



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

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ABSTRACT

This study investigated strategic change management and the National Police Service performance in selected Sub Counties in Kiambu County, Kenya. The study assumed a descriptive survey design that aimed at analysing strategic change on the performance of the National Police Service. It targeted a population of 1175 National Police officers who were based in Kiambu County, and a sample size of 118 officers was selected from the target population. The researcher adopted Cluster, and stratified sampling technique as well as simple random sampling to enable the adequate representation of officers across all selected sub-counties and ranks to allow the researcher to collect the desired data. This study made use of primary and secondary data. Primary data was collected by the use of structured questionnaires. In contrast, secondary data was obtained from published documents, including journals, periodicals, magazines, and police reports alongside official documents held within Kiambu County's Police Headquarters. The validity of the research instruments was tested by use of the content validity formula by Yin (2003), where expert opinion was sought while the degree of consistency and accuracy was ascertained through Cronbach's Alpha to establish the research instruments' reliability. The study used semi-structured questionnaires to collect quantitative data. The quantitative data was analysed via the Statistical Package for Social Sciences (SPSS) after appropriate coding and clustering was done while qualitative data was thematically used to supplement findings of the quantitative analysis. The study presented results of the data analysis through graphs, pie charts, and frequency tables. Personnel management approaches were established as the most influential aspect of strategic change management on the performance of National Police Service. Therefore, the study made three recommendations including the need for continued recruitment and training of more personnel to join the service.

Key Words: command structure, information and communication strategy, Human resource management

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INTRODUCTION

We live in an ever-changing world. Institutions face the challenge of shifting the environment, coupled with increasing globalization and other world dynamics. For any Institution to succeed it must align its competitive edge and business processes to the current world developments. A competing organization can only achieve its goals by adopting positive change and side-lining the negative side of change. Peppard et al. (2007) state that change occurs only by realizing that the current situation is no longer suitable, and there is the need to stop. Realign the organization to shift from this current undesirable state to a future desired position through periods of transformation by developing a practice vision that is attainable and sustainable. Pearce et al. (2008) emphasized the need for organizations to do appropriate environmental adjustments as a sure strategy to achieving their set goals and objectives. Thompson (1997) added that the strategy echoes administrative approaches as well as options and notifies organizational obligation to particular methods of running the enterprise, competition strategies, marketing, and its products.

Strategic change is defined by Johnson and Scholes (1999) as a process of enhancing and fine-tuning organization's vision and purposes to realize greater success. It is the result of strategy implementation in an organization. According to Bethany (2019), Strategic change management refers to the practice of planning and implementing change in an organized, attentive manner with an intention of meeting goals set by the organization, its mission and objectives. Every organization needs to embrace change as a mandatory driver of business profitability and sustainability within the industry. It is a planned and intentional process that is aimed at addressing human components of the organization during strategy planning and implementation via behaviour change (Njenga, 2014). Kalima (2015) describe Strategic Change Management to come in two primary forms planned and emergent strategic change management. The former is consciously

designed and proactive engagement by members of the organization's management.

The Kenya National Police Service was founded as a Service within the National Government for the purpose of ensuring security of every citizen (RPRPD 2015-2018). According to the constitution of Kenya 2010, it is comprised of the Directorate of Criminal Investigation, Administration Police Service, and the Kenya Police Service. The NPS is commanded by the Inspector General at the National Headquarters. The Inspector General has three Deputy Inspector Generals, one for the APS, the other for the KPS and the Directorate of Criminal Investigations. At the Regional level, it is headed by the Regional Police Commanders and the County Police Commander at the County level. The posting of police officers in each sub-county is majorly determined by the kind of criminal activities which occur within that area and the number or category of people residing in the area. In addition to forming a Unit to deal with Internal Affairs, the National Police Service Commission as well as other legal frameworks relating to the NPS were all also strategically established to bring change and improve performance of the NPS.

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

the Police Service as institution with highest number of fraudulent activities across the country. It has been ranked yearly in the first position with the highest number of complaints (EACC, 2017).

Statement of the Problem

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

A lot of research has been done concerning strategic change management within the security sector in Kenya. Kinyi, Muhoho and Gachukia (2018) studied how performance of the National Police Service is influenced by practices of strategic change management in Limuru sub-county. Nyakundi (2018) analysed the relationship between

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

Objectives of the study

The study was driven by main objective which was to examine how strategic change management affect National Police Service's performance in selected sub-counties in Kiambu County, Kenya. The study was guided by the following specific objectives;

- To investigate the effects of command structure on the performance of the National Police Service.
- To assess the impacts of changes in communication strategy on the National police service performance
- To examine the effects of changes in personnel management approach on the performance of the National Police Service.

