

**CHALLENGES OF CHANGE MANAGEMENT IN ADMINISTRATION
POLICE AND ITS EFFECT ON SERVICE DELIVERY: A CASE OF
SELECTED STATIONS IN MURANGA COUNTY**

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DECLARATION

The research project is my original work and hasn't been presented with any academic award in any other institution.

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DEDICATION

I earnestly dedicate this research to my parents, Mr. and Mrs. Ayabei, my husband Ronald and my sons Liam and Lymo for their encouragement and prayers

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First, to the Almighty God be the Glory and Honour for His sufficient Grace and Love. I sincerely thank my supervisors Dr. Wanjala and Dr. Juma for the important conceptual, methodological and editorial guidance that they provided during the development of this research. I also appreciate the support I have received from my lecturers at Murang'a University of Technology and my fellow students, the County Administration Police commander Murang'a and Sub County Administration Commander Kagema for giving me the opportunity to study as well as colleagues at work who offered their support. Lastly, my sincere appreciation goes to all those persons who provided their support either directly or indirectly in compiling of this work.

ABSTRACT

Change is an inevitable part of life. Well-planned and formulated change can produce positive results. Despite planning change, change is hard to incorporate, accept and appreciate. Change has an impact on the individuals and the organization as a whole, and no matter how small, they always encountered resistance from within itself. The police in Kenya have always been characterized by many years of impunity in various forms such as embezzlement of state resources, endemic corruption, non-compliance with the law as well as illegal political interference. Fundamental police reforms were undertaken by the government of Kenya to make sure that the police are at par with international standards, in an attempt to move away from reactive nature of the police to a proactive and service-oriented policing. Despite this, the reform process has faced various challenges emanating within and without the organization. Therefore this research aimed at examining the challenges of change management on service delivery in Administration Police Service in Murang'a County. Specific objectives of this study were to evaluate the effects of organizational structure, leadership, corporate culture and human resource management on service delivery in Administration Police Service. The study adopted descriptive casual-effect research design that aimed at analyzing change management environment within the Administration Police Service in Murang'a County. The target population was Administration Police officers working in various sub-counties with a population of 860 from which a sample of 135 officers was used to obtain information. The researcher adopted cluster, purposive and stratified and random sampling technique to enable adequate representation of officers across all ranks in the county. This study utilized both primary and secondary data. Primary data were it was collected using questionnaires while secondary data obtained from published documents including journals, periodicals, magazines and police reports. A pilot study was conducted for the data collection instrument. Data analysis was done through the use of SPSS version 17 and Excel. The study adopted correlation and regression analysis. The analysis showed that strong positive correlation of 0.902 between organizational structures on Service Delivery which is 90.2% influence on efficient service delivery, organizational culture and Service Delivery indicated a strong positive relationship of 0.908 which is 90.8% influence on effective service delivery. Also, human resources allocation and leadership are positively correlated with service delivery with Pearson correlation coefficient of .871 and .925 respectively. Combining all the variables change management influences service delivery at 89.5%. The study established that change management influences service delivery was the most significant factor. The study recommends the police institution to restructure the existing hierarchy of authority, Embracing planning and proper allocation of resources, effective corporate culture and adopt the modern technique of provision service.

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LIST OF ABBREVIATIONS

RPRPD	Revised Police Reforms Program Document
APS	Administration Police Service
IGP	Inspector General of Police
NPS-	National Police Service
UN	United Nation
IPOA	Independent Oversight Policing Authority
NPSC	National Police Service Commission
CIPEV	Commission of Inquiry into the Post-Election Violence
CAP	Chapter
DIG	Deputy Inspector General of Police
NCOS	Non-commissioned officers
KPS	Kenya police service
TQM	Total Quality Management
HRM	Human Resource Management
KNCHR	Kenya National Commission of Human Right

DEFINITIONS OF TERMS

Change	Positive /Meaningful alteration of the state of affairs including administration and culture
Management	The process of planning, organizing, staffing, leading and controlling the organisations material and human resources to achieve organisational goals and objectives
Change management	refers to a sensitive guide on how to prepare, equip and support individuals and organisations to successfully adopt a well-planned course of action to drive organizational goals and outcomes
Culture	People's way of life
Leader	refers to An individual who influences the behaviour of other people in an organisation
Police officer	Means officers of the National Police service i.e. Administration Police, Kenya Police, Directorate of Criminal Investigation Department, and Kenya police reservist. (NPS Act 2011: Service standing orders-SSO).
Reform	To modify a system to a better one
Structure	refers to the state of being well organized or planned with all the parts linked together.
Human resource	means human capital in the organisation
Gazetted Officers	Means officers of the rank of inspector of police and above. (NPS standing order)
Members of Inspectorate	Means officers of the rank of inspectors and chief inspectors. (NPS standing order)

Non-commissioned officers	Means officers of the rank of corporal to the rank of senior sergeant. (NPS standing order)
Administration police	Means service established under article 245 of the constitution of Kenya. (C.o.K 2010: NPS Act 2011)

CHAPTER ONE

1.0 Introduction

The section offers a background of the study with a brief nature of the police reforms and history of Administration police service, statement of the problem, research objectives and research questions of the study, scope, significance of the study and limitations of the study.

1.1 Background of Study

Kanter, R.M., Stein, B. A. and Jick, T.D (1992) says that “we live in a constantly changing world and Organizations experience change throughout their existence”. Change is natural phenomena that run through all organizations regardless of size, type, and age. Organizations must align itself with the ever-changing technology, globalization of markets, shifting demographics, transforming economies, reforming governments, effective competition, and fluctuating consumer preferences.

Daniel Wischnevsky and Fariborz Daman(2005) state that, change occurs when there is a transition from the current situation to a desired future state, through periods of transformation. By realizing that the current situation is no longer suitable therefore establishing a vision for the future direction as well as implementing the change and setting up new systems to support. Implementation of change, no matter how small, should expect to encounter some resistance from within the organization. Resistance to change is normal, and people tend to cling to habits and status quo (Burnes, 1996). While the external environment continues to play a role in an organization's ability to deliver its objective, the internal

environment within the organization will increasingly inhibit it from achieving the required to meet the needs of the marketplace unless it can adjust quickly. Managerial operations can reduce or trigger resistance. People must be encouraged to get rid of old ways so that “managed change” takes on the character of “natural change” (Wischnevsky *at el* 2005).

Osakina (2013): Martin (2005) view management of change as a structured plan and process for managing transition within an organisation and more importantly maintaining the reaction to change by employees. Agency’s management of change and success depends on the nature of the structure, the type of change and the people involved (Luthans 2008). Many countries across the world have reacted differently in managing change (Weill & Woodham, 2002). Corporate bodies have always been occupied with change as leaders pursue on ways of capitalizing on chances created by technological and economic advancement. All organizations encounter change, but some are perceived to operate in more dynamic environments than others, (Ndemo, 2015). Globally, many countries have called for a change in the public sector to enhance service delivery. Police institutions as part of the public sector have redesigned its systems to remain relevant in the modern world.

1.1.1 Police reforms and change determinants

Police is a state agency operating under the national authority and within the national sovereignty. It is a visible representative of the state, and by extension, the attitudes that are shown by Police in any jurisdiction is the similar position that the state is assumed to possess (KNCHR, 2015). Key reforms are adopted that

guarantee the confidence of the population in the capacity of the State to govern to ensure that the police are in line with international standards, (UN, 2009).

Bayley (2001), affirms that police reforms consist of assigning of command, modernisation of the service, decentralization of decision making, adoption of new technology and equipment as well as the structural reorganisation of the entire police system. It also involves the review of training curriculum to incorporate human rights and community policing to create a service-oriented policing. The police reform process takes a lot of time to implement, and it incurs some costs (Kihiko, 2013). Hence it is vital to check on the process to enhance service delivery.

The 1980's United Kingdom police reforms focused on innovations in police management styles to improve efficiency and effectiveness (Hahn, 2003). Police reforms in Northern Ireland meant to the end of conflicts which had started in 1960 to prevent the circulation of periodic violence. Police in Northern Ireland deteriorates from lack of trust and legitimacy in police-community relations in the predominantly Catholic areas (Marijan et al, 2014). Police reforms in South Africa were initiated in 1994 after the apartheid rule to improve access to policing services in communities that had historically been discriminated against during the apartheid regime (Bruce, 2003).

Over two decades, Kenya has made several strides to reform the police force (World Bank; 2009, CHRI; 2006). The necessity for police reforms was recognized by Kenyan government during the early 1990s when Kenya amended its constitution to allow a multi-party system. In 2001 the constitution of Kenya review commission acknowledged the public perceptions that police behaviour was corrupt and violent about the United Nations standards for the exercise of police

powers (Kagari 2003). Due to this the government of Kenya took the initiative in the year 2003 by setting up of a police task force to examine the role and reform of the police. These improvements were mostly operational and administrative as they did not address the structural policy and legislative changes that were fundamental in transforming the Police.

In 2007 - 2008 during and after post-election violence the momentum to reform the police was needed. The Waki Commission was established to examine the state of security agencies and its contributions in the post-election violence. The Commission recommended for a constitutional, legal, policy and institutional reforms on the police force. The government organised the National Task Force on Police Reforms in May 2009 to develop a roadmap for police reforms in the country (KNCHR, 2015).

Promulgation of the Constitution of Kenya (2010) on 27th August 2010 changed the police force to a police service. Which was an attempt to move away from reactive nature of the police to a proactive and service-oriented policing to get rid of ages of a police culture dominated by impunity, secrecy, and brutality to one that is transparent, humane, responsive and proactive (Ndungu, 2011). The reforms also addressed the issues of capacity within the police service i.e. Gaps regarding workforce and training fostered by years of malignant corruption, nepotism and lack of resources contributing to poor service delivery by the police (Ndungu, 2011).

To institute the constitution and make police reforms real, the Government lead the publication of the National Police Service Commission, the Independent Policing Oversight Authority Act and Act, National Police Service Act, and The

implementation of these legislative frameworks carried promises of meaningful police reforms. Which was followed by the establishment of the core institutions such as The Independent Policing Oversight Authority(IPOA) tasked to investigate complaints related to disciplinary and criminal offenses committed by any member of the National Police Service. The National Police Service Commission (NPSC) tasked to recruit, appoint persons to hold offices in National Police Service, confirm appointments, determine promotions and transfers and exercise disciplinary control over the National Police Service and The Office of the Inspector-General of the National Police Service. Which are significant milestones towards a reformed police service (RPRPD 2015-2018).

Succeeding, the promulgation of the Constitution of Kenya 2010, open public discussion on policing and police accountability enhanced the roadmap for reforms and people had become motivated by calling for public inquisitions for accountable policing in the media (Amnesty International, 2013). Other enacted legislations includes Private Security Industry Regulation Act 2015, Draft Coroners Bill 2010 and Review of Public Order Management Act CAP 56. Other administrative reforms undertaken includes the National Police Service Standing Orders, the Review of the Riot Training Manual, sensitization of police officers on the new laws and relocation of the NPS offices to Jogoo House. Several sub-departments have been established and are at various levels towards full operationalization (KNCHR, 2015).

According to KNCHR, (2015) Police Service face numerous challenges both emanating from within and outside since the implementation of the reform programs in 2002. Although the reform process looks impressive on paper, in

practice there remains a lot of ground to be covered (KNCHR, 2015). The union between the Administration Police and the Kenya Police is yet to materialize because they continue to operate as independent units. The appointment of County Commanders has not bridged the gap as each police service continues to use its old ways. The resistance to the merger, is very stronger as each service claims to be superior to the other (KNCHR, 2015).

1.1.2 Administration Police Service

The Administration Police Service mark its origins to the passage of an act in 1902 meant to lead the tribal areas of Kenya under colonial government control and taxation. This act allowed the Village Headsman to rely on village ‘toughs’ and bullies who took up the role of Native Police (Carter, 2013).

The Tribal Police Ordinance was enacted in 1929 to give legal assistance to the Native Police. Their training was taken up by the respective regional agents, who had a military background. A significant expansion of the Tribal Police Force started around 1948 with increased native agitation and the fear of widespread rebellion countrywide. The Tribal Police Ordinance was changed.

In 1929 there was the enactment of the Administration Police Act, and the Force started, The Administration Police thus transformed gradually starting in 1958 from a localized Police service to public structures, however offering localized Police agencies (Carter, 2013).

