implementing and managing change in an organisation. Ultimately managers should know when to change and when it is wiser to seek stability, they should also know when to trigger a change and when to avoid one (De Wit and Meyer 2010).

2.3.4 Resources

A resource can be referred to as an organizations means of supporting itself or becoming wealthier, as represented by its tangible and non-tangible assets. It is a source or supply from which benefit is produced (Ainuddin 2007). Police in Kenya operate with very limited resources. This has led to weak operational preparedness, and a lack of equipment and

logistical capacity. For example, the police do not have a forensic laboratory, vehicle patrols are constrained by a lack of availability of vehicles and funds for fuel. Police salaries are low and police officers complain about bad housing and poor working conditions. Police find themselves dealing with dangerous, sometimes life-threatening, situations without adequate insurance to provide for their families when things do go wrong. Lack of adequate resources has also been attributed to the stalling of the ongoing reforms initiative (AI 2013).

According to Denrell (2004), in his study resources and returns, he explores the usefulness of analyzing firms from the resource side rather than from the product side. He concluded that resources such as brand names, technology, skilled personnel, trade contacts, machinery, capital and efficient procedures are the foundation for attaining and sustaining strong change initiative and high performance of a firm. A firm's resource include all assets, capabilities, organisational processes, firms attributes, information, and knowledge controlled by a firm that enable a firm to conceive and implement strategies that improve its efficiency and effectiveness. Good resource should have value, be rare, not easily imitated, and not easily substitutable. Poorly resource endowed organisations usually face a lot of hurdles when it start any change initiative. For easy and successful change management process the security organisation must set aside a considerable amount of its resources to support it. Failure to invest enough in the process the change initiative is bound to fail miserably (Sugarman 2010).

2.3.5 Organisational Structure

Organisational structure refers to the clustering of tasks and people into smaller groups. All organisations need some division of labour in order to function efficiently and effectively requiring them to structure the organisation into smaller parts. In organisations managers are appointed with specific task of supervising the various people or units and to report to managers higher up in the hierarchy. Depending on the span of control of each manager an organisational structure will consist of one or more layers of management (De Wit and Meyer 2010).

Organisational structure specifies the firm's formal reporting relationships, procedures, controls, authority and decision making processes. Developing a structure that supports a firm's change initiative is difficult especially because of the uncertainty in the ever changing and dynamic environment. Thus organisational structure is a critical component of a successful change management process. The police service is characterized by a vertical

organisational structure where at the apex of the structure we have the IGP with ultimate authority to make decisions or ratify decisions made at lower levels in the department's hierarchy (Amnesty International 2013).

Effective structures provide stability the firm needs to successfully oversee change process and at the same time maintain its competitive advantage and developing new ones. Top level managers hesitate that there are problems with the organisations structure in that doing so suggests that their previous choices were not the best ones. Because of these inertial tendencies, structural change is often induced instead by the actions of stakeholders who are no longer willing to tolerate the firm's performance (Hitt et al 2005).

2.4 Operationalisation

In order to successfully study the topic the researcher operationalized the variables as shown below;

2.4.1 Organisational culture

2.4.1.1 Beliefs and norms

Organisational beliefs are what members of a particular organisation hold as true while norms may be stated as how members feel and view things are done in their organisation. During change process, managers have found it quiet challenging when dealing with changing beliefs and norms that have for a longtime been practiced by members of an organisation. It's believed that it is easier to change and manage organisations structures and processes but very hard to change members beliefs (Capon 2009).

2.4.1.2 Symbols and signs

Hitt et al (2005) said symbols are visible, physical manifestations of originations and indicators of organisational life. Symbols and signs convey powerful meanings and what those symbols accomplish in and for an organization. Symbols are integral part of an organisational life. It enables members and the outside world in understanding reactions, interpretations and actions of organisational members and how those actions, thoughts and feelings are shaped by the collectivity. Examples of symbols include organisation dress, tools, organisational layout among others. Symbols and signs are indicators of organisations dynamics and may be manipulated but not easily changed. In most cases it usually takes a long period of time for an organisation to change its symbols and embrace a new one.

2.4.1.3 Teamwork

Capon (2009) said organisations are sometimes made up of several or many individuals who may have different views in regard to a particular issue. Not all change initiatives are received well by the stakeholders. One must anticipate some resistance and formulate ways on how to overcome these resistances and win the support of the majority stakeholders. Organisations with good teamwork usually pull together to make sure the success of a change process unlike organisation with no unity where members pull apart hence sabotaging the change process.

2.4.1.4 Organisational history

Organisation history refers to the past experiences that are associated to a particular organisation. Like living things organisations grow leaving behind a track of rich history background. An organisation that has a history of being subjected to numerous change initiatives will always be ready to adopt any change matters brought in by the stakeholders. Rigid organisations are associated with change resistance practices hence even making the management of the change process even more difficult (Vakola and Nikalaou 2005).

2.4.1.5 Rites and rituals

A rite or ritual is an important artifact of culture and may be defined as a regular organisational activity that carries more meaning than it does actual purpose. It's easy for leaders to of an organisation to state their values, but rites and values of an organisation openly publicize the values of an organisation. Police department has its own rites and ritual peculiar to it. Rites and rituals play a crucial role in the process of change management. Organisation Rituals and rites such as ceremonies tend to be deeply ingrained in members' minds hence difficult to suddenly change. It requires a considerable time before members can adopt a new rite or ritual (Senior and Swailes 2010).

2.4.2 Leadership

2.4.2.1 Planning

Kotter (1998) said effective and successful change management process entails proper planning. This requires high skilled managers who are able to oversee and predict future outcomes and take necessary steps towards realizing the set goals and objectives using the available resources. Proper planning and implementation enables an organisation to

successfully manage organisational change. Without proper planning any change initiative is bound to fail hence bringing about loss of morale to the staff and organisations resources.

2.4.2.2 Change goals

Like all other goals, an organisations change goals must be specific, measurable, attainable, and realistic and time bound. Failure to set clear goals during a change period may jeopardize the whole process since the participants may lose direction hence failures and shortcomings. Setting of change goals enables the stakeholders to remain focused and motivated towards achieving the ultimate prize in the process (Green and Cameron 2004).

2.4.2.3 Power and politics

This is the ability to influence decisions and resources within an organisation. It is evident that strong and powerful members of an organisation tend to have their way especially in matters relating to how changes are carried out in the organisations. Always change initiatives backed by strong powerful individuals meet less if no resistances during their implementation and management stages (Kotter 1998).

2.4.2.4 Change communication

According to Green and Cameron (2004), this is the passing of information from one person to another within an organisation in relation to a change process being undertaken. It's always important for the management to engage the junior employees and the outside environment on matters relating to the change process. Communication enables members know what is expected of them and also acts as good tool of eliminating resistance by promoting understanding within the organisation.

2.4.2.5 Motivation

Motivation is the intensity and drive that directs the staff in to achieving a particular goal or objective. It has been noted that organizations with highly motivated staff tend to successfully implement and manage organisational change more easily than organisations with lowly motivated and demoralized staff. Motivation ensures that high energy is maintained during the change period in an organisation (Hay and Hodgkinson 2006).

2.4.2.6 Employee empowerment

Empowerment builds trust, empowered staff are more willing to trust the management with change effort since they also feel they are part of the decision making process hence they also claim ownership of the outcome. Empowered staffs tend to reduce resistance to a change process hence less obstacles on the way (Senior and Swailes 2010).

2.4.3 Resources

2.4.3.1 Human capital

These are the well trained and skilled manpower able to successfully oversee and manage the organisations change initiative. An organisation with highly skilled staff tends to get positive results during a change process unlike an organisation with poorly staffed and trained personnel. Serious organisations have even gone a step further to setting up special offices or department staffed with qualified employees trained to handle change management issues within the organisation (Luthans 2008).

2.4.3.2 Technology

It is said that technology makes life smooth and easy. This concept also applies to a change management process. An organisation with good and updated technology system usually has an upper hand over technologically weak organisations not only in competition but also in the whole process of management of change. With good technology an organisation is able to easily implement, monitor and evaluate a change process it has undertaken (Hitt et al 2005).

2.4.3.3 Finance

These are the organisations ability to meet expenses in relation to a change process. Like other organisations undertakings, organisational change initiative requires a considerable amount of financial resources investment for results to be realized. Well financed organisations tend to achieve desired change goals more effective and efficiently than financially weak organisations who may want to invest least of their resources in a change plan (Senge et al 1999).

2.4.3.4 Policy

These are the written down guidelines aimed at ensuring that a task has been undertaken according to the laid down procedure. Properly formulated policy in an organization enables the stakeholders to have a clear route on how to go about implementing and overseeing the

management of an organisational change process. Policies also enable reduction of ambiguities during the whole process (Martin 2005).

2.4.4 Organisational structure

2.4.4.1 Authority

This is the institutionalized and legal power inherent in a particular job, function or position that is meant to enable the holder to successfully to carry out his or her responsibility. It includes the right to command situation, commit resources give orders and expect them to be obeyed. In order for an organisation to achieve successful change management results the staff should be empowered and given authority to make decisions that will enable them oversee proper change management process. Authority enables staff to come up with and make bold changes aimed at transforming the firm (Hay and Hodgkinson 2006).

2.4.4.2 Delegation

According to Kotter (1998), delegation is the process that managers use to transfer responsibility and authority to officers below them in order to increase efficiency and effectiveness of the organisation. Delegation also enables the utilization of employee talent hence to the benefit of the organisation. Change management process is a collective undertaking that requires the support and input of members in order to be successful, organisations that practice delegation usually promote responsibility and ownership since members feel they are part of the decision making process. Delegation also helps in countering resistance hence fasting implementation of the change process.