LITERATURE REVIEW

Theoretical Review

The Nadler-Tushman Congruence Model

The models refers to an organizational theory that was developed by Michael, Nadler, and David in the early 1980's. The theory considers components of

an organization that contribute to the overall performance of the business or the team (Kayani & Nadeem, 2015). The theory is drawn from an assumption that an organization, establishment, or a team is unlikely to succeed unless its culture, structure, people, and tasks are in sync. This understanding helps to explain NPS as a system consisting of different elements including the individual police officers, their seniors or bosses, the constitutional framework guiding the ir

operations, and the Government officers controlling the country's police services. According to this theory, all these elements should be sync in order for NPS to attain the required performance. When these elements work together, they support and promote high performance in an organization. Friction with one another affects efficiency of the overall process, therefore limiting overall productivity (Nadler & Tushman, 1980), as shown in figure 1 below.

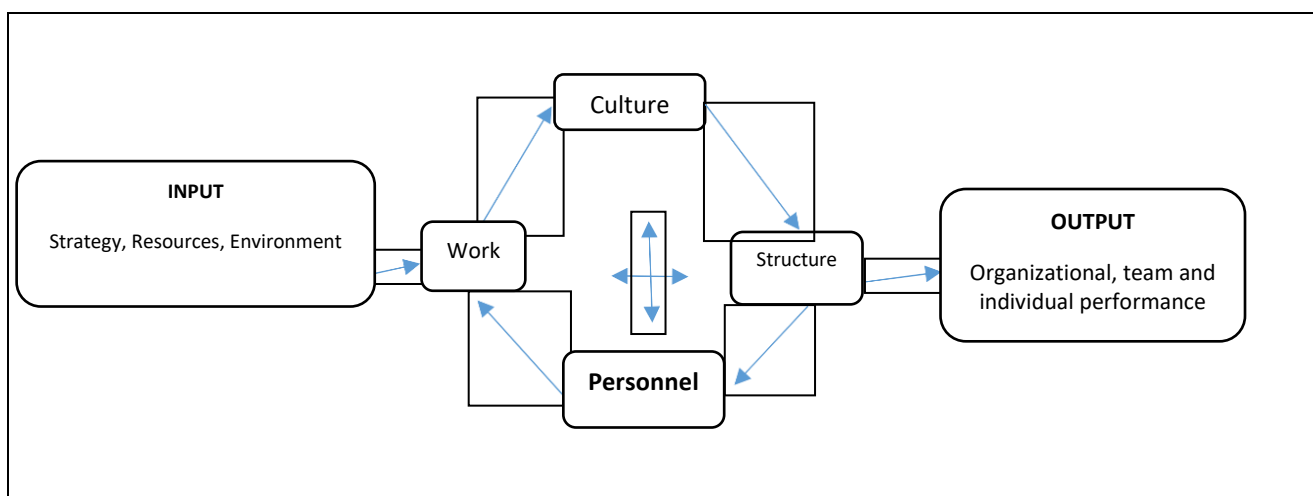


Figure 1: The Nadler-Tushman Congruence Model

The Congruence Model is applied in three steps, namely analysis of elements, analysis of the relationship between elements, and building and sustaining the congruence.

Top down and Bottom up Approaches to Change

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

This perspective has evolved and has been majorly accepted and dominates experiential studies on management style (Sabatier, 1986). Proponents of this approach, such as Kim and Arnold (1996) described it as strategic synchronisation of actions and plans of an organization to meet certain objectives. Members of an organization's executive are expected to specify the organization's long-term

goals, intentions, and means before definite actions are taken to translate such intentions into detailed collective actions of the organization's workforce (Waters & Mintzberg, 1985; Burgelman & Grove, 2007; Burgelman, 1983; and Bower, 1974). Therefore, in top-down change, decision-making is centralized at an organization's top management while employees at the lower levels are excluded in the change process despite the fact that they receive direct effects of the process. Members of the middle management have the responsibility of providing detailed coordination and internal change management, while employees in the non-managerial positions are critical in driving change (Wachira, 2015). A study by Amnesty International (2013) shows that the National police service in Kenya is characterized a tall bureaucratic structure which puts the Inspector General of the Police on the top of the structure bestowed with all the

power and authority to make overall decisions and ratify all other decisions that originate from the lower level of the structure. Osakina (2013) acknowledges that this kind of vast structure with a lot of ranks and levels make it almost impossible to promptly and clearly communicate the intended change to the envisioned recipients, therefore affecting performance. The police system needs to increase its openness to the need to provide information about the transformation necessary to improve job performance. Communicating with the employees on the progress of change enhances the capability of the organization to retain its employees. Active communication also has a positive effect on the realization of change objectives and improves organizational performance. Individual job performance has a direct impact on organizational performance (Njenga & Gachunga, 2016).

Empirical Review

Daft and Marcic(2017) emphasizes six core elements when designing the structure of an organisation: formalization, decentralization, centralization, span of control, chain of command, departmentalization, and work specialization. Conceiving an organization's structure is not just association of parts as it also describes the systems and resources required by the organization to support its performance (Onono, 2018). A study by Hao et al. (2012) on organizational structures of Chinese and Australian corporations revealed direct and indirect influence of organizational structures on the corporations' performance. The study concluded by advising business organizations to be persistent in changing their command structures to gain competitive advantage over their peers within the industry. According to Daft (2015), organizational structure is composed of three main dimensions including communication systems, span of control, and processes of making decisions. There is a direct impact of these dimensions on the performance of an organization. The component of decision-making is concerned with continuously improving the quality and

processes involved in making of decisions. Such improvements by effectively coordinating and planning operations of the business to achieve its objectives. The quality of communication component is determined by assessing efficiency with which information is flowing within the organization. The span of control as the feedback process between managers and their direct reports to ensure an input-output system that manages the operations effectively by emphasizing on performance. Ogbo et al.(2015) encouraged business owners and managers to maintain the span of control at a level that can be effectively handled by the individual managers. According to a study by Amnesty International (2013), the National police service in Kenya is characterized by a centralized organizational structure. The structures of policing should be made in a way that will allow members of the community to have regular engagements with the police. This facilitates better understanding between the police and the citizens for improved service delivery (Kihiko, 2013).