Currently, The Administration Police Service is one of the constituent services of the National Police Service (RPRPD 2015-2018). The Constitution under Articles 238,239,243,247,244 provided for the formation of the National Police Service

which brought together the Administration Police and the Kenya Police with their specific functions, powers, and obligations operationalized with the enactment of the National Police Service Act 2011. The Act provides a clear path for the departure from force to service. The National police department is under the command of the Inspector-General of Police (IGP) who is assisted by two Deputy Inspector General of Police (DIG) one under the Kenya Police and the other under the Administrative Police.

Apart from the standard functions of both services, the National Police Service Act 2011 provides for the unique functions of Administration Police Service. Which includes support to Government agencies in the enforcement of administrative function and exercise of lawful duty, provide border patrol and border security, provision of specialized stock theft prevention services, protection of Government property and vital installation and strategic points, conflict management and peacebuilding (RPRPD 2015-2018).

The Administration Police has three major units that are Rapid Deployment Unit (RDU) dealing with quick response and Emergency deployment, headquartered in Embakasi. Rural Border Patrol Unit (RBPU) who deals with Border patrol and security, based in Kanyonyo as well as Security of Government Buildings (SGB) responsible for VIP protection and securing vital government installations, located in Nairobi. The AP is trained to tackle any eventuality regarding law breaking or emergency. It also has an anti-riot unit, an anti-stock unit which deals with a border security and livestock theft, as well as officers to deal with other violations of the law (SSO).

With the implementation of the reform program the service has faced numerous challenges both emanating from within and in the process of transforming itself from a police force to a police department.

1.2 Statement of the problem

Since Kenya's independence in 1963, the Police have been linked with hostility, abuse, corruption, and ineffectiveness. To address these matter, the government of Kenya has in the past established several task forces and enacted legislations supporting police reforms. However, these past efforts and the reform processes have not born fruits. Security threats have continued to evolve giving rise to emerging threats and putting much more pressure and demand on the police. The pace and momentum of reforms are also viewed to be slow. Further, the institution has been turned into a criminal enterprise where tribalism, favouritism and violation of ethics, integrity and respect for human rights and fundamental freedoms as well as violation dignity of the Kenyan citizens continue to prevail. Human rights violation is still reported in the police service. Recently, Administration police officers in Machakos County were accused of kidnapping and executing a lawyer, a client and their driver, an indication that reforms have not yet fully realized. Organizational reforms, including administrative merger and vetting, have so far had limited impact. The endemic culture of corruption and lack of political reform remains deep-seated becoming principal obstacle to the current change process. The thinking and institutional culture of the police have not changed even though the law, policies, and guidelines are new. Many researchers have carried out research seeking to establish the challenges facing change

management within police institutions locally and all over the world. However, a number of this research concentrates on reform process as opposed to problems affecting change process in police organizations. Most of these studies were taken with different objects from the present study. It mainly focused on general strategic change management in Kenya police department. Kiraithe (2011) studied management of strategic change at Kenya Police Service, Nyangesa (2013) considered Challenges of strategy implementation at the Kenya police service, Kihiko (2013) examined the implementation of police reforms and how it affects service delivery in Kenya police service among others. There is limited literature on the effects of change on the provision of services in the Administration police department. The study, therefore, aims to fill this research gap. What are challenges of change management in the provision of services in Administration police department?

1.3 Objective of the study

1.3.1 General objective the study

The overall goal of the survey was to examine the effects of change management determinants on service delivery in Administration Police Service in Murang'a County.

1.3.2 Specific objectives

The following specific objectives guided this study

- i.** To investigate the effects of organisational structure on the supply of services in the Administration Police Service.

- ii. To assess the effects of organizational culture on service provision in the Administration Police Service.
- iii. To examine the effects of leadership on service delivery in the Administration Police Service .
- iv. To determine the effect of human resource management on the provision of services in the Administration Police Service.

1.4 Research questions

The following research questions guided this research:

- i. What is the effect of organisational structure in service delivery Administration Police?
- ii. Does organisational culture affect the provision of services in Administration Police department?
- iii. Does leadership style affect the delivery of services in Administration Police?
- iv. What is the impact of human resource management in change management on the provision of service in Administration Police?

1.5 Significance and Justification of the study

The findings of this study contribute valuable additions to the existing literature and fill the current information gap left by researchers in the change management on police reforms within Kenya, especially in Administration Police Service. The managers and administrators in the service will use the information obtained from

the study to address management issues on persistent structural and administrative challenges within the police commands of Murang'a County and the entire service by assisting the institution in pointing out areas of difficulties in managing change and addressing the priority sectors.

The study is useful to government and policy makers in different institutions in formulating policies on areas that necessitate smooth strategic change management process in organizations.

Finally, is valuable to researchers and scholars because it forms the basis for further research and reference material for future studies.

1.6 Scope and Limitations of the study

The focus of this research was on organisational change management on service delivery in Administration Police in Murang'a County. The County has eight sub-counties, therefore, the review was limited to all the sub-counties. The target population was restricted to the sampled Administration police officers within their respective sub-counties. It was also limited to descriptive survey research design. The study also sort consent and ensured the respondents of confidentiality to collect quality and accurate data.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents a theoretical examination, empirical review and conceptual framework.

2.2 Theoretical Perspective

Mugenda and Mugenda (2010) defines a theory as a framework for describing phenomena by stating forms and the laws that inter-relate these forms to each other. The theoretical framework gives a way of seeing and understanding things in a new way. Theoretical models of change management are the starting point in implementing rapid change successfully. The existing change models are taken into consideration to shape planning and implementing change in the organization. The study was guided by Kurt Lewin's Three Step Planned Change Model and Kubler-Ross Change Curve model,

2.2.1 Kurt Lewin's Three-Step Change Model

Kurt Lewin, (1951) proposed three steps in the process of organizational change management- Unfreeze, Change (Transition), Freeze (Refreeze). An essential subject matter of Kurt Lewin's model is the idea that change, particularly in the psychological magnitude, is a journey but not then a simple step. The three-step guide states that organisational change involves a move from one state to another state characterized by forces that drive towards the equilibrium or status quo (Kritsonis, 2005).

The first stage involves creating the right conditions for change to occur. The motivation for change must generate before change can happen to avoid resistance due to attachment and sense of identity to the environment (Lewin, 1951). The police management should prepare the organization to accept that change is necessary by Creating a need for police reforms breaking down the existing status quo, Mobilizing commitment and build up new ways of operation as well as challenging the beliefs, values, attitudes, and behaviours and ensuring strong support from other support institutions. Coming up with dissatisfaction with the status quo will provide the fluctuations required to drive change, therefore, create the motivation.

Transitional stage is typically a period of confusion. The transition from unfreezing to change does not happen overnight. People are informed that the old ways are challenged, but there is no clear understanding of the new forms which will replace them. Time and communication are the two keys. People need time to internalize the changes and to feel profoundly connected to the organization throughout the transition period (Lewin, 1951).

The development began in Administration police service on the introduction of reforms. The service has taken the time to embrace the new direction and participated proactively. Therefore, critical practical actions plans that can be adopted by the management include communicating the changes regarding clear aims and values, appropriate management philosophy, management development, organizational structure, adequate control, proper recruitment, selection training, and development. Including appropriate rewards and room for Personal growth, improvement of terms of service of police officers and welfare, change of the police ranking structure, retraining of all police officers and purchase of enough operational resources (Ransley, 2009).

The process of transition begins to work towards the refreezing stage when the changes initiated take shape, and people have adopted the new ways of work probably when forces are driving change to overcome those restraining change thus creating an equilibrium where the majority of the features of reforms is achieved while a few remain behind. At this point, proper measures and structures for improvements is established and the police service institutionalizing the changes therefore with a new sense of stability, the police officers will feel confident and comfortable with the new ways of doing things resulting to organisational effectiveness and sustainable performance. The key actions areas that management of the Administration police should employ are changed at a cultural level to embed new corporate norms, policies, and practices.

2.2.2 Kubler-Ross Change Curve model

The Change Curve depict a positive move towards change where acceptance is the outcome. Kubler-Ross describes the six stages people go through as they adjust to change. Despite the improvement of systems, there must be a change in the people. Organisations don't just change because of new systems, processes or new group structures. The organization is required to support the employees in the course of making transitions as personal changes can be traumatic and may involve loss of power and prestige issues (Kubler-Ross, 1973). The first stage starts when a change is introduced, and people's initial reaction is shock and denial. Because of the fear that their status quo may be challenged, they put on a temporary defense mechanism. Police reforms was a shock to the institution, and the resistance was intensive on the ground as each service claimed to be superior to the other (KNCHR, 2015).

As they move to the second stage, they become critical of themselves when reality hits. As long as people resist the transformation and remain at the two Stages, the change will be unsuccessful because they have been in a comfort zone for so long. The third Stage led to confusion and doubted, for instance, the contest on institutions supremacy and roles clarification of each service in matters where they are in conflict brings confusion and doubt. The agency begins to move on towards acceptance and rationalization at stage four. They let go, accept the changes and start testing and exploring what is good and not good, as well as adapting it. By the fifth stage, change is embraced, and the organisations start to reap the benefits of change. Finally, change becomes a routine (Kubler-Ross 1973). For police reforms to be achieved, the key action areas are communication, changing the status quo, understanding the different police service to allow leaders to deploy the right leadership and coaching style to smoothen the transition process from resistance to acceptance.

Simplified Kubler-Ross Change Curve model

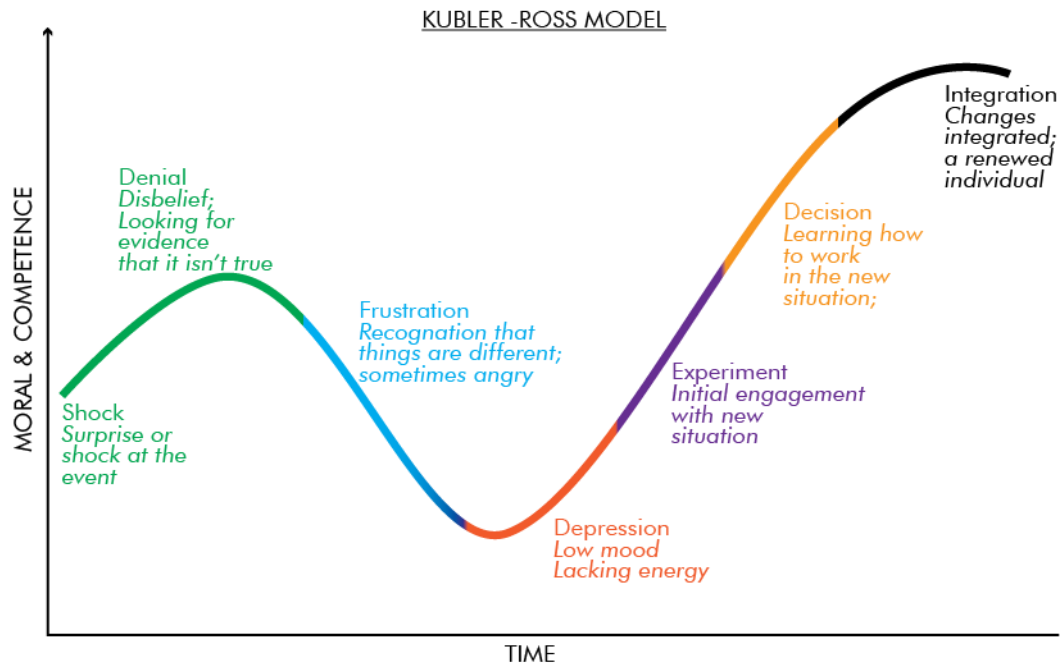


Figure 2.1: Simplified Kubler-Ross Change Curve model

Source: Adapted from Jon Warner (2012) coping with change in change management.

2.2 Empirical Review

This part presents a review of the past studies; research have been carried out concerning various aspects of change: leadership, resources, organizational structures and organizational cultures which may become the challenges facing organizations in the process of service delivery if not well managed Kotter (2009). The following are some of the views are done by scholars on the provision of services.

2.2.1 Change Management

Change entails the transformational and modification of an event, activity or process to affect behaviour and achieve goals. According to Seckler (1999), Management is seen as the collective utilization of human resource and material to reach the known goal. To Gullick (2008), the exodus of change management consists of a set of core management tasks which includes determining organization's objectives, establishing appropriate strategies for achieving them, providing structure, leading by providing direction, guidance, and motivation as well as influencing employee's accomplishment of targets. Change management requires both an individual and an organizational perspective. Even if the stimulus for change comes from the organization's outer context, the success of any subsequent changes depends equally upon the emotional context of the organization. It refers to an organization's capability to modification in the form of, organization structure, leadership, culture, values, and attitudes of the workforce, the effectiveness of political processes, the personalities of important people, practices to deliver the mission and the adequacy of current competencies (F. Andreescu, 2003).