2.4.4.4 Organisational hierarchy

This is how members of a particular organisation are ranked at various levels within the organisation. It shows how each level reports to the other which is above. In each level it shows how an officer is deployed and to whom they report to the police department is believed to have a very tall structure with so many levels and ranks. This aspect makes it very difficult for change communication to reach the intended recipients in the right time and form without delay and distortion. Getting change feedback is also quiet challenging since it has to go through so many levels of the organisation before reaching the intended destination. Monitoring and evaluating the gains made is also made cumbersome (Hitt et al 2005).

2.5 Conceptual framework

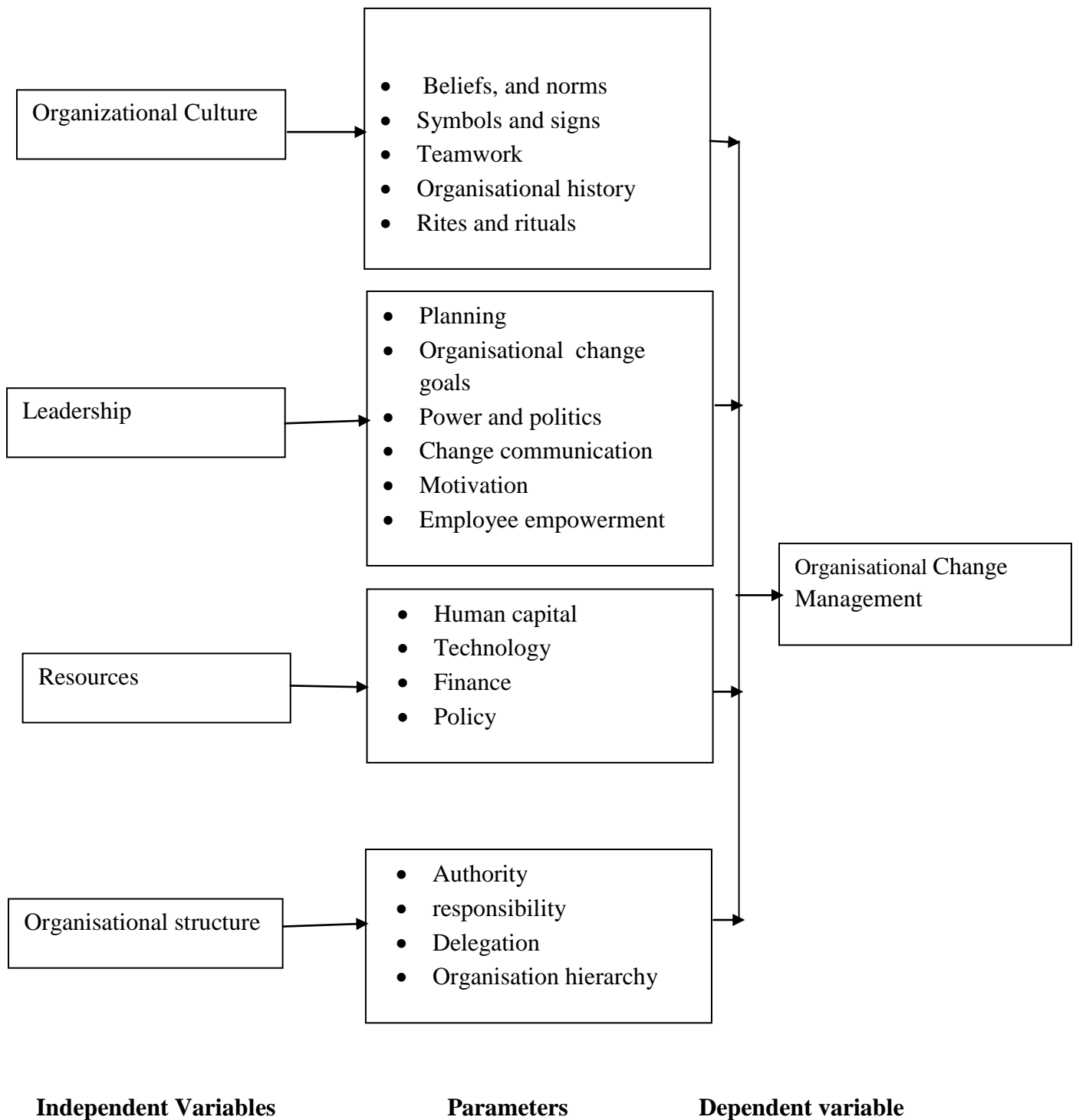


Figure 2.1: Conceptual framework

(Source: Author 2013)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design and methodology that the researcher used in carrying out the study. It describes the steps followed and data obtained from various sources targeted. The chapter also discusses about target population, and data analysis and presentation.

3.2 Research Design

Due to its nature, the study adopts a descriptive research design was used to describe the phenomenon. It also tries to explain the relationship between the available existing variables in the study case. A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of variables in a situation (Kothari 2004).

3.3 Target Population

The study targeted a population of 557 police officers of all working in police commands within Mombasa County which represents the entire police service.

Table 3.1: Population breakdown of police commands in Mombasa County.

RANK	MOMBASA	CHANGAMWE	LIKONI	KISAUNI	TOTAL
G.Os	2	2	2	1	7
C.I	5	3	3	3	14
I.P	6	5	5	6	22
SSGT	3	2	2	1	8
SGT	7	5	5	4	21
CPL	13	9	16	14	52
PC	171	79	97	86	433
TOTAL	207	105	130	115	557

(Source; PPO Coast Annual Report 2012)

3.4 Sampling method

According to Mugenda and Mugenda (2003), sampling means selecting a given number of objects from a defined population as a representative of that population. The study adopted stratified random sampling technique that enabled the researcher to capture the desired data across the different ranks available which makes the population to have several sub groups. The researcher divided the population into different subgroups in this case ranks and then a given number of cases were selected randomly from each of the population sub groups. The researcher obtained a 30% sample of all strata this was viewed as adequate more representative.

Table 3.2: Sample breakdown of police commands in Mombasa County.

RANK	POPULATION (N)	% SAMPLE	SAMPLE SIZE (n)
Gazetted officers	7	30	2
Chief Inspectors	14	30	4
Inspectors	22	30	7
Senior Sergeant	8	30	2
Sergeant	21	30	6
Corporal	52	30	17
Police constables	433	30	130
Total	557		168

(Source: Author 2013)

3.5 Validity and Reliability of instruments

According to Davies (2007), data reliability is the extent to which results are consistent overtime and an accurate representation of the total population under study. Data is reliable if the results of a study can be reproduced under similar methodology. Validity on the other hand determines whether research truly measures what I was intended to measure and how truthful the research results are. To test validity and reliability the researcher conducted a pilot testing first, this included collecting data on small scale to get feedback on whether the instruments of data collection were likely to work in real situations. This included

administering questionnaires to small group of individuals. So basically the researcher used test and retest method to ensure validity and reliability.

3.6 Data collection procedure

After carefully designing appropriate questionnaire the researcher personally administered them to the subjects who in turn were required to appropriately fill them by answering the easy questions contained therein. After a considerable duration of time they were collected back by the researcher who carefully went through them to ensure they were correctly filled and ready for further processing and analysis.

3.7 Data analysis and presentation

According to Kothari (2004), data analysis means categorizing, ordering, manipulating and summarizing data to obtain answers to research questions. The purpose of analysis is to obtain meaning from collected data .After a rigorous exercise of collecting data, the researcher embarked on scrutinizing all filled questionnaires to check if properly filled .The researcher then assigned numerical codes to the information obtained according to classes or categories formulated this was to help in the facilitation of analysis using the statistical package for social scientists (SPSS) software which was chosen because its widely used for analyzing survey data and also user friendly. Descriptive and inferential statistics were applied to describe the basic features of the data in a study, this included the use of frequency distribution tables and percentages, and analysis of variance(ANOVA) explore relationships between different variables. The data collected is presented in forms of tables and charts for easy interpretation by the users.

CHAPTER FOUR

RESEARCH FINDING AND DISCUSSION

4.1 Introduction

This chapter deals with research finding and discussion of the information obtained in the survey of challenges of change management in the Kenya police service Mombasa County. The main method of data collection used was questionnaires. Questionnaires were administered to the respondents who were then required to fill in appropriately and submit them back to the researcher for analysis and presentation.

4.2 Questionnaire return rate

The researchers gave out 168 questionnaires to the respondents and out of these 119 questionnaires were filled correctly and returned. 49 questionnaires were not returned since the respondents were away on attachment duties outside their workstations. Because of this, the overall return rate was 71%. So according to the above statistics the researcher found the return rate adequate for the study.

Table 4.1: Questionnaire return rate

Respondent	Delivered	Returned	Not returned	% Return rate
Gazetted Officer	2	2	Nil	100
Chief Inspector	4	3	1	75
Inspector	7	5	7	71
Senior Sergeant	2	1	1	50
Sergeant	6	4	2	67
Corporal	17	17	Nil	100
Constable	130	87	43	67
Total	168	119	49	71

Source: Survey Data (2013)

4.3 General Information

The police officers were required to give various information on challenges of organisational change management in the Kenya police service Mombasa County. As a result of this the information obtained during the study was critically analysed and the findings presented in descriptive manner using statistical data presented in tables, pie chart and bar graphs in order to support the study. A five point likert scale was used to interpret the respondents' extent on how they agree or disagree with the provided statements. The researcher designed simple but comprehensive questionnaires that contained simple questions that helped the researcher get the appropriate information he needs to make useful conclusions from the study. Each of the asked questions in the questionnaire is well analysed and interpreted in details as well as data carefully presented in simple manner for easy understanding as shown below;

4.3.1 An analysis of the respondents' gender

The respondents were also requested to indicate their gender across all ranks and it was observed that the female population consisted of 25.2% of the entire respondents who returned their questionnaires while the male percentage was 74.8%. According to this data, the researcher also felt that both genders were appropriately presented in the study. The main reason that is attributed to the low number of women in the study is that only few were recruited in the Kenya police service therefore this calls for improved affirmative action strategies aimed at increasing the number of women in the department.

