

## Change Management Practices and Performance of the National Police Service in Uasin Gishu County, Kenya

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### ABSTRACT

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

**Key Words:** *Employee Involvement, Of Effective Communication, Senior Management Support, Change Management Practices, Performance, National Police Service in Uasin Gishu County, Kenya*

DOI: 10.35942/ijcab.v4i1.95

### Cite this Article:

Wakonyo, E., & Muchemi, A. (2020). Change Management Practices and Performance of the National Police Service in Uasin Gishu County, Kenya. *International Journal of Current Aspects*, 4(1), 1-21. Retrieved from <http://journals.ijcab.org/journals/index.php/ijcab/article/view/95>

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## 1. Introduction

Improving the performance of organizations has always been of great interest to management teams and researchers globally. How to attain and sustain optimal productivity in organizations is one of the key challenges that face management today (Wachira & Anyieni, 2015). Various researchers have dedicated their time to study the concept of organizational performance. Recently, scholars have made major steps in extending and clarifying the concept of performance (Campbell, 1990). Further, key steps have been made in identifying the processes and main predictors that go along with organizational performance. Following the many changes being witnessed in organizations presently, performance requirements and concepts are also becoming different as well (Ilgen & Pulakos, 1999). Organizational performance is anchored upon the belief that the coming together of production assets voluntarily in order to achieve a certain shared outcome is what makes up an organization (Barney, 2001). The owners of these production assets will invest them in a company only when happy with what they get in return, compared to other possible commitments of the said assets (ibid). Subsequently, the creation of value is the essence of performance. The Human Capital is a major asset in the value creation process. What Change Management Practices do is to organize all individuals systematically so as to influence directly the attitude of employees and their behavior such that it helps the organization to attain its competitive advantage (Huang, Roy, Ahmed, Heng & Lim, 2002).

Change management practices also impact the performance of the firm positively by creating a major and critical contribution on organizational competencies, which then enhance innovativeness within the firm (Wachira & Anyieni, 2015). In the recent past, scholars have published many papers in regard to the management of change with different tools, methodologies, approaches and models (Tudor, 2014). Kotter's research in 1995 reports that, only 30% of the many change initiatives are executed and completed successfully. Stiles and Uhl (2012) reported findings that are similar to this: approximately 60% of planned change initiatives do fail, mostly as a result of resistance from employees and even by managers themselves. The prevailing business environment is also characterized by high competition and is highly dynamic hence those firms that manage to change rapidly and efficiently are the ones that are likely to make it in the long term (Motab, 2016). Research in this area remain critical even in the current times because the challenges in change management are not any longer about their relevancy or even worth, but the problems regarding the tempo and convolution of change required in present times (Pryor, Singleton, Taneja, Anderson & Humphreys, 2008). Change is often required to help business processes flow smoothly and more cost-efficiently, enhance productivity and agility, and create a more customer-centered and competitive organization (Hawley, 2017).

## 2. Problem Statement

In spite of the much touted police transformational programme, security related challenges are still being experienced in the country. Crime rate being one of the key indicators of police performance has been on the increase over the last five years (National Police Service Strategic Plan, 2013/14-2017/18). In the year 2016, crime rose by 6% (National Police Service Annual crime report, 2016). Public safety, another key indicator of police performance remains a big challenge. The 2013/14 -2017/18 NPS strategic plan indicates that the most serious National Security threats are terrorism and other forms of organized crime. Surveys like the one conducted by Transparency International in 2016, indicate that the public is still not happy with how their security issues are handled by the police. Public confidence level in the police is also low as revealed by the same survey. Further, the police

face a myriad of challenges in the execution of their duties many of which were meant to be addressed by the comprehensive transformational programme (ibid).

Security is critical for progress which can only be realized in a secure and stable environment. To achieve the above, the Government committed itself in supporting the changes needed for the Police department to be transformed into a modern organization which is professional, well-resourced and well trained to address 21<sup>st</sup> century policing challenges (National Police Service Strategic Plan, 2013/14-2017/18). However, despite the commitment by the government to undertake these reforms, questions abound as to whether the changes are being felt with security-related challenges still being experienced in the country (Amnesty International, 2013). It is clear that the National Police service faces a myriad of challenges in its quest to discharge its mandate effectively. The need to improve police performance creates an inevitable need to find out the strategies that can be employed for this purpose.