2.2.2 Service delivery

Service delivery according to Martin (2005) is a synthesized and structured away of attaining a sustainable provision of service within an organization. It is achieved through a structured process of managing business processes them towards the, technology and the people by aligning business strategies and environment to enhance

A report by The East African Bribery Index Report (2011) put the police as the most corrupt institution in the top ten within EAC systems member states. In the total of 115 institutions listed, Kenya had 35 institutions including the police. The World

Bank Report (2011) ranked the Police service with the highest number of complaints in Kenya. The number of complaints increased from 45% to 60% in the year 2011(World Bank, 2011). Which in turn has not translated well in the police service's service delivery given the bribery indices, actually dealing with security threats and bringing down crime to minimal levels (Ngugi, Were & Titany, 2012).

The provision of service in the Police continues to draw attention.it is affected by various elements such as remuneration, training and development, resources, ICT, promotion, the culture of the systems and procedures (Luis and Joana, 2005).

A study by Kihiko (2013) on the implementation of police reforms and how it affects service delivery in Kenya police service found out that to improve in service delivery regarding responsiveness, professionalism, and accessibility could be enhanced through improving the working conditions, building the capacity of officers and increasing salary. The key Police capacity-building initiatives must be handled by the goals defined under the reforms agenda and the way taken should be about organization priorities and sustainability (Downes, 2004).The following factors have been found to have an effect on service delivery.

2.2.3 Organisational structure

An organization chart defines how activities such as task allocation, coordination, and supervision are directed toward the achievement of organizational aims. According to Patterson et al. (2004) Organisational structure specifies the firm's formal reporting relationships, procedures, controls, authority and decision-making processes, therefore, a critical component of a successful changes management process. Machuki (2005), affirms that successful strategies require duly marched organization structure.

Institutions find it necessary to redesign the structure of the firm due to influences from the external surrounding. Structural changes include the hierarchy of authority, administrative procedures, goals, structural characteristics and management systems.,

A study by Amnesty International (2013) found out that, police service in Kenya is distinguished by a vertical bureaucratic organisational structure. That is the Inspector General of Police at the apex of the structure with ultimate power and authority to make decisions and ratify decisions made at lower levels in the department's hierarchy. Unlike a flat, uncomplicated and adaptable structure in police services throughout Europe where the emphasis has been on decentralizing local decision making, while centrally coordinating national crime issues that affect all regions. (Dawnes, 2004: Chtalu, 2014). Leadership is on authority, position and seniority. Which makes it difficult for change communication to reach the intended recipients in the right time and form without delay and distortion (Osakina, 2013).

Policing structures must be designed to enable communities to regularly engage with the police to allow them to identify what they want from their police service, what they think about the service delivered, and how it can be improved. Efficient structures provide stability. Therefore, the institutions are required to oversee change process successfully as well as maintain its competitive advantage and developing new ones (Kihiko, 2013).

2.2.4 Organisational culture

Selznick (1992) defines Culture as the norms of behaviour, Shared beliefs, perceptions, norms priorities and values among a group of people. Organizational

culture includes an organization's experiences, ideologies, values, and expectations that hold it together, and conveyed in its interactions with the outside world, self-image, inner workings, and future presumptions. Based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. When people within an institution interact and share experiences with each another over a period, they develop a mutual understanding of the world around them. As this common ideology becomes stronger and becomes more institutionalised and channel members' actions into a more narrow defined patterns of behaviour.

Chepkemoi (2015) in a study on challenges hindering effective strategic change management in Counties in Kenya: a case of Nairobi County found out Structural characteristics, attitudes, beliefs, and values, are likely to act as barriers to an efficient change management program. Employee norms and beliefs affected adoption of the change process in the organization. They are not willing to leave their long-time practices to adopt new shifts in the body. It is hard for them to leave behind the long-time organizational dress, tools, and organizational layout. Changes initiated are not well received by the team members in the organization because of Lack of unity and existence of an active persistent organizational culture which prolonged the implementation of the change process in the country.

Police culture is the operative and moral behaviour of the police. It is the means in which officers perform their duties and represents to the public a significant indicator of change in the police service (Ott, 1989). A study by Kiplangat, B. J., Shisia, A., & Kiilu(2015) on assessing the impacts of change management strategies in the administration of Kenya prisons service indicated that the change initiatives in Kenya

Prisons Service had not been effective based on the aspects of organizational culture. The changes initiated in the rehabilitation institutions had not been active since they have not improved aspects of Organizational Culture which play an instrumental role in the attainment of the set goals and objectives of any organization. There is, therefore, need to reinvent them now and then through the wheel of change to make them relevant to ever-changing global environments.

A study by Amnesty International (2013), showed that for many years Kenyan scenario had been characterized by impunity in different ways across all levels of governance. Which includes embezzlement of resources, Endemic corruption, lack of compliance with the law and court orders as well as illegitimate political interferences by state organs that entrusted to uphold the rule of law.

The police have not yet changed their conduct, the agency character is still left unaddressed, and human rights violations and corruption that took place in the past are still not adequately addressed by the new institutions. The long-term success of police reform depends on the corporate culture that dominates within the Service (Amnesty International, 2013). It is fundamental to accept the difficulty of changing the culture of policing in Kenya. The police agency has a long history of adversarial relationships between workers and management, lack of trust, and strong, centralized decision making. Therefore such programs will not work unless the conditions are also changed (Kenya Police Service Strategic Plan 2003-2007).

With the current events as reported by media houses in Kenya, there is a belief that the police still cling to its previous rigid culture that has hindered any meaningful

change management process. Despite reform implementation, the prevailing culture in the police remain the same

2.2.5 Leadership

Wehrich and Koontz (1994), define leadership as the exercise of influencing people to make an effort of obtaining group goals. Leadership can be seen as a group process, an instrument to achieve goals by the power of influence (Bass, 2000). To Kotter (1990), without leadership, the chances of mistakes occurring increases and the opportunities for success diminish.

Managing Change requires strong leadership to rapidly overcome stressful, discomfoting and dangerous shifts in the business and organisational system. Battling the origin of rigidity and making crisis into opportunity are the essential qualities required by managers implementing and managing change in an institution. Importantly, managers should be aware when to change and when to seek stability, when to active a change and when to avoid it (De Wit and Meyer 2010).

Aosa (1992): Nyongesa (2013) indicated that to support effective implementation, strong leaders should ask the question on if the firm possesses the right operational structure, leadership, and governance required to support effective implementation and if the real people are serving in the right places. Very often, influential leaders demonstrate the behaviour of dynamic and powerful visionaries. However, these leaders may lack notice to detail and the organizational skills required to drive day to day action efficiently. By checking whether the agency has the right people in the right places, a firm can better ensure that visionary leaders are adequately supported

by individuals who can get the daily actions of implementation done (Tavakoli and Perks 2001).

Njenga (2016) found out that when an organization is going through change, it is time for the management to exercise leadership which becomes a role model to the staff. Management styles need to be examined and realigned with the requirements and demands of today's workplace because as change continues and organisations react to the changing environment, employees also evolve and change with their surrounds.

It must exhibit behaviours which demonstrate expectations from employees about the change. Therefore Organizations that invest in leadership development perform better than those that do not.

Chepkemoi (2015) established that direction and governance could increase quality in effective strategic management in policy making through employee involvement in the decision-making process. Therefore the lack of proper leadership in the change process prolongs the implementation of change management process. Robbins (2005) emphasizes the fact that some reinforcement is necessary to produce changes in behaviour, so management needs to be very active during transition phases to institute support tactics.

2.2.6 Human resource

Human resource is primarily concerned with the administration of people within organizations, focusing on policies and systems. Human resource units and departments in organizations purely undertake activities including employee benefits

design, employee recruitment, training and development, managing pay and benefits system and Performance appraisal. Planning Human resource determines the organisation's major human resource needs. Performance management systems ensure individual and organisational goals are linked to evaluation and assessment procedures. Selection and Staffing attempt to match people and their career needs with available jobs and career paths while reward strategies ensure fairness and constituency in the administration of compensation and benefits. HR also concerns itself with organizational change and industrial relations. Yabs J. (2010) declares that "Without adequate resources, the implementation of change is almost impossible. The success of a firm depends on the availability of resources e.g. human and material that rely on power and politics which in turn influences the how resources are allocated". (John Yabs 2010).

World Bank (2000) while acknowledging that there is a limited empirical review in the change management in the public sector found that human resource was a major component of change management as the competence of the employees determine the quality of work in an implementation process.

Police find themselves dealing with severe, sometimes life-threatening, situations without inadequate insurance to provide for their families when things do go wrong (Kihiko, 2013). Lack of adequate resources is also attributed to the stalling of the on-going police reforms initiative (Amnesty International, 2013).

A study by Carlo D'Ortenzio (2012) on understanding change and change management, within public sector organisations, the case of the South Australian

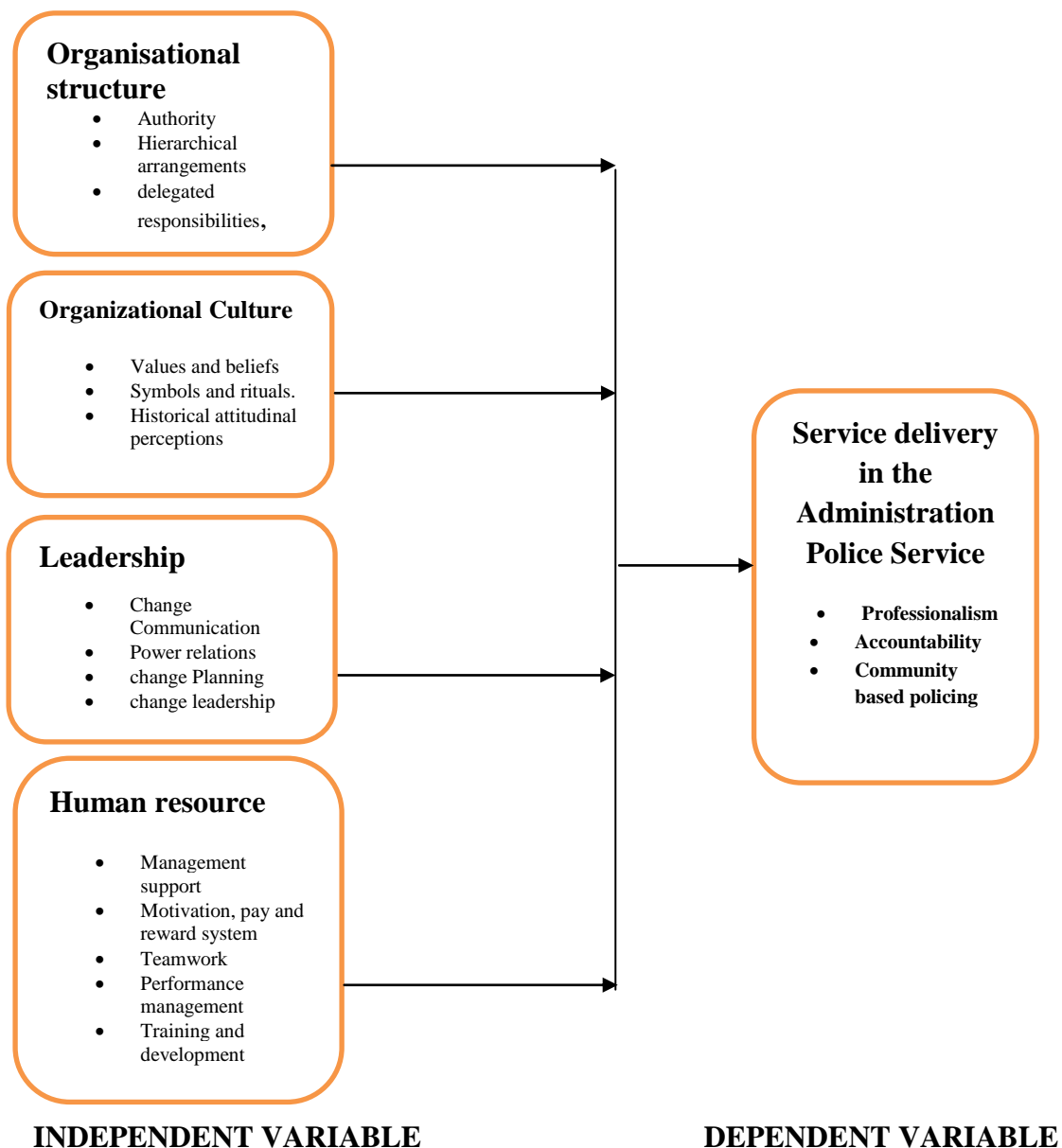
Tourism Commission observed that employees conceded that change has an adverse effect upon them. According to these employees, change in the organisation has resulted in apprehension, anxiety, fear, disillusionment, and shock. It is for this reason that Moldaschl and Weber (1998) stated that the key to increased company productivity is employee satisfaction. Kihiko (2013) findings indicate that police reforms had not motivated police officers. Insufficient funding was pointed out as affecting the number of police personnel recruited. It is observed that the ratio of police to the citizen was way below the internationally recognized level. It was also noted that in the recent past, the service had lost several senior employees to other sectors and by the principal officers leaving the organization during strategy implementation process, successful realization of the objectives is significantly affected (Nyongesa, 2013).