Table 4.2: Gender distribution.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	30	25.2	25.2	25.2
Male	89	74.8	74.8	100.0
Total	119	100.0	100.0	

Source: Survey Data (2013)

4.3.2 Officers age

The study also found out that officers aged between 20 and 30 years made up 45.4% of the respondents and they are those whom have recently joined the service, those aged between 31, and 40 years presented 34.5%. Respondents aged above 40 years represented 20.2% of the total respondents this was attributed to the fact that majority of officers under this age bracket occupy more senior positions in the department or most of them have exited the department due to numerous reasons.

Table 4.3: Respondents age distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30	54	45.4	45.4	45.4
31-40	41	34.5	34.5	79.8
Above 40	24	20.2	20.2	100.0
Total	119	100.0	100.0	

Source: Survey Data (2013)

4.3.3 Education level

The respondents were also asked to give brief background of their education level in the study and the following findings were noted. Respondents with education qualification of O level made up 18.5% of the total respondents ,those with A level qualification made up 7.6%, graduates' made up 3.4% while those with other categories made up 5% while KCSE respondents made up 65.5% . A majority of the respondents were of KCSE qualification this is because they are young and most have undergone the current 8-4-4 education system. Few number of graduates is attributed to low motivation in the force and lack of attractive terms of service. Low numbers in other types of qualifications such as O and A levels is attributed to most officers who underwent through these systems have already left the service due to old age and other reasons.

Table 4.4: The education level of officers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid O Level	22	18.5	18.5	18.5
A Level	9	7.6	7.6	26.1
KCSE	78	65.5	65.5	91.6
Graduate	4	3.4	3.4	95.0
Others	6	5.0	5.0	100.0
Total	119	100.0	100.0	

Source: Survey Data (2013)

4.3.4 Respondents rank

The respondents were also required to indicate their present rank in the department. 72.3% respondents turned out to be constables, 2.5% were Chief inspectors, 4.2% were inspectors 15.1% were corporals, 3.4% were sergeants, 0.8% were senior sergeants while 1.7% were Gazetted Officers. The main reason given for this huge number of lower the rank is that these are junior officers just joining the service hence they take some time to climb up the ranking system. Small number of Gazetted officers has been attributed to few vacancies and more length of service experience required to get these positions.

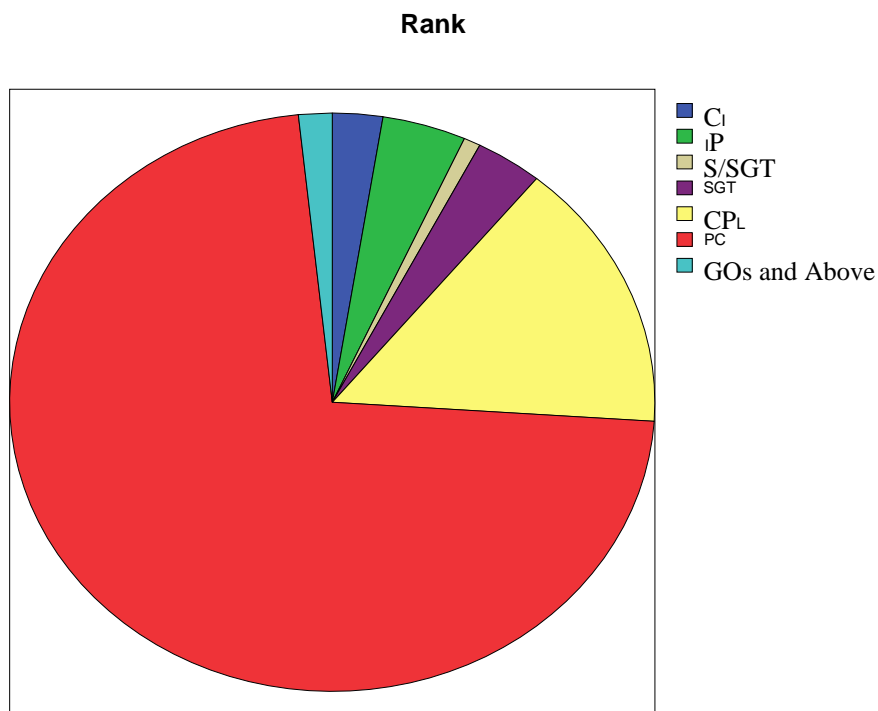


Figure 4.1: A pie chart showing the distribution of the officers by ranks.

Source: Author (2013)

4.4 Change management

The researcher designed preliminary questions on the dependent variable in order to gather information on how well the respondents understood the subject matter. The following are some the reactions to the questions put across.

4.4.1 Awareness change management

The respondents were asked if they were conversant with the subject change management and the ongoing change initiatives in their organisation and 26.9% strongly agreed, 41.2% agreed, 17.6% were not sure 10.1% disagreed while 4.2% strongly disagreed with the statement.

Table 4.5: Officers Awareness of change management in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.2	4.2	4.2
	Disagree	12	10.1	10.1	14.3
	Not Sure	21	17.6	17.6	31.9
	Agree	49	41.2	41.2	73.1
	Strongly Agree	32	26.9	26.9	100.0
	Total		119	100.0	100.0

Source: Survey Data (2013)

From the above summary the researcher concluded that a majority of the officers were conversant with the subject matter. This aspect has been attributed to availability of information from both the outside and internal environment. The media has also played a key role in informing the public and the officers on the ongoing change initiatives in the service.

4.4.2 Satisfaction

The respondents were also asked if they were happy with the new change initiatives brought in the organisation and 29.4% strongly disagreed, 37% disagreed, 16.8% were not sure, 13.4% agreed while 3.4% of the respondents strongly agreed with the statement.

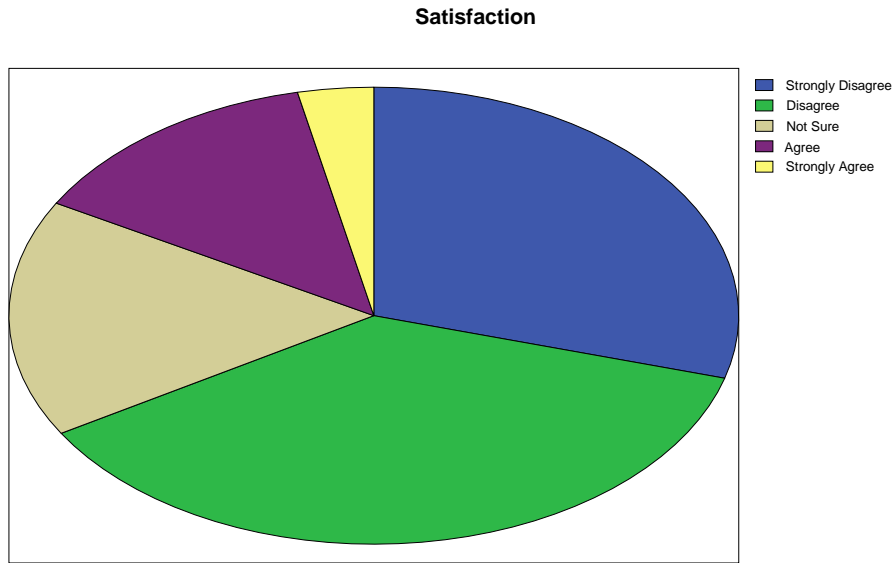


Figure 4.2: Pie chart showing Satisfaction with change management

Source: Survey Data (2013)

From the response above it is clear that a majority of the respondents strongly disagreed with the statement that they were happy with the new changes in the organisation. This is so because majority of the respondents felt that the pace of reforms in the service has been painfully too slow and has been hijacked by people with personal interest who do not wish to see the service operate without influence. The results of the changes have been so small to an extent of making the officers want to despair on how they are managed.

4.4.3 Difficult Process

The respondents were also asked if they agreed or disagreed that change management is a difficult process and the results were that 4.2% strongly disagreed, 13.4% agreed, 26.1% were not sure, 39.5% agreed while 16.8% strongly agreed that indeed it is a difficult process.

Table 4.6: Response on if change management is a difficult process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.2	4.2	4.2
	Disagree	16	13.4	13.4	17.6
	Not Sure	31	26.1	26.1	43.7
	Agree	47	39.5	39.5	83.2
	Strongly Agree	20	16.8	16.8	100.0
	Total		119	100.0	100.0

Source: Survey Data (2013)

Going by the results of the data collection it was found out that a majority of the respondents indeed acknowledged that change management is a difficult process. This is the fact that it requires a huge amount of resources, time, qualified staff, and a dedicated leadership able to overcome many challenges along the change process.

4.4.4 Management Support

The respondents were also asked if they receive support on the ongoing change initiatives in the department and 12.6% strongly disagreed, 41.2% disagreed, 27.7% were not sure, 14.3% agreed while 4.2% strongly disagreed with the statement.

Table 4.7: Support from management on change management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	12.6	12.6	12.6
	Disagree	49	41.2	41.2	53.8
	Not Sure	33	27.7	27.7	81.5
	Agree	17	14.3	14.3	95.8
	Strongly Agree	5	4.2	4.2	100.0
	Total		119	100.0	100.0

Source: Survey Data (2013)

From the response received as summarised in the above table majority of the officers felt that they did not receive adequate support from their seniors in relation to change management. Majority of the junior officers feel that being a disciplined service their input is less needed by the management and that they are usually not allowed to freely be innovative since they are controlled by strict code of conduct that hamper growth. Senior police officers are also said to be fond of sidelining their juniors hence offer them no or less support during any new undertaking.