Many studies carried out globally in the field of policing gave their main focus to strategic change management and organizational performance. Degenaar (2010) studied strategic change management challenges in Danish Police reforms. He attempted to answer the challenges and implications of introducing reforms in Danish Police. D'Ortenzio (2012) conducted a case study that assisted in understanding change processes within the public sector and specifically involving the tourism commission in South Africa. In Kenya, Mugambi (2017) focused on strategic change management practices and the performance of the Kenya Police. No studies has been done in regard to whether the practices used in managing change can be employed to improve the National Police Service performance and especially in Uasin Gishu County. Because of this fact, it was pertinent to conduct this research in order to determine issues concerning change management practices and whether they can be employed to improve organizational performance in the policing sector.

### **3. Objective of the Study**

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

The specific objectives were:

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

### **4. Theoretical Review**

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

Resource Based View Theory theory was developed by Wernerfelt in 1984. According to the theory, the resources owned by a firm are the ones that determine its performance. In addition, they assist the organization in having a sustainable competitive advantage. The theory explains ways of managing organizational resources efficiently and strategically. An organizations' Competitive advantage is mainly sustained by the uniqueness of its capabilities. Under this theory, organizational resources are employed through strategic planning to formulate a viable strategy for the organization. Therefore, before developing a strategy, it would be prudent for any organization to check out the resources at its disposal and whether they are enough for implementing that particular strategy. In recent years, the theory has evolved such that it provides ways of understanding how opportunities, resources and strategies help firms to attain optimal performance. Where an organization has not been able to realize its potential of gaining sustainable competitive advantages, the resource based theory can help managers to exploit this potential by helping the management to understand the kinds of resources the organization has and how they can be employed towards gaining a competitive edge which is sustainable. Among the challenges bedeviling the Police Service is the inefficient use of resources. The resource based view is applicable since it assists organizations to know the most important resources that it possesses and how to employ them towards improving performance.

For chaos theory, it is accepted that change cannot be completely avoided and is sometimes uncontrollable. As the size of the organization increases, the likelihood for uncontrollable situations manifesting themselves in the organization goes up. Organizations put a lot of effort while trying to maintain stability. All the same, the organization continues to develop and change. According to Richards (1990), this theory assumes that there is some kind of order behind events that may otherwise seem random. Whereas it is difficult to help organizations in making future predictions in the long term, they can still make short-term predictions that help with its day-to-day decisions. However, since an organization is likely to experience drastic and sudden changes, the management should always be ready to incorporate these guidelines as necessary. Applying chaos theory to organizations, allows the managers and other stakeholders to understand the manner in which the whole organization operates as a singular system. Organizations are good examples of how some seemingly less significant occurrences may bring about grave repercussions or a sequel of reactions while big changes may bring about small or zero effect at all in a particular system (Wheatley & Margaret, 2001). In order to take full advantage of the chaotic characteristic of a system, the management needs to observe the organization with an outsider eye and then make their decisions depending on how they see it from that perspective (ibid). How members of an organization tackle its challenges and problems largely depends on the degree of freedom bestowed upon its workers and the generally acceptable behavior within the organization. By giving members of an organization some degree of autonomy, productive interactions are enhanced which in turn make all the components of the organization to work together effectively. Some firm managers underestimate the influence of small changes much to the detriment of the organization. Successful implementation of change in an organization is not a small matter regardless of its complexity, size and magnitude (Rajan & Ganesan, 2017). This study is anchored on this theory as it elaborates how small changes in an organization practices can lead to huge changes in future outcomes.

David Norton and Robert Kaplan formulated Balanced Scorecard Theory theory in 1992. Earlier in 1990, Kaplan and Norton had conducted a research on organizations with the aim of looking for fresh techniques of measuring performance. Origin of the study stemmed from the fact that there existed a developing notion that measures of performance that were financial in nature were not effective for today's organizations. The researchers deliberated

on several likely alternatives but finally agreed on a scorecard with measures of performance which capture processes across the firm e.g. internal business processes, employee activities, shareholder concerns and customer issues. The balanced scorecard can be defined as a system of management which is layered in accordance with the management logic. Heuvel and Broekman (1998) opines that many firms can no longer operate without the Balanced Scorecard system. This brings to the fore the fact that the Balanced Scorecard is now quite popular and has occasioned many changes in various organizations. Norton and Kaplan present this theory as a method for firms to address the demands of the various stakeholders like customers, employees and shareholders.