Nyongesa, (2013) in her study on challenges of strategy implementation at the Kenya Police Service established that the service suffered from insufficient funds, inadequate capital resources, and insufficient qualified personnel. For change to be institutionalized and sustained, there must be high levels of commitment, reducing resistance, highlighting accomplishments, encouraging collaboration, training and development, communication, and appropriate incentive allocation to foster motivation

2.3 Conceptual Framework

It is a research tool that is used to develop understanding, awareness and communicate how variables relate to the study. The following structure exhibited the relationship between the independent and dependent variables based on four independent variables. Service delivery in the Administration Police service depends on the appropriate implementation of the organizational structure, leadership, organisational culture and efficient management of the human capital.

Figure 2.2: Conceptual Framework



2.3.1 Organisational Structure

2.3.2.1 Authority

Osakina, (2013), defines authority as the traditional and legal power inherent in a particular job, function or position and includes the right to command situation, commit resources give orders and expect them obeyed. For an institution to achieve successful change management to enhance service delivery, the staff must be empowered and entrusted authority to make decisions which enable them to oversee proper change management process. To Senge *et al.* (1999), transition driven by authority is more efficient to organize, often effective, and more comfortable for people in many organizations. If all goes well, great results may occur, but the change effort is powerful when pushed.

The police reforms have an effect on the internal organization of the individual police authorities (Frevel, 2009). According to Dawnes (2004), the police structures must be designed to enable communities to constantly engage with the police to identify the service they require from them. There should be significant decentralization of decision making which facilitates greater local decision-making about issues that affect the community. These can be summarized into, decentralizing decision-making to the lowest possible operational level, depoliticizing the business aspects of the service, clear organizational structure, chain of command and lines of responsibility, an organization chart that maximizes resources and facilitates coordination of activities and emphasis on horizontal rather than vertical development. The structural police reforms are job descriptions that reconfigure policing role, definitions, incentives and structures that support changes, and leadership structures that facilitate

the discretionary decision making required for restorative problem solving and widespread application of principles (Bazemore and Curt Griffiths, 2003).

2.3.2.2 Hierarchical arrangements

It refers to the positioning of members of a particular organization at various levels within an organization. Burnes (2000, p. 153) stated that “the current era is characterized by mechanical and hierarchical structures based on the division of labour, and control systems that suppress people’s emotions and minimize their scope for independent actions”.

The police institution is believed to have a very tall hierarchical structure on so many levels, and class, a study done by Auerbach (2003), showed that the Kenya police department seldom regarded as a hierarchical, bureaucratic, has central decision making and is policy driven. Researchers investigating the dynamics of institutional reform in police agencies indicates that the bureaucratic model of policing is quite resistant to the change. It leads to inefficiency, bureaucracy and low morale (Goldstein, 1987: Trojanowicz and Bucqueroux, 1990: Wasserman and Moore, 1988: Nowicki, 1998). Despite shifts in the previous structure, the structure is still centralized giving the inspector general ultimate power. It should be replaced with a devolved one at the lowest level of operational and financial autonomy to allow delegated responsibility and promote “Nyumba Kumi” initiative and well as community policing. As well as sustain an efficient police service, taking into account the increased population, the state of insecurity in the country, the emerging security challenges marked by national and international threats, and the increasingly well-informed Kenyan community.

2.3.2.3 Delegated responsibilities

To Kotter (1998), delegation is the process managers use to transfer liability and authority to officers below them to increase efficiency and effectiveness of the organisation.

Kihiko (2013) study on the implementation of police reforms and how it affects service delivery found out that, a delegation of duty was not observed and officers are not involved in decision making. Which shows that there is centralization of operations in the police service .the study further found out that, the department at station level had not been restructured to conform to the recommendations made on decentralization (Ransley, 2009). A centralized police management structure leads to inefficiency, bureaucracy and low morale and does not enhance operational and financial autonomy to allow delegated responsibility (Ndungu 2012).

2.2.3 Organisational culture

2.3.3.1 Values and beliefs

Organisational beliefs are what members of a particular organisation hold as right while values are ideals shared by the members of society about what is right or wrong and desirable or undesirable. Change process deals with changing beliefs that have been practiced by members of an association for a particular period.

Culture regarding Shared values is the fiber that networks all the primary players in the Police reforms. Shared values drive Structures, Strategy, Systems, Skills, Styles and Staff and further influences the operating environment (Revised Police Reforms Program Document 2015-2018).

2.3.3.2 Symbols and rituals.

A ritual means a regular organisational activity that carries more meaning than it does the actual purpose. The police department has its rites and ritual peculiar to it (Osakina, 2013).

Rituals play a crucial role in the process of change management and's hard to change. It requires a considerable time before members can adopt a new rite or ritual (Senior and Swailes 2010). Hitt et al. (2005) established that symbols are visible, physical manifestations of originations and indicators of organisational life. Symbols convey significant meanings and what those symbols accomplish in and for an organization. They are an integral part of a corporate life. It usually takes an extended period for an organisation to change its symbols and embrace a new (Osakina, 2013).

According to RPRPD, (2015-2018) reforms in police culture, shared values, styles, skills, and people management including police welfare and motivation is the least achieved areas. Carey (2001) states that a real police culture is the one that has values that prioritize community partnership and promotes informal interaction, change of attitudes toward various community members and groups

2.3.3.3 Historical attitudinal perceptions

These are the past experiences that are attached to a with a particular organisation. Rigid organisations are related to change resistance practices hence even making the management of the change process even more challenging (Vakola and Nikalaou 2005).

According to the National Police Service Newsletter July- September 2015, the indicators of organisational culture is addressing historical attitudinal perception and soft aspects of police service which have done the service in the past to suffer from a

bad reputation, accusations from non-professionalism, ineptness, and rampant corruption.

2.3.4 Leadership

2.3.4.1 Change Communication

To Green and Cameron (2004), change communication is the passage of information from one person to another in an organisation on the change process undertaken. Communication is a critical factor in all change management activities. An efficient means of communicating both the vision, need and the nature of the changes foreseen is a required feature of the change process (Beckhard & Harris 1987).

According to Johnson and Scholes (2002), communication is a key success factor in plan implementation. Communicating with employees on matters related to the policy implementation is always delayed until the changes have already crystallized. Organizations are recommended that it should institute a two-way communication program that allows and solicits questions from employees on matters of formulated strategy provide for a smooth policy implementation. Also, the communications should tell employees about the new requirements, tasks, and activities executed by the affected employees and reason behind changed situations (Alexander, 1985). It is essential to communicate information about regulatory developments to all levels in a time during and after an organizational change.

A study by Carlo D'Ortenzio (2012) says that communication is important in an organisation viewed as a two-fold process. That is analysing the body's communication, as well as designing communication programs that complement quality objectives, team needs and specific plans of action. It showed that communication channels were time-consuming because of its big bureaucratic

structure and were fraught with the fabrication of information, which distorted the conversation. At times important information was only filtered down to certain units in the organisation at a disadvantage to other units. There was a concern that appropriate measures taken to improve deficiency in the communication process.

The police department have a very tall structure with so many levels and ranks making it tough for change communication to reach the intended recipients in the right time and form without delay and distortion (Osakina, 2013). External communications become notable as the police system increases in 'frankness' and the need to exchange information about transformation necessary to improve outputs will become famous (Kihiko, 2013). Consistently communicating to the employees on change progress, enhancing retention of employees in the organization and active communication influence attainment of change objectives (Njenga, 2016).

2.3.4.2 Power relations

The efficient use of authority is central to effective management and leadership (Carnall, 2007). Kiplagat *at el*, (2015) defined power as the relationship between social actors in which one actor "A" can make another social actor "B," to perform something that "B" would not otherwise have done." Hence, power is recognized as "the capability of those who possess authority to bring about the outcomes they desire."

Yabs (2010) while describing institutional power and politics in Kenyan organizations states that "CEO'S holds a lot of authority in influencing the choice of strategy and its implementation. An influential CEO can persuade the management to support a particular policy presented to the Board of Directors for approval."

Cole (1995) states, “power acts as the intention behind force for leadership and authority and has other important characteristics.” It is “the means through which conflict of interest can be resolved. The efficient use of power is key to effective management and leadership” (Carnall, 2007).

According to Kiplagat *at el*, (2015) study, changes initiated by the Kenya rehabilitation institutions haven't been effective since organizational power, and politics aspects have not improved. To avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding particular implementation activities. Responsibilities are bright and potential problems avoided. The macro-environmental forces such as the political-legal forces may hinder favorable legislative framework. Further, political instability may impact negatively on strategy implementation by affecting political goodwill towards resources mobilization for the strategic plan (Nyongesa, 2013).

2.3.4.3 Change leadership

Change management leadership means having a clear vision of what the scope and impacts of the future transitioned state will be (Branson, 2008). Leadership is about influencing others with the goal of achieving organizational goals (Senior & Fleming, 2006). Change leaders should outline the strategy for change that is articulating mission for change and management vision for change (Njenga, 2016).

Brander, Brown, and Atkinson (2001) argued that leaders must take prompt and aggressive action to institutionalize strategy within the firm for successful implementation of the enterprise's strategy. The Managing Partner, Chair, and other key leaders must demonstrate visible ownership of the company's strategy,

communicating openly with partners about the details, value, and the importance of the strategy to the business.

2.3.4.4 Change Planning

Proper planning is critical for successful change. Successful administration of the complexity of change is virtually impossible without a healthy plan that is supported by strong project management. The program ensures that institutions are aware of the impact of what they want to do, and prepared for any reasonable eventualities (Njenga, 2016). Planning and implementation enable an organisation to manage organisational change successfully. Without careful planning, transformation initiatives may fail to result in loss of agency resources and decline of morale by employees (Osakina, 2013).

Critical and important step in carrying forward with strategy execution involves planning. The implementation plan includes developing a detailed outline of the specific responsibilities, actions and sub-actions, measurement tools, deadlines, and follow-up required to achieve each identified strategy. Implementation plans often take the form of detailed charts which map the course of action for the business leader. Attaining the detail in these programs gives a tangible and measurable guide by which both the company and its leaders can assess progress in implementation over time (Shimechero, 2010).

2.3.4.5 Decision making

Armstrong, (2006) define involvement in decision making as the inclusion of the staff in the decision-making process of the institution. Research shows that, when employees are involved in decision making, staff absenteeism reduces, there's greater

organizational commitment and improved performance reduced turnover and increased job satisfaction (Luthans, 2005)

Carlo D'Ortenzio (2012) study found out that, decisions made in the organisation without sufficient consideration of the views of all relevant parties. A more collaborative approach to decision making would enhance employee commitment and 'buy in' on decisions. Kaplan and Norton (2001) observed that in practice, managers and supervisors at lower hierarchy levels who have valuable and fertile knowledge are seldom involved in strategic decision making.

2.3.5 Human resource management.

2.4.5.1 Management support

Refers to a willingness by top management to help employees at operational and functional intermediate levels. The active support of senior and middle managers is essential to satisfactory change (Tyson and Jackson 1992). It is fundamental to acknowledge that peoples' initial reactions to transformation initiatives can be detrimental even when they understand the benefits. The brain is made to perceive environmental threats, which contaminates our perceptions and decision-making. Organisations need to work hard to counter negativity during change and focus efforts on the positive (Katzenbach, Steffen, & Kronley, 2012).

A study by Nyongesa, (2013) pointed that the police leadership should support the process through directing both human and material assistance towards the change implementation process. The leadership should also liaise with other stakeholders outside the organization that will affect the success of the strategies undertaken and seeks their support in the realization of the same strategies.