4.5 Organisation culture

The researcher wanted to determine how organisational culture affected change management in the Kenya police service Mombasa county. In order to accomplish this, the researcher divided organisational culture into several components which were exposed to the respondents to react to. The following were the reactions;

4.5.1 Beliefs and norms

Beliefs and Norms

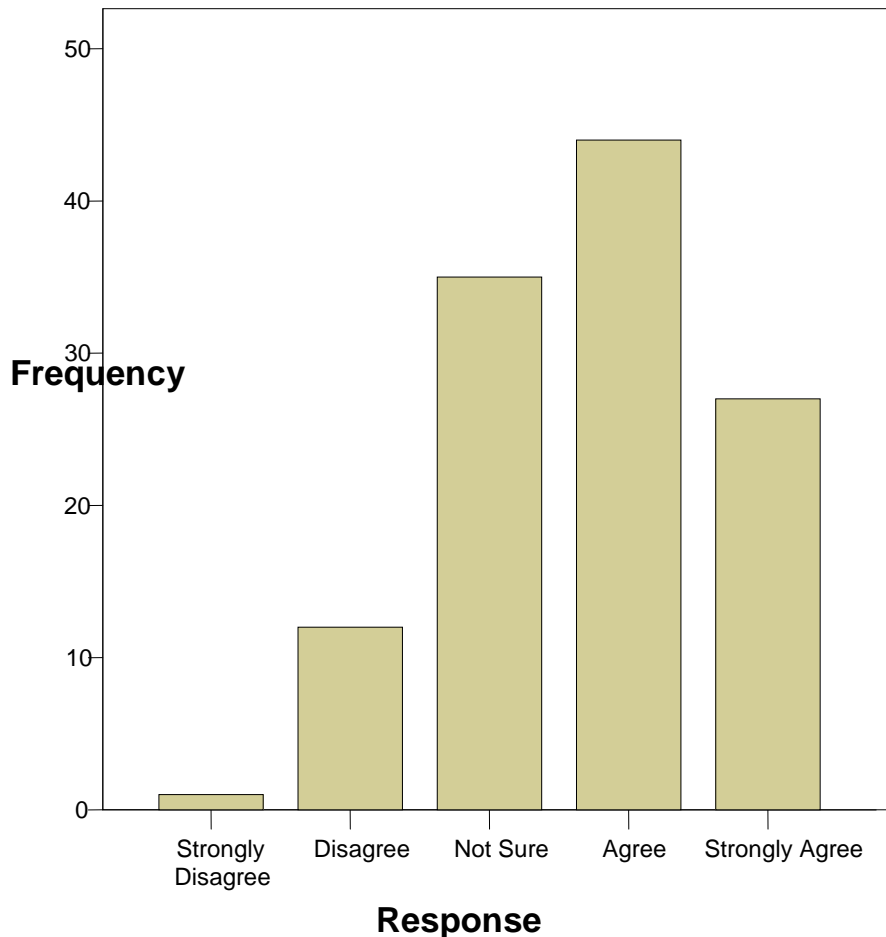


Figure 4.3: A bar graph showing response on effects of beliefs and norms on change management in the police service

Source: Survey Data (2013)

The respondents were asked if they felt beliefs and norms had any impact on change management in the service and 22.7% of the respondents strongly agreed, 37% agreed, 29.4% were not sure 10.1% disagreed, while 0.8% of the population strongly disagreed with the statement. From the above graph the researcher concluded that a majority of the respondents agreed that beliefs and norms had an effect on change management in the department. The Kenya police department has a very strong belief and norms on how it conducts its operations. Some of these beliefs and practices are peculiar to the department that it is difficult to separate from. These stubborn beliefs and norms usually make it difficult for an organisation to adopt a new practice especially if it goes against the belief or the norm.

4.5.2 Symbols and signs

Table 4.8: Response on effects of symbols and signs on organisation change management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.8	.8	.8
Disagree	10	8.4	8.4	9.2
Not Sure	54	45.4	45.4	54.6
Agree	39	32.8	32.8	87.4
Strongly Agree	15	12.6	12.6	100.0
Total	119	100.0	100.0	

Source: Survey Data (2013)

As of whether symbols and signs had any influence on management of change 12.6% of the respondents strongly agreed with the statement, 32.8% simply agreed, 45.4% were not sure 8.4% disagreed, while another 0.8% of the respondent strongly disagreed with the statement. Just like any other institution the police have their signs and symbols in terms of dressing codes, logos, colors among other things. These symbols and signs are sometimes very difficult to erase in one's mind during the introduction of a new thing. To introduce a change that goes against these aspects may prove quite cumbersome especially on the change recipients who are used to the old order.

4.5.3 Teamwork

Table 4.9: Response on effects of teamwork on organisational change management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	1	.8	.8	.8
	Agree	51	42.9	42.9	43.7
	Strongly Agree	67	56.3	56.3	100.0
	Total	119	100.0	100.0	

Source: Survey Data (2013)

Asked about if they felt teamwork was important in the process of change management in the organisation, 56.3% strongly agreed, 42.9% agreed while only 0.8% of the respondent disagreed with the statement. Going by the response above the researcher concluded that a majority of the respondents believed that teamwork indeed had an effect on change management in the organisation. The Kenya police department has one of most strong *esprit de corps* operations in the service are purely done on teamwork for easy success. Bearing in mind their small numbers teamwork is very important during service delivery as well as during change management in order to avoid failure.

4.5.4 Organisational history

Table 4.10: Response on effects of organisational history on change management in the service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.7	1.7	1.7
	Disagree	8	6.7	6.7	8.4
	Not Sure	17	14.3	14.3	22.7
	Agree	60	50.4	50.4	73.1
	Strongly Agree	32	26.9	26.9	100.0
	Total	119	100.0	100.0	

Source: Author (2013)

The respondents were asked if they agreed or disagreed that organisational history had an impact on change management in the service and 26.9% strongly agreed, 50.4% agreed, 14.3% were not sure, 6.7% disagreed while 1.7% strongly disagreed with the statement. The response clearly show that the majority of the respondents agreed that the history of the organisation had an effect on organisational change management in the service. The service has a mixture of bad and good history in relation to change management. The change initiatives undertaken earlier on had been characterized by failures and downfalls. This history indeed makes it difficult for anyone to believe that things might take a different twist for success of change management in the service.

4.5.5 Rites and rituals

Rites and Rituals

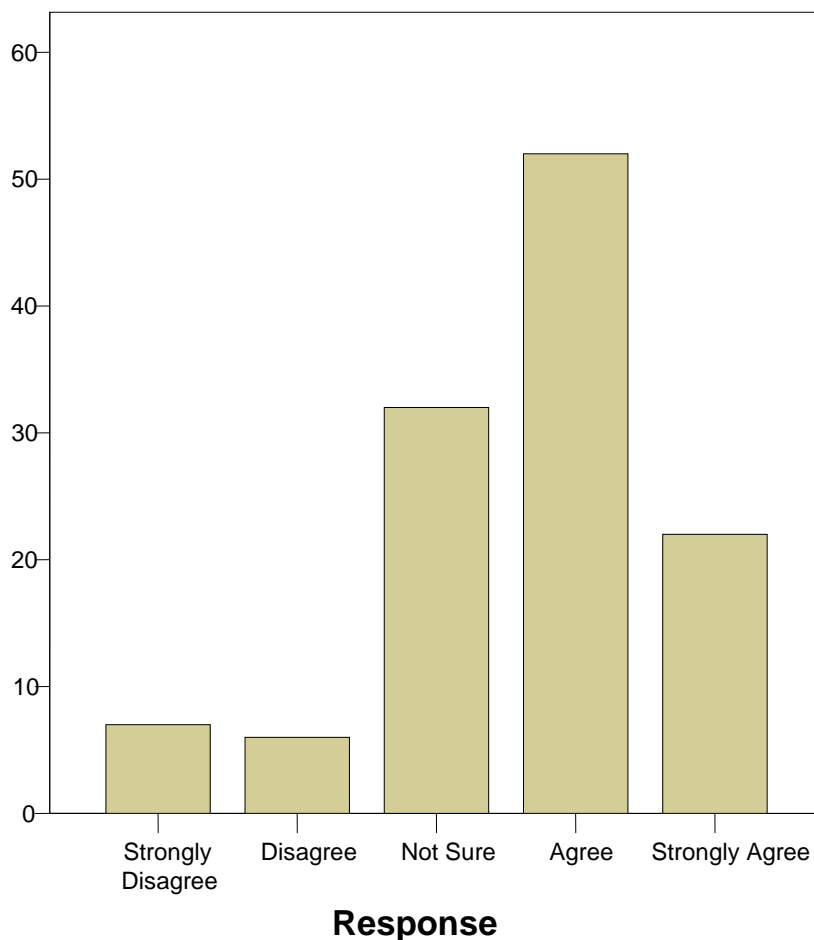


Figure 4.4: Bar chart showing response on effects of rites and rituals on change

Source: Survey Data (2013)

The respondents were also asked if organisational rites and rituals had an impact on the ongoing change management process in the organisation 18.5% strongly agreed, 43.7% agreed, 26.9% were not sure 5% disagreed while 5.9% of the respondents strongly disagreed with the statement. According to the results obtained majority of the respondents said that rites and rituals had an impact on change management in the organisation. Like stated earlier the department has so many exercises in terms of rituals and rites for example parades, drills, and other forms of acts associated with the police. To change these mentality that one has to undergo a particular ritual or rite in order to accomplish a particular goal is a very difficult process. Hence this may negatively affect how a new change is adopted since most officers have undergone that particular rite or ritual so they feel others too have to.

4.6 Leadership

Under this question the researcher sub divided the leadership aspect into four main components in order to correctly observe the respondent they included planning, change goals, motivation, communication. The findings are as shown below.