Kaplan and Norton came up with a phased process consisting of nine steps for implementing and creating the scorecard in a firm such as assessment for the whole organization, Identifying themes which are strategic, defining attitudes and objectives which are strategic, strategy map formulation among others. Balanced Scorecard insists on consistency as its action plan. In place of a divided approach where one part of the organization sets a separate agenda from another part, all members get to use the same overall strategy (Katsimi, 2006). According to Kaplan and Norton (1990), there exist many pros and cons that accrue from this theory. The main advantage is the fact that it assists firms to configure strategy into action. In simplifying and putting across achievements measurement methods that are closely attached to the whole organization's strategy, the theory translates the strategy into actionable steps. Further, it makes members of the firm to put their centre of attention on critical drivers of business. One major disadvantage of the theory is that it is very challenging and takes time for implementation to take place. What is important is that it requires consistency and dedication from all quarters of the firm for it to be effective in the long term. It is pertinent to the study as it can be deployed to measure performance brought about by the implementation of change management practices.

## **5. Empirical Review**

It discusses in brief the empirical studies and researches that have been conducted across the world on the practices used to manage change and performance of organizations. The main aim is to ascertain relevant findings and identify possible gaps that the researcher wishes to fill through this study. Empirical studies have been done in regard to change management practices and performance in the public and private sector. All these studies have been instrumental in providing knowledge on how these sectors operate. This study will focus on the following dimensions: Employee involvement and organizational performance, effective communication and organizational performance and lastly senior management support and organizational performance. To those who want to enhance organizational performance, employee involvement has been of great concern and interest in academic circles in recent times (Benson & Lawler, 2010). A number of applied management researchers have cited many positive outcomes of employee involvement in organizational initiatives which include improved welfare for workers (Freeman & Kleiner, 2005), minimized expenses due to reduction of waste and enhanced ability when it comes to making decisions (Apostolou, 2000), change in work attitude (Leana, Ahlbrandt, & Murrell, 1992) improved productivity (Jones, Kalmi, & Kauhanen, 2010) and low employee turnover, commitment, motivation, empowerment, creativity, and job satisfaction (Light, 2004) among others. Where members of an organization make strategic plans together, there is more overall commitment to each other and it also increases their commitment to the implementation of those plans (Coch & French, 1948).

Sofijanova and Zabijakin-Chatleska (2013) carried out a study on organizational performance and employee involvement: Evidence from the manufacturing sector in Republic of

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

Amah and Ahiauzu (2013) did a correlational study on Employee involvement and organizational effectiveness in twenty four banks in Nigeria. The research intended to find out how employee involvement impacts organizational effectiveness and to find out how employee involvement affects market share, productivity and profitability. The research used a cross-sectional survey research design. The researcher found out that employee involvement influences organizational effectiveness positively. Further, the findings showed that profitability and employee involvement, productivity and employee involvement and market share and employee involvement had a positive significant relationship. A study by Makori and Odero (2018) on employee involvement and employee performance: the case of part time lecturers in public universities in Kenya aimed at investigating the correlation between performance of employees and involvement of the employees who were part time lecturers in public universities in Kenya. They used a descriptive survey research design and collected data from a selected sample of sixty lecturers who are part timers from 4 public universities in western Kenya. Structured questionnaires were deployed in the collection of information from respondents. The findings established that performance of employees was greatly impacted by employee involvement. They recommended that universities which are public should take up employee engagement programmes.