2.4.5.2 Motivation, pay and reward system

Motivation is psychological forces that affirm the direction of a person's behaviour in an institution, person's level of persistence and personal level of effort. Motivating employees starts with acknowledging that for better performance, they must be in a conducive environment that provide for their basic emotional drives to acquire, bond, comprehend and defend. Pay and Reward model must seek to integrate payment incentives and other benefits such as leave, flexible working patterns, and pensions, in an attractive package. Poor terms and working conditions can provide both incentives and opportunities for police officers to resort to corruption. Human resource management is, therefore, a critical area to consider for minimizing police corruption risks, as it lies at the center of the organization's incentive system. As low wages are likely to provide negative incentives to police officers, living wages be given to members of the service with regular and reliable salary payments.

2.4.5.3 Teamwork

Katzenbach and Smith (1993) view a team as a small number of people with complementing skills who are committed to a common purpose, performance goals, and approach, for which they hold themselves accountable. Therefore, teamwork is a group of staff who have some common tasks and where the team members are authorized to regulate the execution of these common tasks (Delarue, Stijn and Van Hootegem, 2003). Group work refers to 'the common tasks requiring interdependent work and successive or integrative action' (Hacker, 1998, p. 67). According to Gulowsen (1972), Teamwork helps to improve both company performance and also to boost employees' well-being. If the terms of independent decision-making are in place, with the similar powers and responsibilities for assigned tasks, teamwork

enhances employees' interest and motivation, not just in the context of the employee's work task but also in the context of the corporate strategy as a whole.

Harvey.D (2005) is of the opinion that teamwork reduces fluctuations in performance and improves work morale. Also, he maintains that employees are working in a team function more efficiently, are less prone to stress and make a greater effort in their work. Furthermore, they spend less time incapacitated for work, come up with new ideas and try to improve their job. In a similar context, organisations that foster a spirit of participation and teamwork create an environment in which diverse views and opinions can be accommodated and blended to engender a sense of unity

Carlo D'Ortenzio (2012) is of the opinion that employees within should voice their views on the effectiveness of teamwork and its impact on the quality of their working life. Not all employees always welcomed the introduction of teamwork. For some employees, belonging to and working efficiently in a team environment is beneficial for career development for those managers who successfully apply the principles of teamwork are more likely to be promoted.

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 (Osakina, 2013)

2.4.5.3 Performance management.

The managing and appraising performance process aim to link the organisation's strategic objective to the goals of each employee. Development of clear performance indicators and carrying out of frequent monitoring to ensure delivery of service by those charged with the responsibility of reforms is very critical (Francesca, 2003).

The study by Njenga (2016) on effects of change management strategy on performance in public universities in Kenya, found that the process of reform in public universities had faced many challenges. Defining a new role for the state in the education sector, fighting corruption, establishing university autonomy, and further developing private education affected the employee performance

A report indicates that Police morale as a result of poor pay, deplorable living and working conditions and an unsympathetic public, also challenged the efficient and effective police performance. Therefore the police must set a new performance management system to overcome the stated challenges.

2.4.5.4 Training and development

Myrna (2009) says effective training is not an isolated event in an organisation. Training must be strategic in that it is designed to improve the knowledge, skills, and abilities of employees to help them achieve the organisation's strategic plan.

According to the SHRM 2007 Change Management Survey Report, 44% of respondents listed insufficient time devoted to training as a significant challenge of the change process.

Carlo D'Ortenzio 2012 study on understanding change and change management in Australia found out that Organisations that provide a formal system of mentoring and coaching ensure that their people have the best opportunity to perform, grow and develop. Employee's involvement in change gives feedback to guiding coalition about the viability of their vision and strategies. Therefore should be incorporated in the modification programs and the guiding coalition is to pay attention to the training of employees to influence performance (Njenga , 2016).

The police reforms in Kenya addresses the issues of magnitude within the police service. Rift regarding workforce and training triggered by years of mutating corruption, nepotism, and lack of resources contributing to poor service delivery by the police (Ndungu, 2011).

KNCHR, (2015) audit found out that a new training curriculum was developed for the training of KP recruits: it extends the period of training from 9 to 15 months of basic training and introduces an additional six months cadet training for University graduate recruits. However, the new training period is being reviewed back to 9 months but retains all the new training modules. An in-service training manual was developed. The new training modules cover human rights, gender, public relations, ICT, Community Policing and service delivery. The curriculum is standardized to serve both Services. Although the curriculum is evaluated after the first year of implementation, this process has not delayed.

As part of the efforts to promote professional and merit-based career standards, police staff needs to be equipped with the skills to perform their function in a professional, impartial and ethical manner. For goals to be achieved, police forces should be able to rely on training and development systems that promote high standards of professionalism and ethics. Which includes capacity building for anti-corruption and human rights-based policing to help police staff recognize misconduct and provide them with techniques to resist corruption attempts from criminals. Managers also need to be trained on what expected from them regarding promoting a culture of integrity, as well as regarding their attitudes and behaviors as role models. In particular, managers should be equipped with management skills and techniques to

motivate staff through rewarding sound ethical conduct and exceptional performance (Transparency international , 2010)

A company's failure to adequately prepare employees for change is critical. Therefore Training Needs Analysis is vital within the police to know the training gaps between the employee's current performance and desired performance level.

2.3.6 Service Delivery in Administration Police Service

2.3.6.1 Community-based policing

Community policing is a policing ideology that promotes organizational initiative which supports the use of partnerships between communities and government policing institutions. It involves problem-solving techniques that address conditions that give rise to safety issues such as crime, social disorder and the fear of the offense. It is an approach that includes citizens and the policing institutions to prevent conditions that give rise to insecurity. *Nyumba Kumi* (translated ten households) is the action plan for driving community policing at the household level (KNCHR, 2015). Most countries especially the Commonwealth, have adopted the community policing strategy in the 21st Century. In Venezuela, the anti-corruption monitoring role of community councils over the police forces is promoted as an integral component of police reform. Providing the community with opportunities to contribute information, present proposals and project ideas and actively engage in ensuring citizen security through various consultation forums (Fernández Blanco, P., Guillén M., and Suggett J., 2009: Transparency International, 2010)

According to a study conducted in Kenya, the police service is accused of excessive use of force, impunity, corruption, brutality, and disregard for human rights (Ndungu 2011). All these malpractices necessitated new policing doctrine, by adopting a

policing strategy that entrenches community participation reforms which initially launched in Kenya in April 2005.

KNCHR (2015) study showed that the functions of community policing committees were too much. They range from agriculture, forestry, education, security, health, water, among other which is contrary to what the committees are established to accomplish. The audit confirmed that there are numerous challenges between community policing and Nyumba Kumi. In some counties, there are rival committees, merged boards or engaged in supremacy battles, and in others both are absent. In some counties, some boards are aligned to the KPS, APS or County Commissioner which creates a complex environment. In some counties they perform the role of the police to arrest and detain, in others, the police do not recognize them. There is a need to streamline the work of the community policing committees and Nyumba particularly the relationship between them. Confusion created has denied the public benefits of a properly functioning board (KNCHR, 2015)

2.3.6.2 Accountability

Police reform ensures the development and implementation of reform measures which support the creation of a police service which is oriented towards meeting the needs of civilians and institutions (Walker 2010). Which is guided by principles of accountability, integrity, respect for human rights, non-discrimination, impartiality, fairness, and professionalism (Bayley, 1999).

Barley (2003) indicates the critical elements of efficient police accountability system . one that contains legislation specifying the powers and functions of the police, practical instructions based on the legislation, the lectures, publications and workshops that reflect both the spirit and the letter of the law. Also, there must be policies that give priorities on how to deploy police capacity, equipment that is

sufficient for prescribed police functions and adequate police training, both essential and ongoing. As well as proper reporting facilities and procedures, adequate supervision that supports officers in carrying out their duties professionally by use of an independent body to oversee such procedures, scrutiny and oversight. Evaluation and complaints procedures that contribute to the development of new policies, procedures and instructions, reliable statistics on police performance related both to effectiveness in dealing with crime and public order, as well as to their integrity and public confidence together with the procedures for overseeing the feedback, evaluation, and complaints.

Accountability not only relates to internal disciplinary hearings or a thorough holding to account of those in breach of human rights standards, but it also relates to how the police service conducts its business and how informed the public is about its activities. To a large extent refers to how the police department works with the media in keeping the public informed and provided citizens with the necessary advice to enhance their security which can develop through local accountability initiatives.

In South Asia mainly Philippines police accountability was on two levels: internal and external. An independent internal accountability mechanism, such as a police complaint authority was created and was accessible to both the police and the community (Aglipay, 1997). In Kenya, the objective of initiating police oversight and accountability mechanisms was to create a framework to hold the National Police Service accountable to enhance public confidence and trust in the service. The Task Force had recommended that the Internal Affairs Unit (IAU) be established within the National Police Service to investigate complaints against police officers by members of the service and the public. An Independent Policing Oversight Authority (IPOA) be established to investigate complaints against the police and to hold them accountable

for their performance, actions and conduct. Further develop an internal and external communication strategy to create a culture of efficient sharing of information and a structured forum for discussion of matters related to police performance (KNCHR, 2015).

Kihiko (2013) study found out that department at station level has not been restructured to conform to the recommendations made on decentralization (Ransley, 2009). The findings indicate that 53% agreed that there had been an improvement in responsiveness as a result of an increase in accountability from officers. The study also shows that 62% accepted the decrease in complaints against police. Which suggests that responsibility and adherence to human rights despite The Internal Affairs Unit takes too long to operationalize therefore it places a massive responsibility on IPOA, which had handled a large number of cases that would have otherwise been dealt with by the Unit (KNCHR, 2015).

Police accountability ensures that the police service is ideologically prepared to combat organized crime. By tackling the issue of officers' susceptibility to corruption, providing an open, transparent and impartial approach to public complaints of mistreatment persuading the public of its intention to work in the service of the citizens, thereby enhancing the public's trust in and cooperation with the police department. For that reason, accountability and the development of an internal affairs capacity of the service must be the priority.

2.3.6.3 Professionalism

The Kenya Police has over the years accused of being unaccountable and lacking professionalism, which has affected service delivery and their interaction with the members of the public (Kihiko, 2013). This is supported by KNCHR, (2015) report that Kenyan security forces had conducted several offensive counterterrorism

operations in Nairobi, at the coast, and in North Eastern region over the recent past following terror attacks and inter-communal clashes. The operations mostly targeted ethnic Somali and Muslim communities which point to a police service that had lacked accountability and was widely unprofessional, leading to human rights violations and massive suffering of citizens.

In North America, Enhancing police professionalism and accountability was at three levels: the era of non-regulation, marked by use any degree of force; no pattern or control. As a result, police abuse was an endemic practice, in addition to corruption. Citizens had little respect for the police. The police officers were from the poorer classes and had lower levels of education, received low wages, had no uniforms and no training. Once formally admitted, the police officer had little guidance as to performance standards. Physical strength was the tool most used during routine activities. The focus of the police work directed towards the poorer classes, which had little or no political representation. Clashes between the police and citizens were part of everyday life. Studies on police were nonexistent. In the nineteenth century, police brutality was the central feature of American policing. In relation to Kenya, police have been accused of unprofessionalism in their conduct and working under deplorable conditions (Kihiko, 2013).

The era of the self-regulation coincides with the movement to professionalize the police force. The initiatives sought to make the police a more systematic organization. The standard of selection of new officers and career advancement was enhanced. Police practices, such as the use of force, were regulated. The methods are introduced through training programs. The main focus of these changes was to establish a process of internal control over police behavior. In Kenya, the police training program is

revised and standards of selection raised, this is aimed at professionalizing the police service (Ndungu *et al.*, 2011).

The third period was the era of external regulation that occurred in response to events related to civil disobedience. Innovations in policing increased legal liability and created the development of community policing. This period is marked by the presence of reformers from outside the police force placed in the courts, political arenas, and groups from the community. The rules created into and outside of the police organization helped to establish standards of individual conduct and control of these behaviours, introduction of a new selection system, the revision of the core training curriculum, introduction of a human rights training program and presentation of a code of conduct.

Police professionalism strategies should aim at establishing an organizational culture that relies more on peer pressure than punitive approach to promote and support police integrity. An essential step in this direction can be the development and implementation of codes of conduct for all police staff, addressing all forms of unethical behaviours, including sexual extortion or harassment. The application of the system may also require awareness raising, training, and capacity building activities (Trans- piracy international, 2010).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section describes the research design, target population, sampling techniques, data collection instruments, their validity and reliability and the plan of data collection procedure and analysis.