According to Johnson and Scholes (2002), an organization's success depends on communication. Management of Information systems (I.S.) is of importance to any organization considering the fact its strategic effect affects organizational operations.

A study by Carlo D'Ortenzio (2012) on understanding change and change management within public sector organizations, the case of the South Australian Tourism Commission, noted that communication is important in an organization viewed as a two-fold process. The study showed that communication channels in the institution consumed a lot of time due to its large bureaucratic structure and were troubled by misinformation, which hindered good conversation. Sometimes crucial information got to a few departments of the organization while disenfranchising other departments of the same organization. Therefore, some effort was made to improve deficiency in the

communication process to improve organizational performance

In a study on the impact of effective communication on organizational performance Shonubi and Akintaro (2016) illustrate the importance of effective communication. It states that a working and reliable organizational performance can only be achieved when the administration clarifies all ideas before communicating. The administrators also need to understand the physical and human environment when communicating, analyse the purpose of communication thoroughly, consider the bottom-up and top-down approach when planning communication, consider the content and tone of the message and effective feedback. Follow up mechanism process must succeed in ineffective communication.

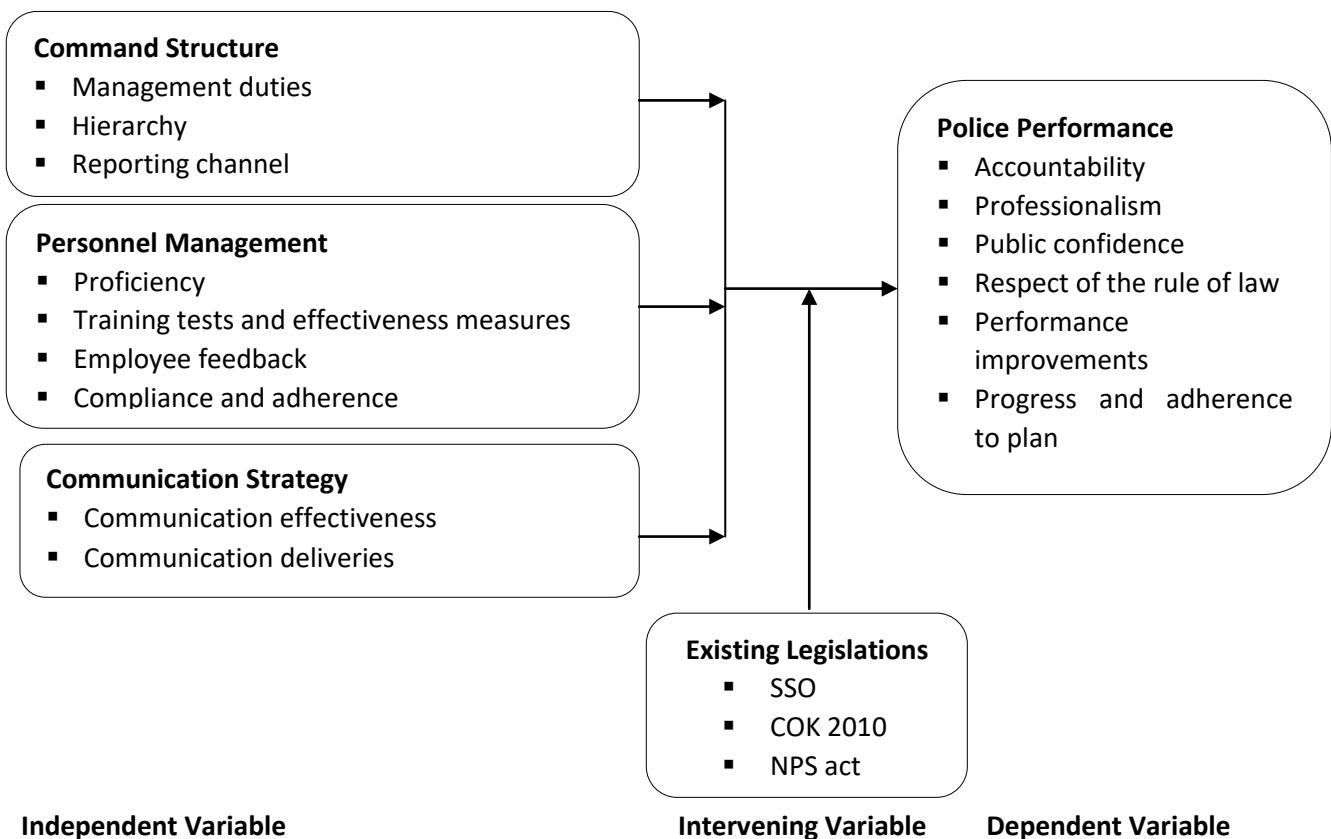
According to Feldberg(2014), personnel refers to leadership and organization employees. Heide, Grønhaug and Johannessen(2002) and Feldberg (2014) pointed out that organizations and their employees are interdependent and play an important role in organization performance. Competencies refers to internal traits of an individual such as mind-sets, thought patterns, knowledge, and skills among other qualities (Dubois, 1998). The qualities can be applied individually or in different combinations to produce greater performance. Mwaniki, (2016) study on the effectiveness of competency-based performance review notes that the organization must have an outline under which explains various competencies. According to Engetou (2017), similar competencies include personal control and organization, strategic awareness, leadership, innovation, emotional intelligence, and customer focus. The study on the impacts of development and training on Organizational Performance noted that preparation and development are incessant efforts formulated to progress employees' capability and organize performance as an aim to have positive effect on the employees' capacity and performance.