4.6.1 Planning

As an indicator of leadership the researcher had asked the respondents to give their answers as to what extent they felt that planning affected the way the organisation managed change and the response summarised in the table below.

Table 4.11: Effects of planning on change management in the police service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.8	.8	.8
	Not Sure	4	3.4	3.4	4.2
	Agree	29	24.4	24.4	28.6
	Strongly Agree	85	71.4	71.4	100.0
	Total	119	100.0	100.0	

Source: Survey Data (2013)

On planning a huge percentage of 71.4% of the respondents felt that planning is indeed important hence vital for the change management process in the service. 24.4% agreed with this concept that planning is necessary, 3.4% of the respondents felt unsure while a small percentage of 1 said they disagreed with the statement completely. It is evident from the response that a majority of the respondents agreed that indeed planning had an effect on how change was managed in the service. Like all aspects in life planning also come in handy during change management. Failure to plan during change may also imply planning to fail in the whole process.

4.6.2 Organisational Change Goals

From the questionnaires filled it was evidently true that majority of the respondents were of the view that change goals influenced how the organisation managed change .A summary is as shown in the table below

Table 4.12: Effects of organisation change goals on change management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.0	5.0	5.0
	Disagree	6	5.0	5.0	10.1
	Not Sure	20	16.8	16.8	26.9
	Agree	51	42.9	42.9	69.7
	Strongly Agree	36	30.3	30.3	100.0
	Total	119	100.0	100.0	

Source: Survey Data (2013)

In this category the respondents were asked to determine at what extent change management was influenced by organisational change goals in the organisation. 42.9% of the respondent agreed that it had influence on change management, 30.3 % strongly agreed with the

statement, 20 respondents were not sure while those who disagreed and strongly disagreed were represented by 5% each. From the response above the researcher found out that a majority of the officers felt that organisational change goals indeed had an effect on change management. Goals and objectives not only enable an employee not to lose focus but also enables the organisation to achieve the desired results without wasting much resources during change process. Most of the changes initiated in the police department are done without proper setting of goals hence hardly achieved.

4.6.3 Employee Empowerment

The researcher also felt the need to determine if indeed employee empowerment had an impact on how change in managed in the service.

Table 4.13: Effects of employee empowerment on change management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	6.7	6.7	6.7
	Not Sure	22	18.5	18.5	25.2
	Agree	68	57.1	57.1	82.4
	Strongly Agree	21	17.6	17.6	100.0
	Total	119	100.0	100.0	

Source: Survey Data (2013)

The respondent were also asked to what extent did they feel that employee empowerment influenced the success of change management in the department and 57.1% agreed that employee empowerment was important, 17.6 % strongly agreed with the statement, 18.5% were not sure while 6.7 disagreed with the statement. Junior police officers are strictly guide by a code of conduct to which they are supposed to adhere to during their work. This makes them to fully rely on their seniors for decision making and initiative. It's by this factor that they feel less empowered during a change process hence may even stifle the change since it's not emanating from them.

4.6.4 Power and Politics

Table 4.14: Power and politics affects change management in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	14	11.8	11.8	11.8
	Not Sure	34	28.6	28.6	40.3
	Agree	33	27.7	27.7	68.1
	Strongly Agree	38	31.9	31.9	100.0
	Total	119	100.0	100.0	

Source: Survey Data (2013)

The question here was if one felt that power and politics had an impact on change management in the service and 31.9% of the respondents strongly agreed, 27.7% agreed, 28.6% disagreed while 11.8% strongly disagreed with the statement and felt that power and politics had no influence on change management in the service. The results clearly showed that many respondents were of the agreement that power and politics had a great influence on how change is managed in the organisation.

4.6.5 Change Communication

Change communication entails passing of change message to the intended recipients on matters relating to change management. The respondents were asked to determine if change communication had any impact on change management in the service. 44.5% strongly agreed, 47.1% agreed, 5% disagreed while 3.4% of the respondents strongly disagreed with the statement. From the results the researcher can comfortably conclude that most officers were of the opinion that change communication indeed influences change management in the service. Communication during change process enables an organisation staff to easily monitor evaluate and analyse the change process through feedback hence very vital.

Table 4.15: Effects of change communication on change management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	3.4	3.4	3.4
	Not Sure	6	5.0	5.0	8.4
	Agree	56	47.1	47.1	55.5
	Strongly Agree	53	44.5	44.5	100.0
	Total	119	100.0	100.0	

Source: Survey Data (2013)

4.6.6 Motivation

The respondents here were asked if they were well motivated during the change process and 40.3% strongly disagreed, 43.7% disagreed, 10.9% were not sure 1.7% agreed while 3.4% strongly agreed with the statement that they were well motivated. From the data obtained the results showed that indeed majority of the officers felt they were not well motivated by the management in relation to the ongoing change management process in the organisation. Failure to constantly motivate ones staff during a change period may leave them disillusioned and fatigued. This in the long run may even affect their performance, police officers are usually regarded as one of the lowly motivated staff despite the enormous contributions they make towards the growth and development of the entire country.

Motivation

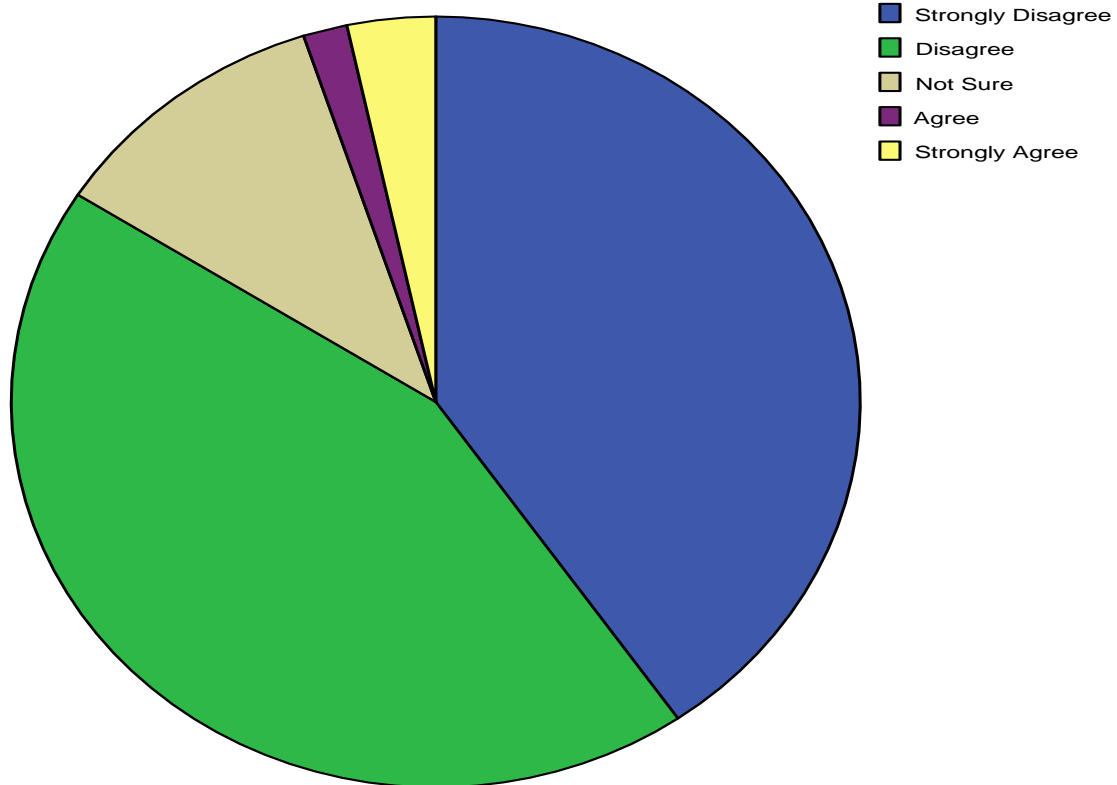


Figure4.5: Pie chart showing effects of motivation on change management

Source: Survey Data (2013)

4.7 Resources

The research question here was to determine if resources had any influence on management of change in the service. The researcher subdivided resources into human resources, technology, finances and policy as the indicators.

4.7.1 Human resources

These are the resources in terms of staff and employees an organisation has.

Table 4.16: Response on effects of human capital on change management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.5	2.5	2.5
	Disagree	3	2.5	2.5	5.0
	Not Sure	8	6.7	6.7	11.8
	Agree	37	31.1	31.1	42.9
	Strongly Agree	68	57.1	57.1	100.0
	Total		119	100.0	100.0

Source: Survey Data (2013)

The respondents were asked if they felt qualified professional human resources was important during change management process and 57.1% strongly agreed with the statement, 31.1% agreed, 6.7% were not sure, those who disagreed and strongly disagreed were represented by 2.5% each. Going by the above data it is right to say that a majority of the respondents feel that human resources are important hence have an influence on the management of change in the service. Lack of adequate qualified professionals in police service can be attributed to poor change management strategy development, implementation and evaluation. A change strategy may be good but if lacks qualified staff to oversee it, it naturally transforms into failure.

4.7.2 Technology

These are the technological wealth that an organisation owns used in the performance of its day to day processes. They maybe hardware or software technologies.

Table 4.17: Response on the effects of technology on change management in the service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	2.5	2.5	2.5
	Not Sure	11	9.2	9.2	11.8
	Agree	28	23.5	23.5	35.3
	Strongly Agree	77	64.7	64.7	100.0
	Total	119	100.0	100.0	

Source: Survey Data (2013)

The respondents were also asked if technology played an important role during change management process and 64.7% of the respondents strongly agreed with the statement, 23.5% agreed, 9.2% were not sure while 2.5% disagreed with the statement. According to the results above it is evident that a majority of the respondents feel that technology has a great effect on how change is managed in the service. The police service at the moment possess old technological assets which it uses in carrying out its functions. This aspect has not only rendered their fight against crime more difficult but has also led to slow absorption of the reforms in the service.