3.2 Research Design

A research design is a structure of the research that holds all the elements in a research project together (Dooley, 2007). A detailed causal-effect research design was employed. The study adopted both quantitative and qualitative study because both quantitative and qualitative data were used. Mugenda and Mugenda (2010) perceive a causal-comparative research design as one that enables the investigator to explore relationships between variable. A descriptive study was undertaken to ascertain and be able to describe the characteristics of variables in a situation and obtain pertinent and precise information concerning the current status of phenomena (Kothari 2004).Further, it establishes an association between variables by quantifying the relationship between the variables using techniques such as regression (Kothari 2010).

3.3 Study location

Murang'a County occupies a total area of 2,558.8 Km² (square kilometer). Administratively, the county is divided into eight administrative Sub-Counties namely: Murang'a East, Kahuro, Kangema, Mathioya Gatanga, Kandara and Murang'a South Sub Counties. According to August 2016 personnel returns, The Administration Police Service -Murang'a County strength is 860 staff.

3.4 Target Population

Ogula, (2005) defines a population as any people or objects or group of institutions that with similar features. The study targeted Administration police officers within Murang'a County with a population of 860 police officers who represented the entire police service.

Table 1: Population of the Administration police in Murang'a County

Sub-counties	Ranks/Cadre				
	Gazetted officers	Members of inspectorate	N.C.O's	Constables	Total
Murang'a East	4	6	26	90	126
Kahuro	1	4	21	60	86
Kangema	1	5	23	70	99
Mathioya	1	3	13	63	80
Kigumo	1	4	19	59	83
Kandara	-	6	20	71	97
Gatanga	1	9	26	100	136
Murang'a South	1	10	46	96	153
Grand Total	10	47	194	609	860

(SOURCE: County Commander (APS) Murang'a County -2016)

3.4 Sampling Technique and Sample size

3.4.1 Sampling Technique

Mugenda and Mugenda, (2010), defines sampling as a means of selecting a given number of objects from a defined population as a representative of that population. The purpose of sampling was to secure a representative group which enabled the researcher to gain information about the population (Mugenda and Mugenda, 2010). The study adopted purposive, cluster and stratified as well as simple random sampling

techniques which enabled the researcher to collect the desired data from different ranks within the Administration Police Service. The researcher first divided the population into eight strata (sub-counties). The stratum was further subdivided into four strata according to the ranks, and then the desired sample was selected randomly from each grade. Simple random sampling gave each sample combination an equal chance of being included in the sample (Kothari, 2010). Purposive sampling was used to select respondent from the category of gazetted officers with responsibility (county commanders and sub-county commanders). This technique allowed the researcher to use cases that have the required information on the objective of the study (Mugenda and Mugenda, 2010).

3.4.2 Sample size

A sample size is a set of observations drawn from a population by a defined procedure (Creswell, 2003). According to Kerlinger (1964), 10-30% of the total population forms a representative sample. Mugenda & Mugenda (2003) indicates that a sample size of 10% of the target population is large enough so long as it allows for reliable data analysis and allows testing for significance of differences between estimates. In combining sampling methods, 15% of respondents from each stratum of the study population was sampled. The total sample size was 135 (15% of 860) as shown in Table 2 below:

Table 2: Shows sampling and sample size

Strata	Population	Sampling	Sample size
Gazetted officers with responsibility	8	8	8
Other gazetted officers	2	$2/100*15$	0
Members of inspectorate	47	$47/100*15$	7
NCO'S	194	$194/100*15$	29
Constables	609	$609/100*15$	91

Total	860	135
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Source: County Commander's office Murang'a-2016

3.5 Sources of Data Collection

Both Primary and secondary sources of data were used.

3.5.1 Primary Data

Primary data was collected from the sampled Administration Police Officers. The Collection of primary data used both open and closed-ended questionnaires. Self-administered questionnaires with the help of research assistants were used to collect data from officers of the rank of Gazetted officers and below. The respondents were required to provide information based on the questions asked regarding their views on challenges of organisational change on service delivery within Administration police in their various sub-counties.

3.5.2 Secondary Data

The secondary was collected from different literature including books, journals, dissertations, thesis, government policy documents, reports and other articles. Which was employed during proposal development especially in the elaboration of the problem statement and review of the literature. These sources were examined to give insight in the search for primary information

3.6 Data Collection Instruments

Data collection refers to the gathering of the relevant information from the field to analyze and to come up with a conclusion and generalization on a particular phenomenon. The study used questionnaires and interview schedule as the primary data collection instruments.

3.6.1 Questionnaires

Burn and Groove (2005) describe the questionnaire as printed self-report form designed to elicit information that is obtained through the written response of the subject. Questionnaires were used to obtain primary data from the sampled population. The questionnaires are standardized with open-ended and closed-ended questions. The advantage of this method is that it is constituent in the manner of presenting questions and allowing the researcher to control and focus responses to the research objective. Thus, enhancing the relevance of data collected. The questionnaire was divided into two parts covering demographic variables and study variables and adopted the Linkert type scale as the primary rating scale.

3.6.2 Interview schedule

A semi-structured interview schedule was used to conduct interviews with the Gazetted Officers with responsibility. These enable oral administration of questions in a face-to-face encounter therefore allowing collection of in depth data. Mugenda and Mugenda (2010), emphasize the value of personal interview when they stated that it enables in depth and detailed information to be obtained.

3.7 Reliability and Validity of Data Collection Instrument

The study ensured that the data gathering instrument that was used measured what they were supposed to measure consistently.

3.7.1 Reliability

Reliability is the extent to which a research instrument consistently yields the same results on repeated trials under a similar methodology which the researcher uses to be

able to determine through a pilot test to determine the reliability of the research instruments (Mugenda and Mugenda, 2010). A Pilot study was conducted to determining limitations and weaknesses of the data collection instrument to make the necessary revisions before the implementation of the survey. Neumann (2006) recommended that 10% of the sample should constitute the pilot test. A pilot study undertook 14 respondents of the sample size to test the reliability and validity of the questionnaire. The findings of the pilot study were be included in the actual study (Mugenda and Mugenda, 2010).

3.7.2 Validity

Validity refers to the degree to which the results to be obtained from the analysis of the data represents the phenomena under study (Mugenda and Mugenda, 2010). To improve the validity of the data collection tools, the questionnaire was constructed on the principle of precision, clarity and simple language to enable acquisition of valid and reliable data. Further, the research adopted content validity which refers to the extent to which a measuring instrument provides adequate coverage of the topic under study. The content validity was achieved by subjecting the data collection instruments to an evaluation group of experts who provided their comments and relevance of each item of the instruments. The content validity formula by Yin (2003) was used in this study.

$$\textit{Content Validity Index} = (\textit{No. of judges declaring item valid}) / (\textit{Total no. of items}).$$

It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity (Yin, 2003). Based on the opinion and views of the experts, the research instrument was adjusted accordingly

3.8 Data Analysis

According to Kothari (2004), data analysis means categorizing, ordering, manipulating and summarizing data to obtain answers to research questions. The purpose of the analysis is to obtain meaning from collected data. Data were analyzed both qualitatively and quantitatively. Qualitative analysis was done on the information collected from the questionnaire. On the other hand, the quantitative analysis used both descriptive and inferential statistical techniques. Descriptive statistics technique used to analyze the quantitative data included frequencies and percentages. Inferential statistics used regression to measure the relationship between variables and presented in the form of tables. To enable the researcher meaningfully describe a distribution of scores or measurements. Further data analysis was done using Microsoft excels and the statistical package for social sciences (SPSS) program version 17.

3.9 Ethical considerations

Permission to carry out the study was sought from the relevant authority that: both the central and county government including Administration police County Police Commanders- Murang'a County in consultation with both Inspector General National Police Service and from the respondents who participate in the study. The nature and the purpose of the research were explained to the respondents by the researcher. All participants in the study signed an informed consent form which assured them of anonymity and confidentiality. The study respected the individuals' rights to safeguard their integrity. During the data collection, the respondents were assured of anonymity and confidentiality. No names or personal identification numbers were reflected on the questionnaires except the numbering for questionnaires, which was for identification of data during data editing. Furthermore, the study considered

beneficence; this means that the right of protecting the subject from any discomfort and harm and to this extent, the study enhanced the capacity of the Human Resources of the National Police Services. The study also strived to ensure justice; for this research, fairness was upheld in the selection of respondents without discrimination based on rank cadre or any other individual characteristics. Most important, the results of the study were be disseminated to the relevant authority and to those participants who are interested in knowing the results

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and conclusions as per the objectives of the study. The primary method of data collection used was questionnaires. Questionnaires were administered to a sample of 135 police officers in Murang'a County for data collection. The data is analyzed into two parts. The first part presents the response rate of the study and the demographic information of the respondents. The second part presents data on effects of organization structure, culture, leadership and human resource on service delivery in the Administration police service. The analysis was done through descriptive statistics and findings presented in the form of tables and percentages. Content analysis was used to analyze the qualitative data.

4.2 Questionnaire return rate

The researchers issued 135 questionnaires to the respondents and out of these 130 questionnaires were filled correctly and returned. Three questionnaires were not returned while 2 of them were spoiled (96.3%)

4.3 Demographic Data

The study sought demographic data of the respondents including the gender, age, the level of education and work experience.

4.3.1 Gender

The study attempted to establish the gender of the interviewees.

Table 3: Gender distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	MALE	100	76.9	76.9	76.9
	FEMALE	30	23.1	23.1	100.0
	Total	130	100	100.0	
Missing	System	0	0.0		
Total		130	100.0		

From the above, the female population consisted of 23.1% of the entire respondents who returned their questionnaires while the male percentage was 76.9%. According to the data above both genders were accordingly presented in the study. The main reason that for a small number of women in the study is that women were recruited in the Administration police from the year 2001 in a ratio that is much less than male officers.

4.3.2 Age

Table 4: Age distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-35	88	67.7	67.7	67.7
	36-45	20	15.4	15.4	83.1
	46-60	22	16.9	16.9	100.0
	Total	130	100	100.0	
Missing	System	0	0		
Total		130	100.0		

From the above table, officers aged between 18-35 years comprised of 67.7 % of the respondents, those aged between 36-45 years were 15.4 %. Respondents aged 46-60 years represented 16.9 % of the total respondents which this is because the majority of

officers under this age bracket occupy senior positions in the department, and others have exited the police service.

4.3.3 Education level

Table 5: The education level

		Valid			
		Frequency	Percent	Percent	Cumulative Percent
Valid	PRIMARY	2	1.5	1.5	1.5
	SECONDARY	88	67.7	75.4	76.9
	DIPLOMA	33	25.4	17.7	94.6
	DEGREE	5	3.8	3.8	98.5
	MASTERS	1	0.8	.8	99.2
	PhD	1	0.8	.8	100.0
	Total	130	100.0	100.0	
Missing	System	0	0		
Total		130	100.0		

From the study, respondents with education qualification of primary education comprised 1.5 % of the total respondents; secondary education comprised 67.7 %, diploma comprised 25.4 %, degree was 3.8 % while other levels of education were of 1.5 %. This data shows that majority of the respondents had gone through secondary school. The minimum requirement for entry to the National police service currently is D+ (plus) in the Kenya Certificate of Secondary Education (KCSE). Few number of graduates has attributed the lack of career advancement as a result of going through ranks which take an extended period before one is promoted to the next rank.

Therefore, majority opt out of the service to join other institutions with better terms of employment.

Further, the study indicates that 98.5 % of the respondents had acquired secondary education and above therefore they were competent as well as conversant with the reforms within the service hence providing the relevant information needed for the study.

4.3.4 Respondents rank

Table 6: Rank distribution within the service

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Gazetted Officer	4	3.08	3.1	3.1
	Member Of 7 Inspectorate		5.5	5.4	8.5
	NCO'S	24	18.5	18.5	26.9
	Constable	85	65.4	73.1	100.0
	Total	130	100.0	100.0	
Missing	System	0	0		
Total		130	100.0		

From the data collected, 65.4% turned out to be constables, 18.5 % were NCO'S, and members of inspectorate were 5.5 %, while 3.08 % were Gazetted, Officers. There is a large number in the lower ranks because the majority are young officers recruited over the past few years. It will take time for them to climb the ranking system. The few number of senior officers is attributed to few vacancies and more length of service experience required to get into these ranks.