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

A study by Sajid and Syeda (2011) aimed at measuring the correlation between employee engagement and organizational performance in Pakistani organizations. They collected data from different organizations of Pakistan by using questionnaires and studied a sample size of 509. The results established that organizational performance increased with employee involvement in the Pakistani Organizations studied. Further, team orientation, empowerment and development of capacity showed there was a relationship which was positive with performance of organizations. The performance of those organizations which practice delegation performed well than those which do not practice delegation. Those companies which allow their employees to do work activities in teams indicated a higher performance than those with individualistic structure. In addition, those organizations which commit themselves in developing employee's skills and knowledge perform well as compared to those organizations which do not develop the skill set of their employees. The study

recommended that organizations should involve their employees while making decisions at every level in the organization by delegating to them authority and powers, embrace structures which are team-based and enhance the skills of their employees to perform well and to compete with current trends in the global market.

Communicating effectively is when the message the sender intended is understood with clarity by the receiver. Buchanan, Claydon and Doyle (1999) observed that communication challenges especially in the course of implementing change in the organization, has increased with the current environment where change is perpetual. Fatma (2014) was of the view that, the management of any organization needs to look at communication as a continuous process for success to be achieved in the organization. Kelly (2006) says that change does not occur except when mediated by communication. In simple terms, the context within which change occurs is communication. On his part, Durnmore (2014) argues that organizational performance can be improved greatly if effective communication is employed in its change management practices. Cabrera, Cabrera and Ortega (2001) emphasized on the need for effective communication between employees and their superiors. Muesenze, Munene and Ntayi (2013), carried out research on communication practices and delivery of quality services tradition in local government in Uganda. Taking a sample of 212 Local Governments in Uganda, the researcher investigated the relationship between quality service delivery and communication practices in Uganda's local Governments. They found out that both informal and formal practices of communication in a positively and considerable way was able to influence the delivery of quality services in Local Governments in Uganda. The significant role of both informal and formal communication practices on quality service delivery in the Uganda's Local Governments was evident.

Frahm and Brown (2007) in their research paper sought to link change communication to change receptivity. The research paper purposed to look at the change process during the initial phases of the change process in public organizations and examine change communication. The research further traced the resultant receptivity to organizational change. The researchers employed a case study research design. Several data collection techniques were deployed including focus groups, participant observation, surveys and archival data. The results indicated that in the initial stages of change, communication is problematic. Further, they found that members of an organization react to the absence of clear communication in regard to change with a constructivism attitude so as to deal with continuous change consequences. Earlier in their study on building an organizational change communication theory (2005), Frahm and Brown had found that the sequencing of the dominant change communication approaches is determined by employee competences when it comes to communication and expectations regarding organizational change communication.

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

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

Ifenkwe (2008) did a research on sociometrics for team relations: Impacts of communication which is done effectively and improved performance of Nigerian Companies located in Abia state. An equal sample of agro industrial cooperatives, trading and farming was observed and twenty five groups were studied in total. Sociometric data collected indicated through a graphic representation that there was evidence of links of communication (asymmetric) showing shallow level of teams' cohesiveness. There was predominance of awareness of equal members' value, while the distinct many-phased chains of communication signified adequate information dissemination and multiple interactions, but with a likelihood of miscommunication and restriction of communication. They recommended that steps for eliminating social barriers and build trust, and subsequently enhance team communication efficiency and cohesiveness in the teams should be encouraged. Basamh, Huq and Dahlan (2013), studied the success of projects and managing change in companies which are linked to the government of Malaysia while putting their focus on change handlers, managers of projects, team members in a project, and relevant senior project managers. They further measured the suitability of several important factors of success from implementation profiles of projects for GLCs in Malaysia. After the research, they concluded that the ability of people to change is impacted by the way the change is introduced in an organization; hence this is foundation of management of change. Non-stop issues plus barriers come up when the change is misunderstood which then leads to change resistance. If employees get to understand change advantages, their active involvement in the change is guaranteed and they will also ensure that it is fully implemented.

The senior management in any organization is entrusted with the most influential role: making decisions in the organization. Further, the responsibility of the senior management comprises of communicating the company strategy to all members of the organization, providing financial support for all programs, and motivating employees to innovate and solve problems (Shaar, Khattab, Alkaied & Manna, 2015). Executives in the organization have three major roles: supporting employees as they carry out their duties and responsibilities, solving problems and strategic thinking (Williams, et. al. 2011). The senior management should lead by example by making themselves effective while performing their duties in the organization (Drucker 1966). Drucker further says that for executives to be effective, they need to take responsibility for the decisions they make and communicate effectively. According to Poon and Young (2013), success of a project cannot be attained without the necessary support from the senior management. Flynn, Schroeder & Sakakibara (1995) and Powell (1995) also emphasize the importance of senior management support, as it has a huge influence towards the overall organizational strategic direction.