4.7.3 Finances

Is the monetary wealth an organisation has, money like its stated makes life easier and full of fun. Going by the recent Government of Kenya budget estimates the police department has what analyst refer to as a make-up budget which can't finance any meaningful reform initiative in the service hence these may affect the process negatively.

Table 4.18: Response on effects of finances on change management in the service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	3.4	3.4	3.4
Disagree	2	1.7	1.7	5.0
Not Sure	6	5.0	5.0	10.1
Agree	24	20.2	20.2	30.3
Strongly Agree	83	69.7	69.7	100.0
Total	119	100.0	100.0	

Source: Survey Data (2013)

The respondents were also asked if finance was important during the change process and 69.7% strongly agreed with the statement, 20.2% agreed, 5% were not sure, 1.7% disagreed while 3.4% strongly disagreed with the statement. Judging by the above results the researcher can conclude that majority of the respondents believe that organisational finances has a great influence on change management within the organisation.

4.7.4 Policy

Are the structured guidelines put in place to guide staff on how to go about an undertaking in the organisation.

Table 4.29: Response on effects of Policy on organisational change management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.4	3.4	3.4
	Disagree	6	5.0	5.0	8.4
	Not Sure	28	23.5	23.5	31.9
	Agree	53	44.5	44.5	76.5
	Strongly Agree	28	23.5	23.5	100.0
	Total		119	100.0	100.0

Source: Survey Data (2013)

The respondents were also asked if they felt that policy as a resource had an influence on management of change in the service and 23.5 % agreed strongly, 44.5% agreed, 23.5% were not sure, 5% disagreed while 3.4% strongly disagreed with the statement. It is surely evident from the above results that the respondents agree more that policy indeed has an influence on change management in the service. The police service mostly operate under policies developed by the central government. This aspect may make a policy applicable well in other parts of the country not functioning well in some other areas. It's very important to tailor-make a policy that particularly suit a specific region of the country in order for the department serving there to function well. Rigid policies make adoption of new changes very difficult.

4.8 Organisational structure

The research question was how organisational structure a determinant on change management in the Kenya police service. For proper collection of data the variable was further subdivided into four categories authority, responsibility, delegation and organisation hierarchy and the response was as shown below;

4.8.1 Authority

The respondents were asked to give their reactions on to what extent did they agree or disagree that authority had an influence of change management in the service. Their responses are summarised below.

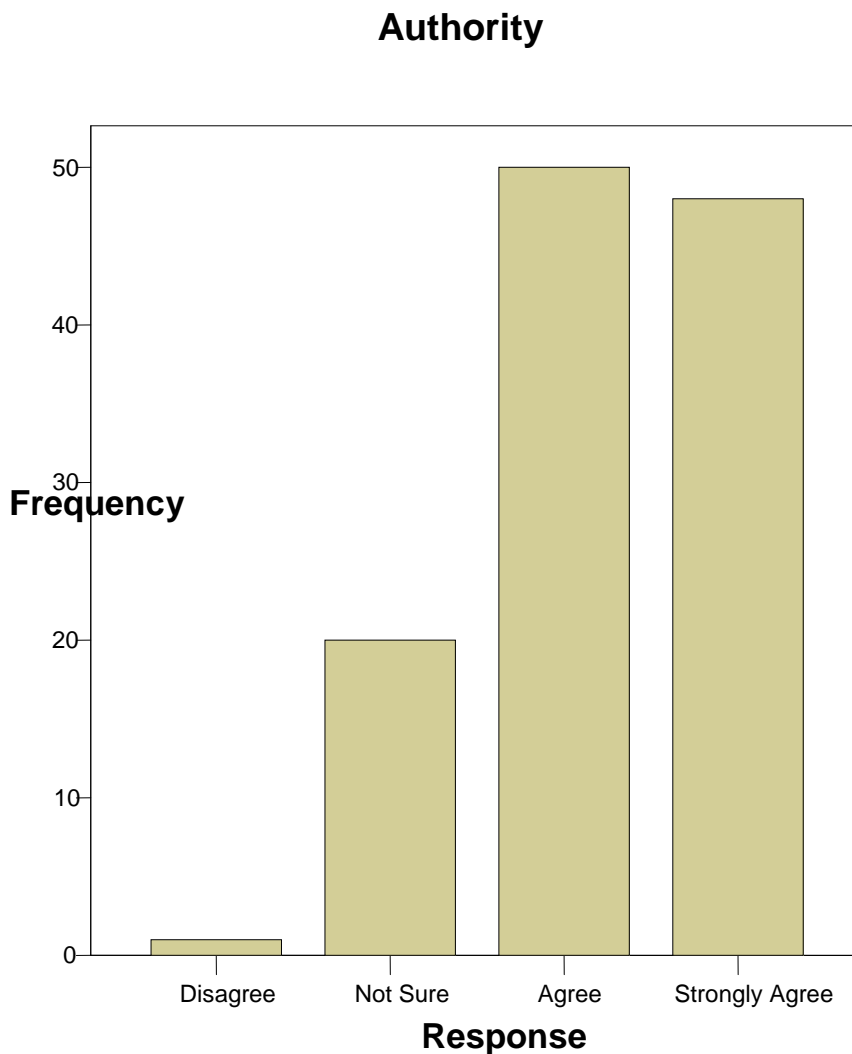


Figure 4.6: Bar chart showing response on effects of authority on organisational change management in the service

Source: Survey Data (2013)

The respondents were asked if they agreed that authority was important during change management process and 40.3% strongly agreed, 42% agreed, 16.8% were not sure while only 0.8% felt that authority had no impact. Going by the results of the study it is right to

conclude that the majority of the respondents agree that authority has an effect on organisational change management. Authority enables one to make a decision without fearing of reprisal from the seniors. Police officers when making decision are required to always consult their seniors hence leads to time wastage during a change process.

4.8.2 Responsibility

This is the extent to which an employee’s responsibility is associated with the management of change in the organisation.

Table 4.20: Response on the effects of Responsibility on change management in the service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.8	.8	.8
	Not Sure	16	13.4	13.4	14.3
	Agree	59	49.6	49.6	63.9
	Strongly Agree	43	36.1	36.1	100.0
	Total	119	100.0	100.0	

Source: Survey Data (2013)

Organisation structure was also measured in terms of employee responsibility. The respondents were asked if employee responsibility was important during change management process 36.1% strongly agreed, 49.6% agreed, 13.4% were not sure while 0.8% disagreed with the statement. Judging by the response we can conclude that indeed employee has an influence on change management in the organisation. Failure to empower employees may lead to them sabotaging any new change initiative. Police officers especially junior ones are of the view that they are deprived off responsibility and left to rely on their seniors hence this makes them feel belittled and alienated during management of change.

4.8.3 Delegation

This is how duties and responsibilities are passed to persons occupying lower offices in an organisation. To determine if it affects change a summary below was made.

Table 4.21: Response on effects of delegation on change management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.8	.8	.8
	Not Sure	9	7.6	7.6	8.4
	Agree	58	48.7	48.7	57.1
	Strongly Agree	51	42.9	42.9	100.0
	Total	119	100.0	100.0	

Source: Survey Data (2013)

The respondents were asked on the importance of delegation during change management process. 42.9% strongly agreed that delegation was important, 48.7% agreed, 7.6% were not sure while 0.8% of the respondents disagreed with the statement. Therefore it is right to say that majority of the respondents believe delegation has an influence on change management. Delegation brings about power to make crucial decisions even in the absence of a senior officer. This helps boost trust and confidence amongst police officers during the change process.

4.8.4 Organisation hierarchy

As stated earlier, this is how staff and different offices report to each other. To determine if indeed it affects organisational change management the following summary was made.

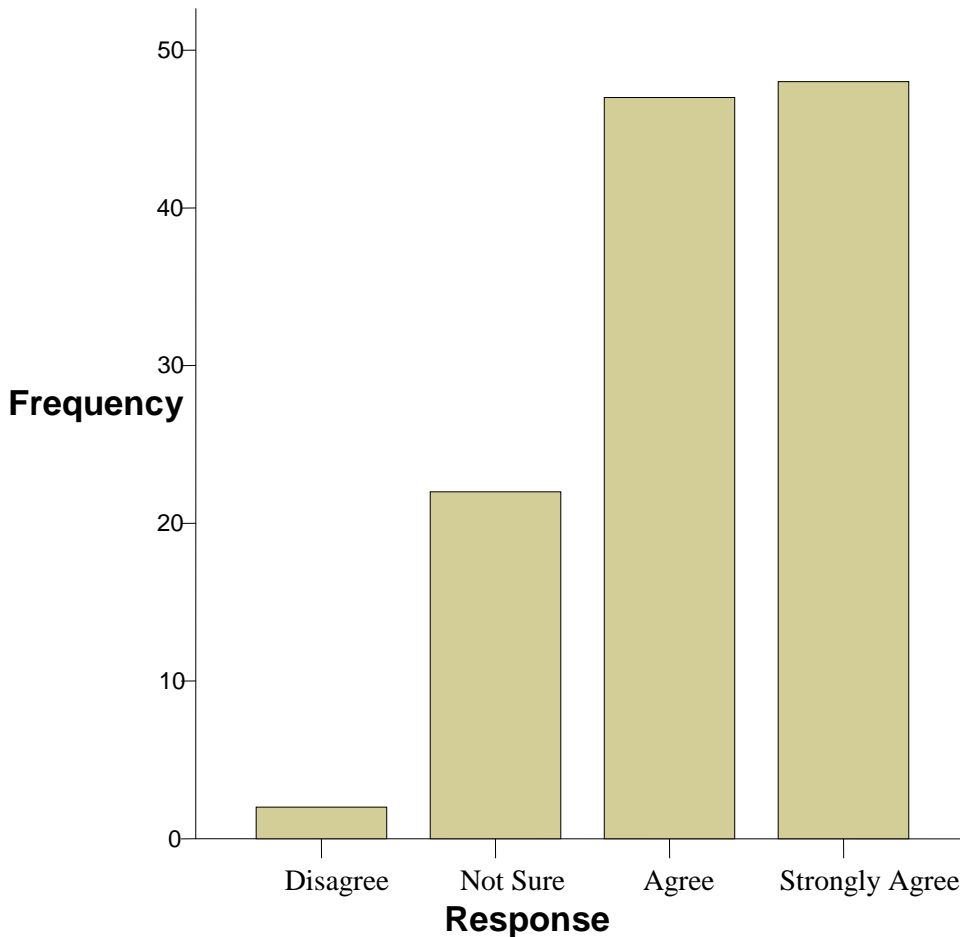


Figure 4.7: Response to effects of organisation hierarchy on change management

Source: Survey Data (2013)