The recent two decades have seen many business practitioners and academic researchers develop

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

Conceptual Framework

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



Independent Variable
(Source: Author, 2021)

Figure 2: Conceptual Framework

METHODOLOGY

The study adopted a descriptive cross-sectional design to examine the effect of strategic changes on the performance of the National police service in selected sub-counties in Kiambu County. The study was carried out in Kiambu County. The County is one of the five counties of the larger central region located in the Central Highlands of Kenya 13 kilometres from the capital city of Kenya, Nairobi. The study targeted 1,175 Police officers of all ranks in Kiambu, Limuru and Thika West sub-counties. Cluster, proportional stratified, and simple random sampling were used to select the respondent that formed the sample. Questionnaire was useful in collecting information from officers in the rank of chief inspector and below. The questionnaires were standardized with open-ended and closed-ended questions. To improve the validity of the data collection tools, the questionnaire was constructed on the principle of

precision, clarity, and simple language to enable the acquisition of valid and reliable data. Data was analysed both qualitatively and quantitatively. The study employed close-ended and open-ended questions to gather quantitative and qualitative data. Quantitative data was analysed via the Statistical Package for Social Sciences (SPSS) after appropriate coding and clustering was done. Qualitative data was analysed thematically to supplement findings from analysis of the quantitative data.

FINDINGS

Descriptive Analysis

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

approaches of NPS, and the current performance of the NPS.

Command structure and performance of the National Police Service

The study sought to establish how command structure influence performance of the NPS. This was done by asking the sampled respondents if they received commands from multiple supervisors and the possible sources of the multiple commands. Most of the sampled police officers (53%) were answerable to more than one supervisor. Only 47% of them were answerable to one supervisor. The findings confirmed an observation by Bertha (2017)

Table 1: Sources of multiple commands

	Count	%
Conflict of legal statutes and regulations	11	11.58
Vague definition of terms	1	1.05
Unit leaders	23	24.21
General duties leaders	9	9.47
County commanders	9	9.47
Provincial administration	9	9.47
Service leadership	23	24.21

Whereas some of the respondents attributed the issue of receiving commands from multiple supervisors to management problems such as vague definition of terms (1.05%) and conflicts of legal statutes and regulations (11.58%), the rest of the respondents identified individual officers from whom they receive commands. For instance, unit leaders and service leaders were each cited by majority (24.21%) of the sampled officers as the common sources of multiple commands. General duties leaders, County commanders, and Provincial administrators as identified by 9.47% of the study respondents followed. These findings point to similar observations reported by Bertha (2017) that

that majority of police officers often answer to more than one superior. The trend of officers reporting to multiple supervisors may be explained by the multisector environment in which police officers operate, especially in Kenya where there are National and County levels of Governments (Bertha, 2017).

For further explanation of the command structure, the study proceeded to determine the sources of multiple commands within the NPS. The respondents' thoughts on the same was analysed and results presented as shown in table 1.

police officers are often subjected to multiple sources of authority where an officer might belong to different units according to their daily or routine assignments. Therefore, leaders of the respective units or immediate supervisors become the common sources of commands.

The respondents were then asked to express their opinions on various statements about the relationship between the command structure and NPS performance. They were asked to respond to each statement by indicating NR= No Response, SA = Strongly Agree, A= Agree, N= Neutral, D= Disagree, and SD = Strongly Disagree. Table 2 presented the results of the analysed responses;

Table 2: Statements on Command Structure

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

Table 2 showed that most respondents (53.7%) agreed with the statement that authority arrangement within any institution have an impact on performance. This was also confirmed by 44.2% who were in agreement with two statements that they were satisfied with the current structure of the police service and organization's hierarchy arrangement influences performance. Additionally, the statement that multiple commands affect police performance was strongly agreed upon by 37.9% of the respondents as well as another 37.9% who agreed with the same statement. However, majority (46.3%) of the respondents disagreed with the statement that all the changes made on police service were well managed. This points to the long standing trend of poor change management within police institutions across the globe as highlighted by Hoggett et al.(2019). They revealed that ineffective leadership within police departments in England and Wales curtails successful management of critical changes in their respective institutions. In fact, that statement on the well management of all changes in police service had the largest number of the respondents (22.1%) expressing strong disagreement. Otherwise, less than 10% of the respondents expressed strong disagreement with each of the remaining four statements. The implication is that majority of the respondents were in agreement that command structure affects police performance.