Wahome, Namusonge, and Mwirigi (2017) purposed to assess the role of support from senior management practice on performance of Kenyan steel manufacturing companies. A descriptive survey research design was used where they gathered both quantitative and qualitative data by use of questionnaires. They targeted a population of 46 listed companies in this sector. The study found out that support from senior management does contribute in a

significant way to the performance of the firms under study. Further the research established that there is quite a strong relationship between support from senior management practice and the Kenyan Steel Manufacturing firm's performance. They recommended that more resources should be allocated by senior management in the improvement of quality and ensure that they set quality objectives and disseminate them in all levels of the organization.

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

Fernandez and Rainey (2006) in their paper managing successful change in public organizations, summarized theories which provided insights of causes of change, change in organizations and the functions of the management in the course of change. The major concern they pointed out is that Governments in United States (US) and overseas have gone through reform initiatives several times; it has remained a big question as to whether really Government agencies can change. The underlining concern of their study was an assessment on the participation of managers in providing executive support in the change process. Factors considered to be undertaken by managers in change management include; building internal support, provide need for change, guaranteeing the commitment senior management plus their support, provision of change plan, institutional change, build external support and provide adequate resources. Findings of the study point out that the US Postal service failed to implement the participative culture due to lack on the side of top management in modifying organizational subsystems. In their paper, they concluded that senior management support and the leadership committing to change is important for successful implementation. A leader or manager within the organization should lead the change process.

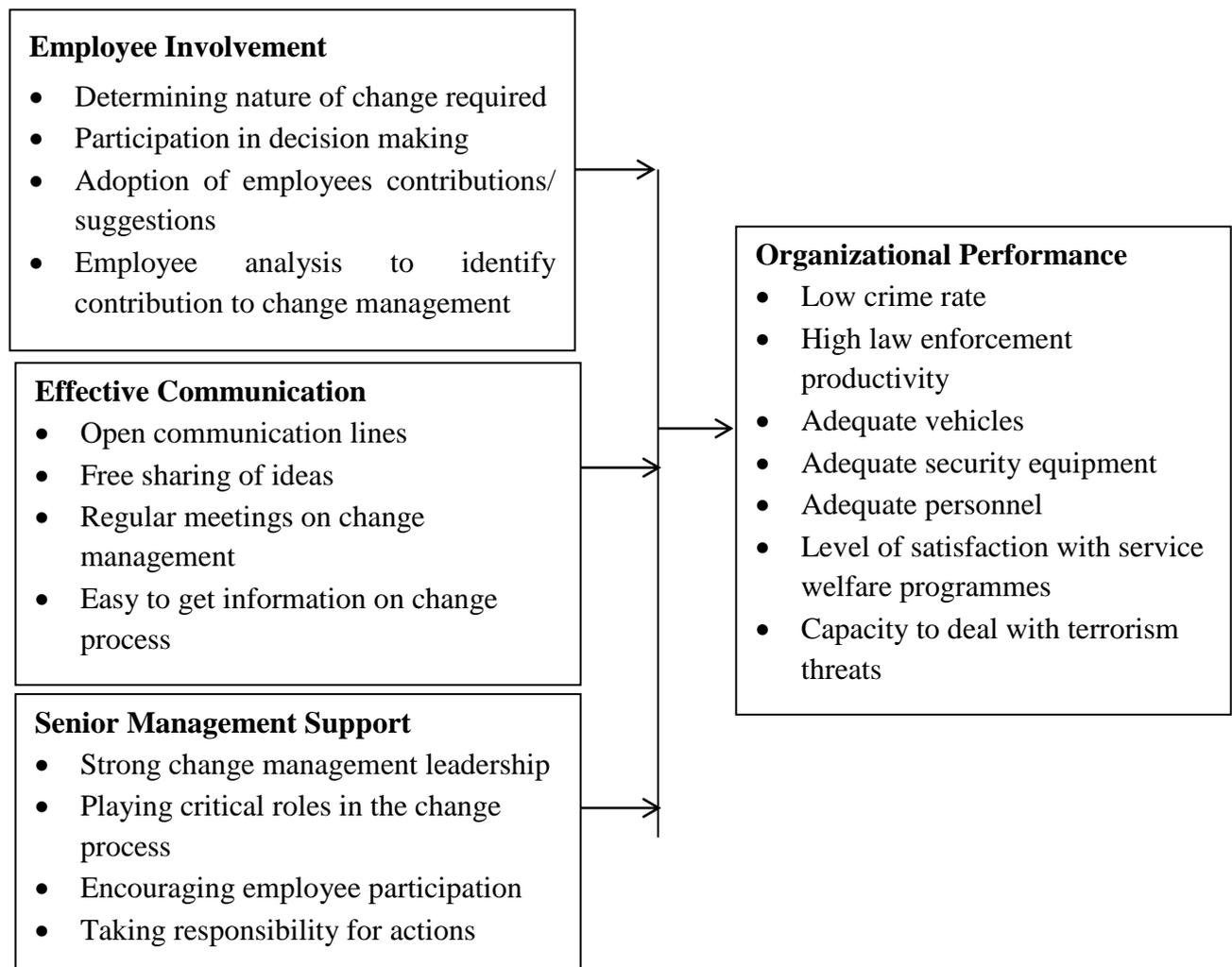
Shaar et. al. (2015), studied the influence of support from senior management on innovation: mediating role of synergy between information technology and organizational structure. They collected data from two hundred and ten industrial companies. The research hypothesis was tested through structural equation modeling. Final findings were that senior management support affects innovation (process innovation and product innovation). In addition, the findings indicated that senior management support influences the synergy between information technology and organizational structure. Ahmed, Ahmed, and Mohamed (2014) sought to establish the impact of multi-dimensional support from senior management on success of projects. The paper was an investigation which was mainly empirical. The paper sought to establish the effect of multi-faceted support from senior management on success of projects through cross-sectional data collected from two hundred and eight project management experts across the globe. The findings revealed that support from senior management such as provision of resources have a noteworthy impact on the success of projects.