The respondents were also asked if the organisations hierarchy structure influenced change management process and 40.3% strongly agreed, 39.5% agreed, 18.5% were not sure while 1.7% disagreed with the statement. As shown by the above graph one can easily conclude that indeed majority of the respondents agree that organisation hierarchy has an effect on organisational change management in the service. The Kenya police has one of the tallest organisational hierarchies around, the journey from the junior most person to the senior most is quite a long way, and this makes feedback and monitoring of change process quite difficult.

4.9 Model Summary

The correlation coefficient (R) is 0.58, coefficient of determination (R^2) is 0.336, Adjusted coefficient of determination is 0.202 and standard error of the estimate is 0.44464.

Table 4.22: Model summary

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.580 ^a	0.336	0.202		0.44464

Source: Survey Data (2013)

4.9.1 Predictors:(Constant)

The organisations hierarchy design influences the change process, Government policy influences change process in the service., Technology has a role in change management in the police service., Planning is important in any change management process., As a belief team work within the service is good for the change process., Power and politics play crucial role in the change process within the service., Delegation has value when it comes to change management process, Our organisational symbols and signs affect change internalization., Employees participate in deciding what is to be achieved in the change process., My leaders are usually motivating during the change process, The organisation's management explains the effects of the change goals to the employees, The rites and rituals within the organisation affect the new changes brought., Our beliefs and norms support change process., My organisation has enough professional human capital to steer change in the service., I must consult my seniors before making a decision in relation to a new change initiative., As a belief and history the officers are fond of resisting all new initiatives brought into the service., All staff are responsible for success or failure of the new changes implemented, The organization has enough financial resources to undertake and sustain change management., Authority has an impact on change management

4.9.2 Dependent Variable

Change Management which is the mean for I am conversant with the change management process in our organization, I am happy with the ongoing organisational changes in my department, Organisational change management is a difficult process, I fully support all the

changes undertaken in my organization and So far I feel the organisational changes made are well managed

From the model summary above the study suggests that the goodness of fit ratio was 0.58. The regression line approximates the real data points at a ratio of 0.336. After penalizing the extra variables (Adjusted R) the regression line approximates the real data points at a ratio of 0.202. This therefore implies that the predictor or the independent variables constructed from the modeled values is statistically are good estimators of organization change effect in Mombasa County.

4.9.3 ANOVA

The significant value is 0.002 to relate with level of significance of 0.5, Fishers value is 2.505, Mean square value for regression is 0.495, mean square value for residual is 0.198, degrees of freedom value is 19 for regression and 94 for residual, sum of square value is 9.41 and 18.584 for regression and residual respectively totaling to 27.994.

Table4.23: ANOVA

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.41	19	0.495	2.505	.002 ^a
	Residual	18.584	94	0.198		
	Total	27.994	113			

Source: Survey Data (2013)

4.9.4 Predictors: (Constant)

The organisations hierarchy design influences the change process, Government policy influences change process in the service., Technology has a role in change management in the police service., Planning is important in any change management process., As a belief team work within the service is good for the change process., Power and politics play crucial role in the change process within the service., Delegation has value when it comes to change management process, Our organisational symbols and signs affect change internalization., Employees participate in deciding what is to be achieved in the change process., My leaders

are usually motivating during the change process, The organisation's management explains the effects of the change goals to the employees, The rites and rituals within the organisation affect the new changes brought., Our beliefs and norms support change process., My organisation has enough professional human capital to steer change in the service., I must consult my seniors before making a decision in relation to a new change initiative., As a belief and history the officers are fond of resisting all new initiatives brought into the service., All staff are responsible for success or failure of the new changes implemented, The organization has enough financial resources to undertake and sustain change management., Authority has an impact on change management

4.9.5 Dependent Variable

Change Management which is the mean for I am conversant with the change management process in our organization, I am happy with the ongoing organisational changes in my department, Organisational change management is a difficult process, I fully support all the changes undertaken in my organization and So far I feel the organisational changes made are well managed

From the study at 95% confidence limit and at level of significance, $\alpha = 0.05$ and the Sig. value is 0.002, then we can conclude that there is no significance difference between the means of the variables affecting the organization management change effect in Mombasa County.

4.9.6 Coefficients

This shows the coefficient of all independent variables. The unstandardized and standardized coefficients have been listed.

Table 4.23: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.619	0.788		3.323	0.001
	Our beliefs and norms support change process.	0.103	0.055	0.198	1.875	0.064

Our organisational symbols and signs affect change internalization.	-0.137	0.075	-0.227	-1.821	0.072
As a belief team work within the service is good for the change process.	-0.189	0.093	-0.196	-2.02	0.046
As a belief and history the officers are fond of resisting all new initiatives brought into the service.	0.114	0.066	0.211	1.734	0.086
The rites and rituals within the organisation affect the new changes brought.	0.104	0.054	0.213	1.912	0.059
Planning is important in any change management process.	-0.119	0.084	-0.152	-1.406	0.163
The organisation's management explains the effects of the change goals to the employees	0.001	0.049	0.001	0.012	0.99
Employees participate in deciding what is to be achieved in the change process.	0.051	0.067	0.079	0.754	0.453
Power and politics play crucial role in the change process within the service.	0.03	0.052	0.061	0.584	0.561
I must consult my seniors before making a decision in relation to a new change initiative.	0.167	0.074	0.244	2.254	0.027
My leaders are usually motivating during the change process	-0.103	0.054	-0.193	-1.905	0.06
My organisation has enough professional human capital to	-0.013	0.061	-0.024	-0.214	0.831

steer change in the service.					
Technology has a role in change management in the police service.	-0.044	0.077	-0.068	-0.569	0.571
The organization has enough financial resources to undertake and sustain change management.	0.049	0.073	0.092	0.668	0.506
Government policy influences change process in the service.	0.023	0.053	0.046	0.444	0.658
Authority has an impact on change management	-0.184	0.093	-0.277	-1.985	0.05
All staff are responsible for success or failure of the new changes implemented	0.033	0.086	0.045	0.389	0.698
Delegation has value when it comes to change management process	0.153	0.076	0.2	2.014	0.047
The organisations hierarchy design influences the change process	-0.018	0.072	-0.029	-0.246	0.806

Source: Survey Data (2013)

4.9.7 Dependent Variable: Change Management which is the mean for I am conversant with the change management process in our organization, I am happy with the ongoing organisational changes in my department, Organisational change management is a difficult process, I fully support all the changes undertaken in my organization and So far I feel the organisational changes made are well managed.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the major findings, conclusions and recommendations of the study. It also provides a section for further research.

5.2 Summary of findings

Like all other organisations that strive to excel the Kenya police service has put in place an ambitious plan aimed at transforming the way it renders its services to its customers. Nowadays security likefood, shelter and clothing is a basic need hence it is very important to enhance how this sector performs in order to promote a safer working environment for all and the development of Kenya as a country. Since its inception the police reforms has been faced by numerous challenges both from within and outside environment. The change management process has not been a walk in the park, it has consumed a lot of resources and efforts without yielding the desired results. The main purpose of carrying out this survey study was to discuss the challenges affecting organisational change management in the Kenya police service in Mombasa County.

The first objective of this study was to analyse the effects of organisational culture on change management in the Kenya police service Mombasa County. Organisation cultures indicators were beliefs and norms, symbols and signs, teamwork, rites and rituals and organisational history. On beliefs and norms a majority of officers agreed that indeed beliefs and norms had an effect on change management in the organisation. On teamwork the majority of the respondents believed that teamwork was important during change management hence has an effect on how it's managed. Same applied to both organisation history and rituals and rites. Overall saying by the results of the study the indicators of organisational culture show that other than symbols and signs where respondents were not sure in the rest the respondents agreed or strongly agreed that they affected change management in the service hence a major challenge.

Like stated earlier leadership is the ability to influence other to achieve a certain goal. Change management requires strong focused leadership that is oriented towards commitment to

change. The second objective was to determine if leadership had an effect on change management in the service and its indicators were planning, change goals, employee empowerment, power and politics, change communication and motivation. On all the indicators measured it was discovered that indeed leadership had a great influence hence impact on how change management was being conducted in the police service. On planning a majority strongly agreed that it is important to plan for change. Setting of change goals, empowering of employees, power and politics and change communication were also discovered to have a great influence on how change was being managed in the service. And lastly majority of the respondents disagreed that they were well motivated during the change process. This also shows that indeed motivation affects change management even though in a negative way. Overall outlook of these indicators we can conclude that indeed leadership has an effect on change management in the service hence necessary measures be put in place.