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

Communication strategy on the National police service performance

In the second objective, the study aimed at establishing the communication strategies, which

were being used in NPS, and how they influenced performance of the NPS as discussed herein.

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

The sampled officers also confirmed an observation by Laufs and Waseem, (2020) by reporting that lack of enough communication equipment affect the NPS performance on a number of ways. Key among the effects was the delayed response of police officers to duty calls. The officers were noted to take long before responding to distress calls from the citizens due to poor communication occasioned by inadequate means of communication (Kimaru, 2014). To assess the overall effects of communication strategies on NPS performance, the respondents were requested to express their level of agreement with various statements on the relationship between communication and NPS performance. They were asked to respond to each statement by indicating NR= No Response, SA = Strongly Agree, A= Agree, N= Neutral, D= Disagree, and SD = Strongly Disagree. Table 3 presented the results of the analysed responses:

Table 3: Statements on communication and NPS performance

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

Most respondents (55.8%), according to the results in table 3, were in strong agreement with the statement that effective communication mechanisms affect NPS performance. A similar finding by Bertha (2017) conforms to the majority of the respondents' report that performance of the NPS is dependent on the effectiveness of their communication strategies. Moreover, almost equal number of the sampled respondents (52.6%) agreed that both vertical and horizontal modes of communication are effective in ensuring better performance in the NPS. This was followed by 47.4% who agreed with the statement that service delivery within NPS is affected by change in the modes and patterns of communication within the police service. The same statement got a strong agreement from 34.7% of the respondents. Similarly, 44.2% of the respondents strongly agreed that top management within the NPS usually value communication feedback. Another 38.9% of the respondents simply agreed with the same statement that the top management of NPS often value communication feedback. It is worth noting

that only 10.5% of the respondents or less disagreed/strongly disagreed with any of the four statements on communication and performance of NPS. Therefore, findings of the current study's second objective can be summarised as communication being an important factor in the performance and service delivery of NPS as reported by majority of the respondent and confirmed by (Laufs & Waseem, 2020; Bertha, 2017; and Kimaru, 2014).

Personnel management approach on the performance of the National Police Service

The third objective of the study was pursued by asking the sampled respondents to express their level of agreement with various statements on how personnel management approaches within the NPS affect the institution's performance. They were directed to mark the level of their agreement by indicating NR= No Response, SA = Strongly Agree, A= Agree, N= Neutral, D= Disagree, and SD = Strongly Disagree. Table 4 presents the results of the analysed responses

Table 4: Statements on Personnel management and Performance of NPS

	NR %	SA %	A %	N %	D %	SD %
There is enough human capital within the service	0.0	5.3	11.6	12.6	41.1	29.5
Top management support the officers at the operational and functional level	2.1	11.6	36.8	18.9	14.7	15.8
Human resource as capital has been trained on issues of change and integrity	0.0	9.5	32.6	31.6	17.9	8.4
There is no performance management in administration police service	0.0	13.7	13.7	17.9	36.8	17.9

Results of the analysis presented in table 4 showed that most respondents (41.1%) disagreed with the statement that there was enough human capital within the police service. Another 29.5% of the

sampled respondents strongly disagreed with the same statement. The results confirms findings by Kipkurui (2014) that law enforcement agencies are understaffed. There was very minimal number of

the respondents who strongly agreed (5.3%) of agreed (11.6%) with the statement on the adequacy of human capital within the service. However, 12.6% of the respondents were neutral about the same statement.

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

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

Similarly, most of the respondents (36.8%) disagreed with the statement that there was no performance management in the Administration police service. This was followed by 17.9% who strongly disagreed with the same statement while another 17.9% were neutral on the same. This implies that majority of the respondents acknowledged that Administration police service practices performance management as was also

acknowledged by Kangogo and Sirera (2021). This was further supported by the fact that just a few respondents (13.7%) strongly agreed and another 13.7% agreed with the statement that there was no performance management within the Administration police service.

