ORGANIZATIONAL CULTURE ON CHANGE MANAGEMENT STRATEGIES AND ORGANIZATIONAL PERFORMANCE OF THE NATIONAL POLICE SERVICE, KIAMBU COUNTY, KENYA

BY

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT)

MOI UNIVERSITY

2025

DECLARATION

Declaration by the Candidate

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DEDICATION

This research project is dedicated to my family; my parents my siblings and my friends who supported me throughout my masters' studies. I also to dedicate it to my colleagues who took in my shifts at times to enable me attend lectures.

ACKNOWLEDGEMENT

I am grateful to my supervisors Dr.Jane Sang and Dr. Robert Odunga for their professional guidance and advice throughout the project period. My sincere gratitude to my classmates for the input and ideas which made this work a success. In addition, thank you to the University fraternity and faculty for giving me a conducive environment to undertake this research. And above all I thank The Almighty God for His protection during my studies.

ABSRACT

Performance of the National Police Service is an essential function in relation to government bodies and citizens. Change management has generally been viewed from the perspective of organizations, to the detriment of individual employees. Despite the government reform efforts in the National Police Service, performance has continued to deteriorate, with criminal activities increasing day by day. This is supported by the NPS Internal Affairs Unit (IAU) 2020 report, which revealed that a total of 1,043 complaints were received from the general public. Of these, 821 complaints were against officers from the National Police Service (NPS), 144 against the Directorate of Criminal Investigations (DCI), and 53 against the Administration Police Service (APS). The IAU, NPS/NPSC, NGAO, and others recorded 2, 8, 8, and 7 cases respectively. The purpose of this study is to analyze the moderating effect of organizational culture on change management strategies and organizational performance of the National Police Service in Kiambu County, Kenya. Specifically, the study sought to examine the influence of employee training, leadership support and effective communication on organizational performance of the national police service, Kiambu County, Kenya. The study was guided by Experiential Learning Theory (Kolb, 1984), Resource-Based View Theory (Penrose, 1959), Uncertainty Reduction Theory (Berger & Calabrese, 1975), and Social Learning Theory (Albert, 1971). The study used explanatory research design. The target population was 619 respondents comprising of 313 Kenya police, 293 administration police and 13 from the DCI. The sample size was calculated using Yamane's (1973) sampling formula. The study used stratified random sampling technique to select 242 respondents from the target population. Primary data was collected using interview guides and structured questionnaires. From the pilot test results, the study questionnaire met the reliability criteria ($\alpha>0.7$). To improve the instrument's validity, the researcher sought help from supervisors, colleagues, and specialists. Descriptive statistics, such as frequencies, were used to summarize data. This study used Pearson correlation analysis to determine the strength of the association between independent variables and the dependent variable. From the results, there was a very strong relationship between employee training($r = 0.860$, p-value =0.000), leadership support($r = 0.801$, p-value =0.003), effective communication($r = 0.826$, p-value =0.002) and organizational performance of the national police service, Kiambu County, Kenya. Multivariate regression analysis was used to assess the relationship between the independent variables and the dependent variable. From the results, there was a positive and significant relationship between employee training (β =0.328, p-value = 0.003), leadership support β =0.354, p-value = 0.001), effective communication (β =0.357, p-value = 0.002) and organizational performance of the national police service, Kiambu County, Kenya. The study concludes that employee training has a significant effect on the organizational performance of the National Police Service in Kiambu County, Kenya. Additionally, the study concludes that leadership support has a significant effect on the organizational performance of the National Police Service in Kiambu County, Kenya. Furthermore, the study concludes that effective communication has a significant effect on the organizational performance of the National Police Service in Kiambu County, Kenya. The study concludes that organizational culture has a significant moderating effect on the relationship between change management strategies and organizational performance of the National Police Service in Kiambu County, Kenya. This study recommends that the National Police Service in Kiambu County, Kenya, invest in comprehensive training programs that focus specifically on change processes, training needs assessment, and effective training modes. Additionally, the study recommends that the management of the National Police Service should prioritize leadership development programs that focus on enhancing leaders' abilities to consider human and emotional aspects, inspire employees towards organizational objectives, and effectively resolve issues through collaboration and reaching agreements.