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

collected data from twenty seven chairmen of Greek companies which are listed in Athens stock market. These researchers studied hypothetic relationships between the board composition variables, board chairmen demographic characteristics and performance of these organizations. Their findings indicated that there existed a positive link between performance and age which indicated that the more the age of the chairperson, the higher the performance of the organization. Gilley, Mcmillan and Gilley (2009) did a study on organizational Change and Characteristics of Leadership Effectiveness. The researchers examined the department associated with effectiveness of the leadership in change implementation. In their findings, they concluded that certain leadership behavior like the ability to build teams, communicate and motivate is a predictor of fruitful change implementation in organizations. General consensus states that senior management support must not only be demonstrated but also verified through constantly communicating the vision and mission throughout the organization (Demirbag, Tatoglu, Tekinkus & Zaim, 2006)

## 6. Conceptual Frame Work

### Change management practices



*Figure 1: Conceptual Frame Work*

Source: Researcher (2020)

## 7. Research Methodology

This study employed an explanatory and descriptive research design. This is a systematic inquiry where the person conducting the research has no direct sway over the independent variables since their manifestation has hitherto happened by the time the research is being carried out (Mugenda & Mugenda, 2003). The researcher opted for this research technique since it is the most appropriate when the motive for the research is to establish cause – effect relationships and to create a detailed description of an occurrence. For this study the target population comprises 1,055 junior National Police Service officers stationed in the County of Uasin Gishu. The researcher used stratified random sampling to obtain the sample. The stratus were the six Sub-counties under Uasin Gishu County that is Turbo, Soy, Kesses, Kapseret, Ainabkoi and Moiben.

For this research, the sample size was 15 % of the population. For the purpose of this research and so as to meet its aims, both secondary and primary data was gathered. The secondary data was used to construct the background information for the research proposal. Structured questionnaires were deployed for collection of primary data. The questionnaires were physically dropped at the place of work of the respondents. Relationship which is non-causal between variables which were being studied was tested by use of inferential statistics while for causal relationship between dependent variables and independent variable, regression was used. Regression was also used to test the hypotheses at 5% significance. Statistical Package for Social Sciences was used as the data analysis tool.