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

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

Performance of the National Police Service

The study engaged the respondents on different aspects of the National Police Service performance in order to understand its current status. They were asked to express their level of agreement with various statements on the current performance of NPS. The performance was measured in five main aspects including conducting of sensitization on

police accountability, confidence of the citizens on the NPS, strength of partnership between the police and the public, level of professionalism among the police officers, the trend of complains against police officers, and adequacy of infrastructure to support delivery of policing services. The respondents were

directed to mark their level of agreement by indicating NR= No Response, SA = Strongly Agree, A= Agree, N= Neutral, D= Disagree, and SD = Strongly Disagree. Table 5 presented the results of the analysed response;

Table 5: Statements on NPS performance

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

In support of improved professionalism within the Kenyan National Police Service as reported by Njuguna, Ndung'u and Achilles (2015), majority of the respondents in the current study (45.3%) agreed with the statement that there has been a significant improvement on the level of professionalism among the police officers. This was followed by 43.2% and 40% of the respondents who expressed agreement with the statement Police officers are adequately accountable to the public and their seniors, and that complaints against police officers by the public are decreasing significantly. These positive transformations in the National Police Service identify with the notable reforms in the same institution according to Hope (2015). However, a good number of the respondents were neutral on each of the five statements especially on the 2nd, 3rd, and 4th statements where 38.9%, 32.6%, and 31.6% of the respondents respectively were neither agreed nor disagreed. It can be seen from the table 5 that the statements on the police professionalism (3rd) and public complaint against the police (4th) had the highest approval and the least disapproval by the respondents. Therefore, it can be said that police performance have improved

in terms of their professionalism and reduced complains from members of the public (Njuguna, Ndung'u& Achilles, 2015).

Since performance management is an ongoing process, the respondents were requested to suggest some of the measures which can be taken by the police service to improve their performance.

Most of the respondents (27.4%) pointed out that NPS performance can be improved by initiating regular training of the police officers. This was followed by 23.2% who suggested creation of an independent body to look into the matters of police performance. Other measures suggested by the respondents included implementation of better remuneration (20.0%), and improving interpersonal relationship within the police service (17.9%). promotion of police officers on the basis of their merits (17.9%), enhancement of community policing (15.8%), introduction of guidance and counselling within the police service (11.6%), implementation of corporation social responsibility services by the police service (11.6%), placement of qualified officers at the command centres (11.6%), recruitment of academically qualified officers

(9.5%), improvement of the necessary infrastructure for policing services (8.4%), revamping or jump starting chaplaincy within the police service (6.3%), support from senior officers (5.3%), better communication within the police service (5.3%), modernization of police buildings including police posts and stations (4.2%), NPS to be made an independent institution (3.2%), identification and rewarding of outstanding officers (3.2%), and embrace ICT by the police service (1.1%). The findings are in tandem with Njuguna, Ndung'u and Achilles (2015); Hope (2015); Bertha (2017); and Kathimba & Anyieni (2018) who pointed out that police institutions in Kenya should strive for additional reforms and inculcate different strategies like improved training, remuneration, and

better leadership among other personnel management measures.

Inferential Analysis

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

Effects of command structure on National police service' performance

The relationship between the two variables, command structure and performance of NPS, was tested in terms of how the number of an officer's supervisors relates with his level of agreement with the five statements about the police performance as presented in table 6;

Table 6: Number of officer's supervisors on performance

	Number of supervisors			
	One		More than one	
	Mean (\bar{x})	Std. Dev. (s)	Mean (\bar{x})	Std. Dev. (s)
Police officers are adequately accountable to the public and their seniors	2.53	1.22	2.72	1.30
Members of the public are confident with the NPS	3.13	1.06	3.12	.96
There is a strong partnership between the police and the public	2.93	.89	3.32	1.04
Professionalism among the police have improved significantly	2.42	.81	2.36	.92
Complaint against police officers by the public are decreasing significantly	2.51	1.01	2.82	1.12
There is sufficient infrastructures to support police service	3.20	1.32	2.92	1.26

On a scale of 1 to 5, the sampled police officers who reported to one supervisor had a stronger agreement ($\bar{x} = 2.53, s = 1.22$) on the statement that police officers are adequately accountable to the public and their seniors compared to their peers with more than one supervisors who had a mean (\bar{x}) agreement of 2.72, and a Standard deviation (s) of 1.30. Therefore, increasing the number of an officer's supervisors tend to decrease the officer's level of accountability (Bertha, 2017). On whether members of the public are confident with the NPS, both officers with one supervisors and those with many supervisors were neutral with $\bar{x} = 3.13, s =$

1.06, and $\bar{x} = 3.12, s = 0.96$ respectively. Therefore, command structure seems to have minimal influence on the citizens' perception of the NPS. Similarly, both officers with one supervisors and those with multiple supervisors had almost identical level of agreement ($\bar{x} = 2.42, s = 0.81$, and $\bar{x} = 2.36, s = 0.92$) on whether professionalism among the police have improved significantly. However, officers with one supervisors reported a stronger level of partnership with members of the public $\bar{x} = 3.13, s = 1.06$ compared to their colleagues with multiple supervisors who were neutral on whether

there is a strong partnership between police officers and the public.

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

officers reporting only to one supervisor were neutral ($\bar{x} = 3.20, s = 1.32$) on the same statement. The implication is that an increase in the number of an officer’s supervisors tends to expose an officer to more infrastructures within the service (Bertha, 2017).