Resources are both material and immaterial wealth that an organisation is endowed with. The Kenya police department boasts of a huge amount of resources going by its staff, mechanicals and financial budget it operates. Needless to say these resources are seen by many as inadequate to measure up with the current operational challenges the service faces. On change management it has been agreed from on set that resources play a vital role in a change management undertaking. The third objective of this study was to determine if resources had an effect on change management in the service. The indicators used were technology, finance, human resources, and policy and from the respondent a majority felt that indeed they had an impact on change management in the service.

The fourth and last objective of the study was to determine if organisational structure had an effect on change management in the Kenya police service Mombasa County. The indicators used here were authority, responsibility, delegation and organization hierarchy. On all the indicators mentioned the respondents agreed more that indeed they had an influence on change management in the organisation. Going by the results obtained from the study the researcher managed to achieve all his objectives after establishing the relationships between the independent and dependent variables. Owing to the results of the study the researcher can say that all the above variables had an effect on change management in the police service hence should be factored during the process in order to produce the desired goals.

5.3 Conclusions

It has all been agreed that in a modern world full of competition organizations must keep on redesigning their strategies in order to remain relevant. Failure to embrace change may make surviving more difficult to any particular organisation. Change management enables a firm to sustain its energy in the market and maintain its productivity. The issue of change management in the Kenya police service is aimed at redefining the structures and role of the police in the society with an aim of promoting enhancement of service delivery to the members of the public. However since inception the change initiatives have faced numerous challenges hence making its management and success a distant dream.

If properly managed the ongoing reform initiative will transform the Kenya police service into one of the best law enforcement agencies in Africa with a highly motivated workforce. The reforms will also bring about high quality service delivery to the Kenyans who enjoy a safer living and working environment. Through proper management of change the citizens are able to have confidence with their police hence promotion of cooperation and understanding. By embracing modern change management techniques the top management will also enjoy the support of their juniors since they will have a feeling of transparency and accountability within the service. Proper change management also promotes better work relationships among the employees of the organisation.

In conclusion the study concludes that the police service should rebrand its organisational culture to embrace the new changes from the study. A majority of the respondents were of the view that organisational culture has effects on change management in the police service hence a major challenge to its success. The service should also encourage its top management to practice modern leadership styles that are more change friendly instead of continuing with the old authoritarian practice of issuing orders and expecting them to be followed unchallenged. The police service is a disciplined organisation but this does not restrict it from embracing new leadership aspects that may promote change management. Clinging to the old ways may hinder the adoption of new ideas into the service due to rigidity. Going by the response shown it is safe to say that indeed leadership has influence on change management in the Kenya police service hence also a challenge.

The service should also allocate sufficient resources to oversee the smooth management of the new changes in place. Like a living thing during early days change needs to be groomed and nurtured well before it can yield the expected result. From the study the conclusion is that

respondents were of the view that resources indeed affect change management in the police service hence its main challenge also.

Policy helps explain how tasks should be undertaken in the organisation. It guides one on the steps and procedures to be followed when one wants to perform a particular task. Some policies have been cited as outdated hence hinder new change initiatives within the service. Going by the results of the study it is evident and true to say that indeed policy is one of the main challenges of change management in the Kenya police service Mombasa County.

5.4 Recommendations

The researcher recommends the Kenya police service should adopt modern change management techniques in order to transform itself into an effective and efficient service. The service should promote change awareness among its officers and customers also. The top management should make necessary efforts to ensure they boost the morale of their staff during the transition period since it's usually a very difficult period to employees especially with the anxiety it brings along. On organisation culture the organization should embrace new practices and embrace those that promote change in the service. Old symbols and signs that hamper change should be discarded hence this calls for rebranding. Promotion of teamwork during a change process ensures employee empowerment and reduction of resistance to change. Bad organisation history should be done away with and good ones retained same as rites and rituals. This will help easy adoption of new culture hence smooth adoption and management of change initiative.

The organisation must also embrace planning and setting of change goals this enables proper allocation of resources and reduces ambiguity on the part of employees on what is expected of them. Employees should also be empowered to make crucial decision in the organization since this not only promotes initiative but also boosts their morale. Through change communication the management is able to get feedback from staff hence able to monitor and evaluate change in the organisation. The management should also employ measures aimed at motivating their staff this may include both monetary and non-monetary rewards.

Resources are very crucial when it comes to management of change or any other undertaking within the organisation. Staffing the organisation with qualified personnel able to understand how to manage change is very important for a change initiative. Some organisations have advanced to a level of setting up a change management office staffed with change management experts. The organisation should also embrace modern technology which makes

implementation, monitoring and evaluation of change easy and fun. Allocation of sufficient funds towards change also helps in making management an easy task. The organisation should also formulate and implement change management friendlier policies which can be easily embraced by the staff.

The police department has one of the tallest organisation structures around. Starting from the top most officers to the junior most is quite a long way. This aspect makes communication and monitoring very difficult. I recommend that the structure be flattened a bit or special reporting offices are setup to oversee the management of change process. Junior officers should also be given authority and more responsibility at their work stations this will promote a sense of ownership and confidence. Delegation on the other hand also promotes morale in the service.

5.5 Suggestion for further research

The researcher recommends that a further research be done on challenges facing implementation of change in the national police service taking into account the inclusion of the administration police service in the study.

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Appendix 1

Letter to the Respondent

Dear Sir/ Madam,

I am a student at Kenyatta University pursuing Master's Degree in business administration. I would like to carry out a research to analyse some the challenges facing the management of change in the Kenya police service with reference to police commands in Mombasa County.

This questionnaire is aimed at collecting information which will be useful in the above mentioned research study as part of the course requirement. You have been selected as one of the respondent in this study. The information you provide will be used for academic purposes only and will be treated with utmost confidentiality.

- **Please DO NOT WRITE YOUR NAME anywhere on the questionnaire.**
- **All the questions in this study can be answered by circling or ticking the box that best represents your views.**
- **Please do not circle/tick more than one box as a response to a question.**
- **Kindly complete all sections of the survey including the demographic section.**

Your cooperation will be highly appreciated.

Thanks in advance

Yours faithful

Osakina Namoso D53/MSA/PT/25287/2011

Appendix 2

Questionnaire Form

Section A: - (Demographic Information)

Please tick the appropriate option in the boxes provided.

What is your gender?

Male

Female

In which age bracket do you fall in?

20 – 30 years

30 – 40 years

Above 40 years

What is your level of education?

O' Level

A Level

Form four

Graduate

Others specify

What is your rank?

CI

IP

S/SGT

SGT

CPL

PC

GO'S and above

What is your length of service?

10 years and below

20 years and below

30 years and below

Above 30 years

Section B:-Change Management

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

	Please indicate to what extents do you agree or disagree with the following statements keeping in mind change management in your organisation.	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	I am conversant with the change management process in our organisation					
2	I am happy with the ongoing organisational changes in my department					
3	Organisational change management is a difficult process					
4	I fully support all the changes undertaken in my organisation					
5	So far I feel the organisational changes made are well managed					

6. Other than the above issues what other comments do you have in relation to how organisational change management is undertaken in your organisation?

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Section C: - Organisational Culture

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

	To what extent do you agree or	Strongly	Disagree	Not	Agree	Strongly
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	disagree with the following statements in relation to organisational change management?	disagree		sure		Agree
1	I understand the organisational culture of the police service.					
2	Our beliefs and norms support change process.					
3	Our organisational symbols and signs affect change internalization.					
4	The organisational rules and regulations hamper change management process.					
5	As a belief team work within the service is good for the change process.					
6	As a belief and history the officers are fond of resisting all new initiatives brought into the service.					
7	Officers receive cooperation from the top management during the change process.					
8	The top management usually values officers' feedback about the change process.					
9	The rites and rituals within the organisation affect the new changes brought.					

10 what is your general comments on the impact of organisation culture on the management of change in the Kenya police service?

.....

12. in your own opinion what are the other aspects of your organisations culture that you feel need to be addressed in relation to managing change in your organisation.....

.....

.....

Section D: - Leadership

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

	To what extent do you consider the following statements in relation organisational change management?	Strongly disagree	Disagree	Not sure	Agree	Highly agree
1	Planning is important in any change management process.					
2	The organisation's management explains the effects of the change goals to the employees					
3	Employees participate in deciding what is to be achieved in the change process.					
4	Power and politics play crucial role in the change process within the service.					
5	I must consult my seniors before making a decision in relation to a new change initiative.					
6	Change communication is important in the change management process.					
7	I usually receive advice from my seniors on how to go about the changes					
8	My leaders are usually motivating during the change process					
9	Management encourages initiative and invention of new things					
10	I usually receive enough support when starting a new undertaking					
11	As a leader I value my subordinates participation in the change process					
	One must be in power to generate and					

12	energize effective change management.					
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13 Other than the above mentioned issues what other leadership matters do you feel have an impact on change management in your organisation.....

Section E: - Resources

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

	To what extent do you agree or disagree with the following statement in relation to change management?	Strongly disagree	Disagree	Not sure	Agree	Highly agree
1	My organisation has enough professional human capital to steer change in the service.					
2	Technology has a role in change management in the police service.					
3	The organization has enough financial resources to undertake and sustain change management.					
4	Our work facilities are good to support the change initiative.					
5	Government policy influences change process in the service.					
6	The organisation is doing well in the reform process with the resources available.					
7	We need to train our human capital on change management issues.					

Section F:-Organisational Structure

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

	Please indicate to what extents do you agree or disagree with the following statements.	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	Authority has an impact on change management					
2	All staff are responsible for success or failure of the new changes implemented					
3	Delegation has value when it comes to change management process					
4	Responsibility and authority vested in employees drives change					
5	The organisations hierarchy design influences the change process					

6. What other organisational structural issues do you feel have impact on management of organisational change in your organisation.....

.....