## 8. Data Analysis Results

The tools that were used include; Regression analysis and Pearson correlation coefficient. To test the non-causal relationship (correlation) between change management practices (employee involvement, effective communication, senior management support) and performance, correlation coefficient was run.

**Table 1: Correlations for Change Management Practices and Performance**

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

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

Source: (Researcher, 2020)

The correlation results in Table 1 show a statistically significant positive correlation between employee involvement and Performance in National Police Service ( $r = 0.392, p < 0.05$ ). The positive correlation results indicate that when employee involvement as a change management practice aspect increases, performance in National Police Service also increases. Amah and Ahiauzu, (2013) did a correlation study on involvement of employees and organizational effectiveness in twenty four banks in Nigeria. The researcher found out that, involvement of employees influences the effectiveness of an organization positively. Further, the findings showed that profitability and involvement of employees, productivity and involvement of employees and market share and involvement of employees had a positive significant relationship.

The results show a statistically significant positive correlation between effective communication and Performance in National Police Service ( $r = 0.766, p < 0.05$ ). The positive correlation results indicate that when effective communication as a change management practice aspect increases performance in National Police Service increases. According to Fatma (2014) there is a positive correlation between business communication and performance and the management of any organization needs to look at communication as a continuous process for success to be achieved in the organization change management process. Further, the correlation results show a statistically significant positive correlation between senior management support and Performance in National Police Service ( $r = 0.538, p < 0.05$ ). The positive correlation results indicate that when senior management support as a change management practice aspect increases performance in National Police Service increases. Top management support has a positive correlation with management of change since an organizations leadership if well executed help in attaining the goals of the change management process (McLagan, 2008).

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

**Table 2: Summary of the Regression Model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.785 <sup>a</sup>	.616	.606	.36482	.616	58.864	3	110	.000

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

b. Dependent Variable: Performance of the National Police Service

**Source: (Researcher, 2020)**

The study sought to examine the combined effect of all predictor variables on the dependent variable. Table 2 shows that the overall  $R^2 = 0.616$  which indicates 61.6 percent of the variation in the dependent variable is explained by the independent variables measures that are included in the model. The remaining 38.4% variation in the dependent variable is explained by other factors not included in the model denoted by ( $\epsilon$ ) in the model.

**Table 3: ANOVA<sup>a</sup>**

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

**Source: (Researcher, 2020)**

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

**Table 4: Coefficients<sup>a</sup> for Effect of Predictor Variables on the Dependent Variable**

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

**Source: (Researcher, 2020)**

The study derived the coefficients below:  $Y = a + bX_1 + bX_2 + bX_3 + e$ . Y represents performance of the NPS,  $X_1$  represents employee involvement,  $X_2$  represents effective communication and  $X_3$  represents senior management support. Letter a is the regression constant which shows the value of NPS performance without involving the predictor variables. Letter e represents the error term. The results in Table 4.16 indicate that all the p values of the Unstandardized Coefficients (B) were less than 0.05 hence they were all statistically significant. This implies that all the predictor variables have a positive relationship with the performance of the National Police Service hence the following regression model was obtained:  $Y = 0.887 + 0.130 X_1 + 0.591 X_2 + 0.257 X_3 + e$ . The performance value of NPS without effects of predictor variables stands at 0.887 while holding all other factors constant. Further, the coefficients in the regression model imply that, when employee involvement increases by an additional unit, performance in the National Police Service increases by 0.130 units. When effective communication increases by an additional unit, performance in the National Police Service increases by 0.591 units and when senior management support increases by an additional unit, performance in the National Police Service increases by 0.257 units.