Communication strategy and performance of the National Police Service

The effects of communication strategy on NPS performance was measured according to how availability of adequate communication equipment influenced the sampled officers’ level of agreement with statements on NPS performance as indicated in table 7;

Table 7: Communication Strategy and NPS Performance

	There are adequate communication equipment in the station					Chi-square (χ^2)	Sig.
	Yes		No				
	Mean (\bar{x})	Std. Dev. (s)	Mean (\bar{x})	Std. Dev. (s)			
Police officers are adequately accountable to the public and their seniors	2.33	1.16	3.05	1.31	19.781	.031*	
Members of the public are confident with the NPS	3.00	1.12	3.24	.88	6.214	.797	
There is a strong partnership between the police and the public	3.04	.96	3.17	1.03	13.409	.099	
Professionalism among the police have improved significantly	2.24	.75	2.50	.99	18.461	.018*	
Complaint against police officers by the public are decreasing significantly	2.57	1.14	2.76	1.01	8.405	.589	
There is sufficient infrastructures to support police service	2.45	1.16	3.71	1.15	28.704	.001*	

From table 7, communication strategies in terms of availability of adequate communication equipment tend to affect NPS performance as perceived by the sampled respondents. In conformity with the findings of Shonubi et al. (2016), respondents with access to adequate communication equipment had stronger agreement with all the statements about NPS performance compared to their peers who said that there was no adequate communication equipment within their stations. For instance, the officers with adequate communication equipment expressed stronger level of agreement ($\bar{x} = 2.33, s =$

1.16) on the statement that police officers were adequately accountable to the public and their seniors whereas their peers without the adequate communication equipment were neutral on the same statement as indicated by a mean of 3.05 and standard deviation of 1.31.

On the members of the public’s confidence with the NPS, both respondents with and without adequate communication equipment were neutral with means of 3.00, $s = 1.12$ and $\bar{x} = 3.24, s = 0.88$. Similarly, both categories of respondents were neutral ($\bar{x} = 3.04, s = .96$ and $\bar{x} = 3.17, s = 1.03$) on

the statement on whether there is a strong partnership between police officers and members of the public. The implication is that adequacy of communication equipment had minimal effects on the public confidence and on the strength of partnership between police officers and the citizens. This revelation seems to contradict the notion that availability of communication equipment can effect perception of the citizens on the performance of the NPS (Kimaru, 2014). Members of the public are more inclined to the quality of communication and timely response of police officers than mere availability of the communication equipment (Bretha, 2017). However, performance of NPS in terms of improved professionalism among the police officers was more agreeable to the respondents with adequate communication equipment ($\bar{x} = 2.24, s = .75$) than the ones without ($\bar{x} = 2.50, s = .99$).

The same trend is replicated on the respondents' agreement with the statement that complaints against police officers by members of the public are decreasing significantly. The respondents whose

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

Effects of Personnel management approaches on the NPS performance

The relationship between personnel management approaches and NPS performance was assessed by considering how training of the NPS' personnel on issues of change and integrity have influenced their performance as shown in table 8;

Table 8: Personnel management approaches and NPS performance

	Human resource as capital has been trained on issues of change and integrity											χ^2	Sig.
	SA		A		N		D		SD				
	\bar{x}	s	\bar{x}	s	\bar{x}	S	\bar{x}	s	\bar{x}	s			
Police officers are adequately accountable to public and their seniors	2.1	1.69	1.9	0.72	2.7	1.09	3.3	1.05	4.5	0.53	63.78	.000*	
Members of the public are confident with the NPS	3.0	0.71	2.8	1.26	3.0	0.72	3.2	0.64	4.0	0.76	40.08	.005*	
There is a strong partnership between the police and public	3.8	0.83	2.7	0.94	2.9	0.84	3.6	0.62	4.0	1.31	48.92	.000*	
Professionalism among the police have improved significantly	2.0	0.71	2.2	0.88	2.3	0.79	2.5	0.80	3.5	0.53	28.74	.026*	
Complaint against police officers by the public are decreasing significantly	2.2	0.97	2.5	1.12	2.4	1.07	3.4	0.71	3.0	1.07	25.18	.195	
There is sufficient infrastructures to support NPS	3.1	1.62	2.4	1.15	3.4	1.10	3.5	1.18	3.5	1.60	37.07	.011*	

Table 8 indicates that NPS' personnel management approaches are significantly linked to different performance aspects such as accountability of police officers, strong partnership with members of the public, professionalism among the officers, and availability of necessary infrastructures to support NPS in its mission of providing security to the nation. For instance, the study agrees with Engetou (2017) that training of the personnel on change and integrity issues tend to increase accountability among the officers as seen by the fact that the respondents who agreed or strongly agreed that the human resources have been trained also had stronger agreement with the statement that police officers are adequately accountable to the public and their seniors ($\bar{x} = 2.1, s = 1.69$ and $\bar{x} = 1.9, s = 0.72$). However, the respondents who disagreed or strongly disagreed with the statement about the personnel having undergone training were neutral ($\bar{x} = 3.3, s = 1.05$) or disagreed ($\bar{x} = 4.5, s = 0.53$) with the statement that police officers are adequately accountable to members of the public and their seniors.