4.3.5: Work experience

Table 7: Work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	40	30.8	30.8	30.8
	5-10	46	35.4	35.4	66.2
	10-15	18	13.8	13.8	80.0
	Above 15	26	20.0	20.0	100.0
	Total	130	100.0	100.0	
Missing	System	0	0		
Total		130	100.0		

The above table shows that 69.2 % of the respondents had worked for more than five years and had experience in the police work hence were in a position to give useful information on the milestone of police reforms since its implementation and its contribution to service delivery. As per their long length of duty, they are in a position to compare and contrast service delivered in the past police force and the current police service.

4.4 Inferential Statistics Of Factors Affecting Service Delivery

Table 8: Correlations of factors affecting service delivery

		Change Management	Organizational Structure	Organizational Leadership	Organizational Culture	Human Resource	Service Delivery
Change Management	Pearson Correlation	1	.793**	.863**	.900**	.793**	.859**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	130	130	130	130	130	130

Organizational Structure	Pearson Correlation	.793**	1	.936**	.924**	.862**	.902**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	130	130	130	130	130	130
Leadership	Pearson Correlation	.863**	.936**	1	.950**	.896**	.925**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	130	130	130	130	130	130
Organizational Culture	Pearson Correlation	.900**	.924**	.950**	1	.897**	.908**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	130	130	130	130	130	130
Human Resource	Pearson Correlation	.793**	.862**	.896**	.897**	1	.871**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	130	130	130	130	130	130
Service Delivery	Pearson Correlation	.859**	.902**	.925**	.908**	.871**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	130	130	130	130	130	130

** . Correlation is significant at the 0.01 level (2-tailed).

The above table shows the Correlation between the independent and the dependent. Correlation explores the relationship among of variables. When the correlation values lie between +1 and -1, there is strong relationship between variables.

4.4.1 Effect of Change Management on Service Delivery

The correlation between change management and service delivery is 0.859 meaning there is a strong positive relationship between the two variables. When change is well managed there is improvement of service delivery

4.4.2 Effect of organizational structure on Service Delivery

From the findings, there is a strong positive correlation of 0.902 between organizational structures on Service Delivery. Efficient organizational structures enhance the stability of institution needs to successfully deliver service effectively as well as maintaining its competitive edge. Machuki (2005), affirms that successful strategies require duly marched organization structure. Institutions find it necessary to redesign the structure of the firm due to influences from the external environment. The findings agree with Dawnes (2004) that the police structures must be designed to enable communities to continually engage with the police to identify the service they require from them. There should be significant decentralization of decision making which facilitates greater local decision-making about issues that affect the community.

4.4.3 Effect of organizational culture on Service Delivery

The relationships between organizational structures and Service Delivery indicated a strong positive relationship of 0.908 between the two variables. Organizational culture strongly influences everything within any institution. It plays an instrumental role in the attained of the set goals and objectives of any organization.

4.4.4 Effect of leadership on Service Delivery

From the findings, there is a strong positive correlation of 0.925 between leadership in the institution and service delivery. Based on the finding, the study agrees with Kotter (1990), that without leadership, the chances of mistakes occurring increases and the opportunities for success diminish. Managing Change and ensuring that service is also efficiently delivered requires strong leadership to rapidly overcome stressful, discomforting and dangerous shifts in the business and organizational system.

4.4.5 Effect of human resource on Service Delivery

From the above table, there is a correlation of 0.871 meaning a strong positive relationship existed between the two variables.

From the above table, the lowest correlation in this study is between change management and service delivery and the highest correlation is between leadership and service delivery. All correlation of the variables were above 0.859 which indicates that there is a strong positive relationship among the variable. Therefore from the above findings, there is a strong relationship between the independent and dependent variables. All the independent variable are equally significant (significance level of 0.000).they all influence service delivery in the Administration police service in Murang'a county

4.5 Regression on independent and dependent variables

Regression refers to the analysis of estimating the relationships among variables statistically. It involves analyzing several variables to establish the relationship between a dependent and independent variables when the dependent variable changes when any of the independent variables is varied, while the other is held constant.

Multiple regressions were done since the study had more than one independent variable to find out whether the independent variables together predict a given dependent variable (Mugenda and Mugenda, 2010), i.e., organizational structure, culture, leadership and human resource influences service delivery in the Administration police.

4.5.1 Effects of change management on service delivery

Table 9: Model Summary of independent and dependent variables

Change Statistics										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. Change	F Durbin-Watson
1	.964 ^a	.929	.926	.306	.929	324.994	5	124	.000	.380

a. Predictors: (Constant) Organizational Structure, Leadership, Organizational Culture, Human Resource

b. Dependent Variable: Service Delivery

The R Square regression can range from 0.000 to 1.000, with 1.000 showing a perfect fit that indicates that each point is on the line (Carver, 2009). From the above table, R value is the correlation of determination, R^2 is the coefficient of determination, and the standard error of estimate is 0.926.

R-value of 0.964 is a reasonable estimate ratio of the service delivery by the independent variables i.e. Organizational Structure, Leadership, Organizational Culture and Human Resource. On the other hand, the R^2 is the coefficient of determination which is the dependent variable that can be explained by the independent variables. The study findings revealed that there is a positive relationship between the selected dependent variables and the independent variables as depicted by correlation of determination (R) of 0.964, and Coefficient of determination (R-Square) of 0.929. Which means that 92.9 % similar variation of service delivery is explained by independent variables of Organizational Structure, Leadership, Organizational Culture and Human Resource while other unexplained variables present the other 7.1%. This implies that the independent variables are good estimators of service delivery in the administration police in Muranga County and that service delivery is inhibited by Organizational Structure, Leadership, Organizational

Culture and Human Resource. The more the value of the predictors, the less the chances delivery of service. This indicates that Organizational Structure, Leadership, Organizational Culture and Human Resource influences service delivery in the police service.

4.5.2 Organizational structure and service delivery

Table 10: Model Summary of structure and service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					Change	F Change	df1	df2	Sig. F Change
1	.936 ^a	.875	.875	.399	.875	900.112	1	128	.000

a. **Predictors:** (Constant), Organization Structure

From the above table R squared is 0.875 implying 87.5% change in the organizational structure affects service delivery. Organizational structure specifies the firm’s formal reporting relationships, procedures, controls, authority and decision-making processes.

Institutions find it necessary to redesign the structure of the firm due to influences from the external environment. Structural changes involve the hierarchy of authority, administrative characteristics, goals, structural characteristics, and management systems

A study by Amnesty International (2013) found out that, police service in Kenya is distinguished by a vertical bureaucratic organizational structure. The Inspector General of Police at the apex of the structure with ultimate power and authority to make decisions and ratify decisions made at lower levels in the department’s

hierarchy as compared to European policing agencies where the emphasis has been on decentralizing local decision making, while centrally coordinating national crime issues that affect all regions. (Dawnes, 2004: Chtalu, 2014).

The study agrees with Dawnes (2004) that the police structures must be designed to enable communities to continually engage with the police to identify the service they require from them. There should be significant decentralization of decision making which facilitates greater local decision-making about issues that affect the community. Researchers investigating the dynamics of institutional reform in police agencies indicates that the bureaucratic model of policing is quite resistant to the change. It leads to inefficiency, bureaucracy and low morale (Goldstein, 1987: Trojanowicz and Bucqueroux, 1990: Wasserman and Moore, 1988: Nowicki, 1998). Policing structures must be designed to enable communities to regularly engage with the police to allow them to identify what they want from the police service, what they think about the service delivered, and how it can be improved

The study further supports Kihiko (2013) study on the implementation of police reforms and how it affects service delivery that delegation of duty is not always considered and officers are not involved in decision making. This shows that there is centralization of operations in the police service. A centralized police management structure leads to

Inefficiency, bureaucracy and low morale and does not enhance operational and financial autonomy to allow delegated responsibility (Ndungu 2012). Efficient structures provide stability. Therefore, the institution is required to oversee change process successfully as well as maintain its competitive to enhance service delivery.

4.5.3 Organizational culture and service delivery

Table 11: Model Summary of Organizational culture and service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					Change	F Change	df1	df2	Sig. F Change
1	.925 ^a	.856	.855	.429	.856	763.222	1	128	.000

a. Predictors: (Constant), ORGANIZATIONALCULTURE

From the above table R squared is 0.855 implying that 85.5% change in corporate culture affects service delivery and the relationship between the two variable is very strong indicated by sig 0.000

Therefore from the above findings, police culture significantly influences service delivery within the institution as indicated by Revised Police Reforms Program Document 2015-2018 that police Culture regarding Shared values is the fiber that networks all the primary players in the Police reforms. Shared values drive Structures, Strategy, Systems, Skills, Styles and Staff and further influences the operating environment.

Based on these findings, the study agrees with a study by Chepkemoi, (2015) that Structural characteristics, attitudes, beliefs, and values, are more likely to act as barriers to an effective change management program and service delivery. Employee norms and beliefs affect adoption of the change process and the delivery of service in an institution.

As urged by Kiplagat *at el*, (2015) that the change initiatives in Kenya Prisons Service had not been effective based on the aspects of organizational culture. This study also agrees that The changes initiated in the police service are limited since they

have not improved aspects of Organizational Culture which play an instrumental role in the attained of the set goals and objectives of any organization. There is, therefore, need to reinvent them now and then through the wheel of change to make them relevant to ever-changing global environments.

In support of Kihiko (2013) findings, morale of the officers has slightly been improved by police reforms. Despite this, there is a continuation of the culture of dissatisfaction and corruption which impact negatively on service delivery. The Police Service has not cultivated the culture of maintaining a high employees' moral which are fundamental factors that the Police Service needs to entrench in its organizational culture if it is to succeed in improve performance and delivery of service.

4.5.4 Organizational leadership and service delivery

Table 12: Model Summary of Organizational leadership and service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.767	.765	.494

a. Predictors: (Constant), Leadership--

From the above table R squared is 0.767 implying 76.7% change in leadership affects service delivery. Meaning that any significant changes in leadership affect service delivery either positively or negatively. This is in line with earlier researchers such as Kotter (1990), who says that without leadership, the chances of mistakes occurring increases and the opportunities for success diminish.

Njenga (2016) found out that when an organization is going through change, it is time for the management to exercise leadership which becomes a role model to the staff. Management styles need to be examined and realigned with the requirements

and demands of today's workplace because as change continues and organizations react to the changing environment, employees also evolve and change with their surrounds. It must exhibit behaviors which demonstrate expectations from employees about the change. Therefore Organizations that invest in leadership development better performance than those that do not. This study indicates that leaders must take prompt and aggressive action to institutionalize change within the organization. They must demonstrate visible ownership of the institution, communicating openly with partners about the details, value, and the importance of the change to the institution.

The efficient use of power is key to effective management and leadership. The findings support Cole (1995) statement that power acts as the intention behind force for leadership and authority. In line with Kiplagat *at el*, (2015) study, changes initiated in any institutions will not be effective if organizational power and political aspects are not addressed . To avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding particular implementation activities.

The study agrees with Osakina(2013), that ,the police department have a very tall structure with so many levels and ranks making it tough for change communication to reach the intended recipients in the right fvorm and time without delay and distortion In this view the study supports A study by Carlo D'Ortenzio (2012) on understanding change and change management, within public sector organisations, the case of the South Australian Tourism Commission, that communication channels are time-consuming because of it significant bureaucratic structure and are fraught with the fabrication of information, which distorted the conversation. Communication is vital in an organization and is viewed as a two-fold process. That is analyzing the body's

communication, as well as designing communication programs that complement quality objectives, team needs and specific plans of action.

The findings further conform to Chepkemoi, (2015) that lack of proper leadership in the change process prolongs the implementation of change management process. Without careful planning, transformation initiatives may fail and result in loss of agency resources and decline of morale by employees leading to poor service delivery. Therefore this study agrees with Luthans (2005), that when employees are involved in decision making, staff absenteeism reduces, there's more significant organizational commitment and improved performance reduced turnover and increased job satisfaction enhance effective service delivery.

4.5.4 Human capital and service delivery

Table 13: Model Summary of Human capital and service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.860	.859	.424

a. Predictors: (Constant), Human Resource

From the above table, R squared is 0.86 implying that 86% change in corporate Hunan resource management affects service delivery. In agreement with John Yabs 2010, the success of any firm depends on the availability of resources such as human and material that rely on power and politics which in turn influences on these resources are allocated. Without adequate resources, the implementation of change is almost impossible, and this influences the delivery of service as supported by Luis and Joana 2005, that provision of services is affected by various elements including

remuneration of the workforce, training, and availability of resources, promotion procedures, and culture of the systems.