The study sought to test the hypothesis that: **H0<sub>i</sub>**: Employee involvement has no significant effect on NPS performance in Uasin Gishu County. It shows that perceived performance of the organization is positively related to the effective use of involvement of employees. Thus the null hypothesis (**H0<sub>i</sub>**) was rejected by concluding that employee involvement has a significant effect on NPS service delivery. The results agree with those of Zabijakin-Chatleska and Sofijanova (2013) who carried out a study on organizational performance and employee involvement: Evidence from the manufacturing sector in Republic of Macedonia. A study by Makori and Odero (2018) on employee participation and their performance: a study of part time lecturers in public universities in Kenya which aimed at investigating the correlation between employee performance and employee involvement also registered similar results. The study results are also consistent with those of a research by Butali and Njoroge (2015) which investigated the effect of involvement of employees on performance of the organization with the moderator being organizational commitment. The study which targeted three state corporations in Kenya established that employee participation had a considerable impact on organizational performance.

The study sought to test the hypothesis that: **H0<sub>ii</sub>**: Effective communication has no significant effect on NPS performance in Uasin Gishu County. From the findings, when effective communication increases by an additional unit, performance in the NPS increases by 0.591 units. Thus the null hypothesis (**H0<sub>ii</sub>**) was rejected by concluding that effective communication has a significant effect on performance in the NPS. Results are consistent with those of Rajhans (2012) who did a research paper on effective communication in organizations and found that communication in an organization enhances motivation of employees and also improves employee performance while change is being implemented. Muesenze et. al. (2013) research on communication practices and delivery of quality services in the local government in Uganda also registered similar results as the study found out that both informal and formal practices of communication in a positively and considerable influenced the delivery of quality services in Local Governments in Uganda. Further, Frahm and Brown (2007) in their research paper which sought to link change communication to change receptivity found that members of an organization react to the absence of clear communication concerning change with a constructivism attitude in order to deal with continuous change consequences.

The study tested hypothesis that: **H0<sub>iii</sub>**: Senior management support has no significant effect on performance of the NPS in Uasin Gishu County. The findings indicate that when senior management support increases by an additional unit, performance in NPS increases by 0.257 units. Thus the null hypothesis (**H0<sub>iii</sub>**) was rejected by concluding that senior management has a significant effect on performance in the National Police Service. The findings are in agreement with those of Wahome et. al. (2017) in their paper entitled assessment of the role of top management support practice on performance of steel manufacturing firms in Kenya. The study found out that support from senior management practice contributes in a significant way to the Kenyan Steel Manufacturing companies' performance. These findings are also similar to those of Daft (2008) who established that a purpose which is shared between the leader of an organization and the employees has a motivating effect on both towards the desired goals of change. Further, well-developed skills in leadership will guarantee the coordination and initiation of the entire process of change. A study done by Ahmed (2016) also showed that all types of support from senior management have a significantly positive impact on performance of projects in Pakistan's public sector.

## **9. Conclusions**

Employee involvement has a significant effect on performance in the National Police Service in Uasin Gishu County. Employee involvement is important to the change process and the performance of the NPS and employees are not actively involved in the NPS decision making process. Conclusions are made that employees do not determine the nature of change practices that are required in the National Police Service and that employees concerns are not taken care off at any given stage in the change management process. It also can be concluded that improving decision making process through employee involvement is important to change management and performance of the National Police Service. It was concluded that effective communication has a significant effect on performance in the National Police Service in Uasin Gishu. Effective communication is important to the change process and performance of the NPS. Conclusions are made that the lines of communication are not open all the way up to senior management and that employees did not feel free and comfortable sharing their ideas on change process with their superiors at all times in the National Police Service. Employees' ideas are not directly passed on to senior management for consideration and that regular meetings are not conducted to share ideas on change processes. There is no effective communication in the National Police service which enables exchange of opinions, ideas and information within the organization. Conclusions can be made that effective communication can largely help in execution of decisions and accomplishing tasks in the National Police Service. It can be concluded that senior management support has a significant effect on performance in the National Police Service in Uasin Gishu. The senior management do not regularly organizes special sessions on change management process in the NPS. There is no strong senior management leadership in the change management process within the NPS. Conclusions are made that the senior management always strives for clarity in any change that is effected in the National Police Service and that the management takes responsibility of their actions in case of any fault or mistake that might occur during the Change process. The senior management does not take responsibility for what they communicate during the change process and that that senior managers do not guide the team to achieve the organizational change that is required. Lack of senior management support may hinder the change process.

## **10. Recommendations**

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

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