Secondly, the respondents who agreed or strongly agreed with the statement that the human resources have been trained were neutral ($\bar{x} = 2.1, s = 1.69$) or agreed ($\bar{x} = 2.8, s = 1.26$) with the statement that members of the public were confident with the NPS. On the other hand, those disagreed or strongly disagreed with the statement on the training of the personnel were neutral ($\bar{x} = 3.2, s = 0.64$) or disagreed ($\bar{x} = 4.0, s = 0.76$) with the statement on the statement regarding members of public confidence on the NPS. The results from the chi square tests ($\chi^2 = 40.08, p = 0.005$) are in agreement with Engetou (2017) and confirm that the variation in respondents' agreement with the statements on

performance was statistically significant and cannot be attributed to random chance.

A similar trend is observable on the respondents' agreement with the statement on whether there is a strong partnership between the police and members of the public. Those strongly agreed or just agreed with the statement that personnel had been trained were neutral ($\bar{x} = 3.8, s = 0.83$) or agreed ($\bar{x} = 2.7, s = 0.94$) that there is a strong partnership between the two parties. While those who disagreed or strongly disagreed with the statement on the training of the personnel also disagreed ($\bar{x} = 4.0, s = 1.31$) or were neutral ($\bar{x} = 3.6, s = 0.62$) on the strength of partnership between the police and members of the public. Generally, the respondents who agreed or strongly agreed with statement on the training of the personnel mostly agreed with the statements about NPS performance while those who disagreed with the first statement also disagreed or were neutral about the statement on the NPS performance. Therefore, personnel training can be said to influence NPS performance as was reported by Feldberg (2014).

Regression analysis of NPS performance against the Strategic change management practices

The overall relationship between the study's dependent variable (Performance of NPS) and the independent variables (Command structure, Communication Strategies, and Personnel Management Approaches) was ascertained through regression analysis presented in this subsection. The initial step in the analysis was to establish the combined effect (R square) of the three independent variables on the NPS performance through a summary of the regression model presented in table 9;

Table 9: Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825	.680	.158	.28501

The model summary indicates that the combined interaction of command structure, communication

strategies, and personnel management approaches have 0.68 influences on the performance of NPS.

The implication is that 68% of any variation in the NPS performance can be jointly attributed to the three independent variables. The remaining 32% can be explained by other factors outside the scope of this study. As such, strategic

change management practices have significant influence on the performance of NPS as was previously established by Mugambi (2017). The significance of the above findings is confirmed by the Analysis of Variance (ANOVA) in table 10;

Table 10: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.063	3	4.354	6.888	.000
	Residual	57.526	91	.632		
	Total	70.589	94			

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

After establishing the statistical significance of the regression model, the study sought to

establish the individual contributions of each of the independent variables (command structure, communication strategies, and personnel approaches) to the NPS performance through the regression coefficients. The coefficients are presented in table 11;

Table 11: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coef	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.604	.335		4.782	.000
1 Personnel Management approaches	.325	.078	.412	4.155	.000
Command structure	-.282	.171	-.164	-1.649	.103
Communication strategies	.156	.082	.181	1.909	.049

According to the beta coefficients in table 11, personnel management approaches stands out as the most influential variable on the NPS performance as indicated by a beta value of 0.412, $p = 0.000$. This indicated a positive influence of the NPS' personnel management approaches on the institution's performance. Therefore, a unit increase on improving the institution's personnel management approaches such as training of the police officers on change management and integrity contributes about 41.2% on the performance of NPS. This was followed by communication strategies which has a positive contribution of 18.1% ($\beta = .181$; $p = .049$) on the NPS performance. However, command structure and NPS performance are negatively related as indicated by a negative beta value of $-.164$. As such, an increase in the complexity of the NPS' command structure,

like increasing the number of supervisors for an officer, is likely to hinder the officer's performance by 0.164 units. However, the relationship between these two variables was not established to be statistically significant given that the p value of .103 is more than the .005 threshold. Therefore, the significance of the relationship cannot be declared at the recommended 95% confidence level. Additional study is required to further investigate the effects of command structure on NPS performance. Otherwise, the study findings are quite identical to those of the previous studies on the field of strategic change management and organizational performance. For instance, Feldberg (2014) established that personnel management is the most significant factor in the performance of an organization since employees are the engine running overall performance of an organization.

CONCLUSIONS AND RECOMMENDATIONS

The study established significant relationship between performance of the National Police Service and strategic change management as represented by the institution's command structure, communication strategies, and personnel management approaches. However, personnel management approaches stood out as the most influential element on the NPS performance. The personnel management approaches was assessed through availability of enough human capital, support to the officers from top management, training of the NPS' human resources on change and integrity, and availability of performance management within the police service.

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

The first recommendation to the decision makers was to the Kenya Government to ensure continued recruitment and training of qualified police officers for adequate staffing of the NPS with enough manpower to dispense its duties to the country.

This recommendation was informed by the fact that NPS is still lacking in terms of quantity (number) and quality (training) of its human capital even though these factors were found to be of great importance in promoting performance of the NPS as an institution.

Secondly, the institution should reconsider equipping and revamping its communication infrastructure. Most officers were of the opinion that lack of effective communication mechanisms within the service affects their overall performance. Therefore, adoption of better modes of communication and availability of adequate communication equipment's is likely to improve even the response time of the officers to duty calls.

Recommendation for further research

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

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