The study further agrees with Nyongesa, (2013), that police leadership should support the process through directing both human and material assistance towards the change implementation process which in turn will enhance service delivery as it minimizing police corruption risks, as it lies at the center of the organization's incentive system.

The study disagrees with Kihiko (2013) that Police find themselves dealing with severe, sometimes life-threatening, situations without inadequate insurance to provide for their families when things do go the study found out that police have been provided with better insurance policies. Further, disagrees with Nyongesa (2013) findings that police reforms had not motivated police officers. Since these study findings indicate that police reforms have slightly motivated police officers despite Insufficient funding being pointed out

Based on the finding of this study, it affirms Harvey.D (2005) opinion that teamwork reduces fluctuations in performance and improves work morale. Employees are working in a team function more efficiently. Therefore attention should be on training of employees to influence performance as emphasized by Njenga (2016).

The study also is in agreement with Nyongesa, (2013) study on challenges of strategy implementation at the Kenya Police Service which established that the service suffered from insufficient funds, inadequate capital resources, and insufficient qualified personnel. For change to be institutionalized and sustained and enhance service delivery, there must be high levels of commitment by reducing resistance, highlighting accomplishments, encouraging collaboration, training and development, communication, and appropriate incentive allocation to foster motivation.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary and the discussions of findings, conclusions, and recommendations as well as suggestions for further studies.

5.2 Summary of Findings

Change is an inevitable part of life. To, make sure that the police are at par with international standard and in an attempt to move away from reactive nature of the police to a proactive and service-oriented policing, the government of Kenya undertook key police reforms. Despite this, the reform process has faced various challenges emanating within and without the organization. Therefore, the primary objectives of the study was to examine the challenges of change management and its effects on service delivery in Administration Police Service in Murang'a County while the specific objective were to Establish the effects of organizational culture on service provision in the Administration Police Service, Determine the effect of human resource management on the provision of services in the Administration Police Service, Examine the effects of leadership on service delivery in the Administration Police Service and Establish the effects of organisational structure on the supply of services in the Administration Police Service.

5.2.1 Findings on the influence of structure on service delivery.

Owing to the finding, there was a strong positive relationship (Correlation of 0.902) between service delivery and an organizational structure based on the indicators used. There was the need to ensure that the job description and functions of various structures within the police service conform to the current reform process. These structures will

enable the implementation of the required changes, to achieve the desired service delivery. Efficient organizational structures enhance stability of institution needs to successfully deliver service effectively as well as maintaining its competitive edge. Therefore the administration police service structures must be designed to enable communities to continually engage with the police to identify the service they require from them as argued by Dawnes, (2004). There should be significant decentralization of decision making which facilitates greater local decision making about issues that affect the community.

5.2.2 Findings on organizational culture

The findings indicate that there is a strong positive correlation between corporate culture and service delivery. Police culture significantly influences service delivery within the institution as indicated by Revised Police Reforms Program Document 2015-2018 that police Culture regarding Shared values is the fiber that networks all the primary players in the Police reforms. Shared values drive Structures, Strategy, Systems, Skills, Styles and Staff and further influences the operating environment. Harmful and inappropriate culture leads to inadequate delivery of service while positive corporate culture enhances service delivery. Police reforms have slightly motivated police officers which indicate that police reforms add value in motivating officers hence a component of good service delivery despite the continuation of the culture of corruption, this impact negatively on service delivery.

5.2.3 Findings on organizational leadership

The findings indicate that there is a strong positive correlation of 0.908 between leadership and service delivery. Managing Change requires strong leadership to rapidly overcome stressful, discomfoting and dangerous shifts in the organizational system. Based on the indicators measured, leadership had a significant influence that

effects on how the delivery of service was conducted in the Administration police service.

5.2.3 Findings on human capital management

From the findings, there was a correlation of 0.871 meaning a strong positive relationship existed between management of human capital and service delivery in the Administration police service in Murang'a County. Without adequate resources, the implementation of change and the delivery of service is almost impossible. The success of a firm depends on the availability of human and material resources. basing on the indicator used, motivation and reward system, training and development as well as performance management plays a key role in the delivery of service.

5.3 Conclusions

Like any other public institution, the police service is expected to deliver its service to the public efficiently. For an extended period, the police have been accused of poor service delivery .to curb this the government of Kenya comes up with the reforms to change the police face to beater institution with the aim of steering efficient and effective service delivery, the service redefined its structures and role of the police in the society with the aim of promoting achievement of service delivery to the o public.

Despite the implementation of the reform, the public still feels that the police have not delivered its services as expected. If well implemented, reforms may bring about high-quality service deliverance.

Based on the findings, the study concludes all the variables affects the delivery of services, and all may hinder the provision of service either positively or negatively. Therefore that the police service should advocate for organization culture that embraces new values obtained through efforts of advocating for human rights and

good public as well as further redefining its current structure to allow effective decision making and delegation of responsibilities

The service should also encourage its top management to practice modern and effective leadership techniques and get rid of old ways of doing things that hinder the provision of services effectively.

The service should also allocate sufficient resources to oversee the smooth policing management. The resources regarding adequate human capital should be addressed to conform to international standards and ratio of police officers to the members of the public.

5.4 Recommendations

Based on the analysis of the study, the researcher wishes to make the following recommendations;

- i. the administration police service should adopt the modern technique of service delivery for instance adoption on modern method of tactical operation to curb terrorism
- ii. the administration police service should adopt an effective corporate culture that enhances service delivery by disregarding old ways of doing a thing and embracing modern ways as well as addressing negative historical attitudinal perceptions through creating public awareness on the milestone of the police reforms
- iii. Embracing planning and proper allocation of resources.As well as staffing and deploying officer efficiently to relevant departments. This will help boost the morale of the officers

- iv. Restructuring the existing hierarchy of authority to given authority and more responsibility to lower ranked officer

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APPENDICES

Appendix I: Questionnaire

QUESTIONNAIRE

Questionnaire serial No..... Date

To the respondent

This questionnaire is for academic purposes. Respondent to this questionnaire is Voluntary and all information given will be treated as confidential. Answer all questions where applicable in provided space by ticking whichever is appropriate among the options provided and express your opinion freely.

N/B: Do not write your name anywhere in this questionnaire.

Please do not tick more than one box as a response to a question.

Kindly complete all sections of the questionnaire

Section A: Demographic characteristics

Please tick the appropriate option in the boxes provided.

Sex:

- Male ()
- Female ()

Age:

- 18-35 ()
- 36-45 ()
- 46-60 ()
- 60 and above ()

Level of Education:

- Primary ()
- Secondary ()
- Diploma ()
- Degree ()
- Other (Specify) ()

Rank

- Gazetted officer ()
- Member of inspectorate ()

- NCO'S ()
- Constable ()

Section B:-Change Management

Guiding scales in each statement - Strongly Agree (1), Agree (2), not sure/ neutral (3), Disagree (4), Strongly Disagree (5).

	Please indicate to what extents you agree or disagree with the following statements keeping in mind change management process.	Strongly Agree	Agree	Neutral/not sure	Disagree	Strongly Disagree
1	I am aware of the change management process in the Administration police service					
2	I am satisfied with the on-going police reforms within the institution					
3	Organisational change process and management is a difficult process					
4	I am supporting all the changes undertaken in the administration police service					
5	All the changes made on police are well managed					

6. What other comments do you have in relation to how change management process is conducted within the Administration police service?

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Section C:-Organisational structure

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

	Please indicate to what extents you agree or disagree with the following statements.	Strongly Agree	Agree	Neutral/not sure	Disagree	Strongly Disagree
1	I am satisfied with the current structure of the police					
2	The police should be devolved to allow change management.					
3	Authority arrangements within any institution has an impact on change management process					
4	Delegated responsibilities have value when it comes to change management process and improves on the efficiency and effectiveness of the institution.					
5	Responsibility and authority vested in employees drives change acceptance.					
6	The organisations hierarchy arrangement influences the change process					

7. What other organisational structural issues do you think have impact on management of change in Administration police service?

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Section D: - Leadership

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

	To what extent do you consider the following statements in relation to change management?	Strongly Agree	Agree	Neutral/ not sure	Disagree	Strongly Disagree
1	Change Planning is important in any change management process.					
2	Employee participation in decision making in change process is important.					
3	I participate in deciding on what is to be achieved on change process.					
4	I must consult my seniors before making a decision in relation to a new change initiative.					
5	Power and politics play crucial role in the change process within the service					
6	One must be in power to generate and energize effective change management					
7	Change communication is important in the change management process.					
8	The organisation's management explains the effects of the change goals to the junior officers					
9	As a leader I value my subordinates participation in the change process					

10. What other leadership characteristics do you agree to have an impact on change management in the Administration police service?

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E: - Organisational culture

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

	Do you Agree or disagree on the following statements in regard to change management process.	Strongly Agree	Agree	Neutral/not sure	Disagree	Strongly Disagree
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	Police historical and attitudinal perceptions i.e. past experiences hinders change process					
6	Due to belief and history the officers are fond of resisting all new initiatives brought into the service					

7	The rites and rituals within the organisation affect the new changes brought.					
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8. What are your general comments on the impact of organisation culture on the management of change in the Administration police service?

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9. What other aspects of police culture do you think there is needed to be addressed in relation to managing change in Administration police service?

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Section F: - Human resource management

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

	Please indicate to what extents you agree or disagree with the following statements.	Strongly Agree	Agree	Neutral/not sure	Disagree	Strongly Disagree
1	There is enough human capital within the service					
2	There is team work within the service and is important for the change process					
3	Top management support the officers at the operational and functional level on change process					
4	The top management usually values officers' feedback about the change process.					
5	Police salaries are low and police officers complain about bad housing and poor working conditions					
6	Officers receive cooperation from the top management during the change process.					
7	There is no performance management in Administration police service					
8	Human resource as capital have been trained on change management issues on the police service					

9. Apart from the above what other measures do you think can be initiated to motivate police officer?

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Section G: - Service Delivery in the Administration Police

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

	Please indicate to what extents you agree or disagree with the following statements.	Strongly Agree	Agree	Neutral/ not sure	Disagree	Strongly Disagree
1	There are notable changes from police reforms effort that have facilitated the service delivery					
2	Sensitization on police accountability through lectures workshop and publication are conducted within the county and sub-counties					
3	Complaint against police officers by the public are decreasing significantly					
4	The current reforms within the service has greatly improved the relationship between the police and the public					
5	There is a strong partnership between the police and the community in combating crime and insecurity threats					

6	There are challenges affecting community policing					
7	Professionalism among the police have improved significantly since the introduction of reforms					
8	Sufficient infrastructures that support police operations and professionalism exist at sub-county level.					

9. Apart from the above what other measures do you think can be initiated enhance service delivery in the Administration Police Service?

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Appendix 2: Interview schedule

INTERVIEW SCHEDULE

SECTION A: introduction

This research seeks to establish the effects of change management determinants in the Administration police service. This guide has been solely designed for the purpose of giving direction to the interview process for the study and information contained in it shall be used for the purpose of this study only and treated in ultimate confidence

SECTION B: Change Management process

1. Has implementation of Police Reforms been successful?
2. Are you aware of the change management in administration police service?
3. What are the challenges faced in managing this reforms?
4. Who is involved in change management process at the Administration Police Service?
5. Is there any operational plan or annual program of work formulated to manage the process of reforms within the service?
6. What are the factors leading to change management success at your organization?
7. Do Administration Police regularly monitor the progress of changes made?

8. If the answer is yes, what action is followed?

SECTION C: Change Management Determinants

1. Are you satisfied with the current hierarchical arrangement and power relations within the police service? If yes how does a current organizational structure identify and incorporate change management?
2. Did Administration police service consider aligning the changes to the organization's culture, situations, visions and goals? If yes, how is it this done?
3. Is the culture of the organization aligned to the change management plan of the organization?
4. Leadership is important aspect on reform process. How have Administration police leadership supported management of change? is there any planning?
5. How is the current change management plans communicated to the staff?
6. Is the progress of change management communicated to the staff?
7. At what stage of change management process is the organization staff involved and do they participate in decision making?
8. Does the service have enough manpower?
9. How have the service managed its human capital in managing change?

10. Police officers in the past have complained of poor salaries, poor housing and working conditions. What measure have been undertaken to motivate police officers?
11. Does past police performance and historical perception hinder change management?
12. Does junior staffs access adequate support from the management during change management process?
13. Is there a team of senior police officers constituted, dedicated and trained to Manage change?
14. Which strategies do you think would be effective in helping overcome the challenges encountered on managing change in the Administration police service?