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ABBREVIATIONS AND ACRONYMS

CHRI	Commonwealth Human Rights Initiative
CM	Change Management
DCI	Directorate of Criminal investigation
ELT	Experiential learning theory
GOK	Government of Kenya
ICT	Information, Communication and Technology
KNHCR	Kenya National Commission on Human Rights
KPS	Kenya Police Service
NACOSTI	National Commission for Science, Technology and Innovation
NPM	New Public Management
NPS	National Police Service
SPSS	Statistical Packages for Social Sciences
TJRC	Truth Justice and Reconciliation Commission
URT	Uncertainty Reduction Theory

OPERATIONAL DEFINITION OF TERMS

Change Management Strategies	Refer to the approaches and methods used by an organization to effectively manage and implement change. These strategies are designed to help employees transition smoothly through changes in processes, technologies, structures, or organizational culture (Rok, 2020).
Effective Communication	Refers to the clear, concise, and purposeful exchange of information between individuals or groups, ensuring that the intended message is accurately understood by the recipient. It involves both the transmission of information and the active listening or feedback process to confirm that the message is received as intended (Njuguna, 2020).
Employee Training	Refers to the process of improving an employee's skills, knowledge, and competencies to perform their job more effectively. It is a planned effort by the organization to enhance the abilities of its workforce, enabling employees to perform their roles efficiently, adapt to new technologies or processes, and develop professionally (Oparaocha, 2020).
Leadership Support	Refers to the active involvement, guidance, encouragement, and resources provided by leaders within an organization to help employees succeed

	and achieve organizational goals. It involves leaders demonstrating commitment to their teams through actions and behaviors that foster motivation, trust, and alignment with the organization's vision and objectives (Nwagboso, 2020).
Organizational Culture	Refers to the shared values, beliefs, behaviors, customs, and norms that shape how employees interact with one another and work toward the organization's goals. It includes the unwritten rules and practices that influence the work environment, decision-making, communication, and overall atmosphere within the organization (Ngeera, & Muia, 2020).
Organizational Performance	Refers to how effectively an organization achieves its goals and objectives. It encompasses a wide range of measures that reflect the organization's overall success and efficiency in achieving its mission, delivering value to stakeholders, and maintaining sustainability over time (Oyugi, 2021).

CHAPTER ONE

INTRODUCTION

1.0 Overview of the Study

This chapter outlines the Background of the study, statement of the Problem, general and specific objectives of the Study, significance of the Study and scope of the study.

1.1 Background of the Study

Globally, security performance improvement initiatives across the world have been propelled by the need to create a people-friendly, responsive effective, and productive professional service with the core competencies and capabilities of securing citizens and their property without violating basic human rights (Muñoz & Brillantes Jr, 2020). Given these, the demand for effectiveness and efficiency in the performance of security services has gained momentum in recent years in the global developmental agenda to seek better security services for sustainable growth and development. Security has been marred with various challenges and problems, among them lack of transparency and accountability, police leadership problems, abuse of human rights, corruption, ineffective and inefficient service delivery, difficulty in getting standard measurement indicators, and lack of responsiveness (Hope Sr, 2019).

On the other hand in the African context, the challenges and problems faced by the security service include Political interference, corruption, inadequate human resources, and logistical capacity, poor housing and conditions of service, rising crime rates, emanating from the increasing populations, budget deficits or under-resourcing of the police services, weak or none- the existence of policies, lack of effective governance structures, lack of public trust, inappropriate attitude towards gender violence, limited oversight authorities and lack of effective criminal justice systems (Nwagboso, 2018).

Performance standards in the National Police Service are areas that attract global concern. Several states have developed different promising strategies and techniques to improve performance in the police sector even though the results have been minimum (Lemarleni, Ochieng & Mwaura, 2017). Performance refers to how well an employee is doing in an effort to help achieve the organization's vision, mission and goals. It helps to answer the question as to whether a person executes his job, duties and responsibilities in the right manner and it is a critical factor in the success of the organization. Police performance can be said to be the procedure adopted by police in the public space which promote direct or indirect contact with non-police (Barasa, 2017).

The Job performance in National Police Service has drawn attention from internal and external environment where it is viewed that police Service is the Most corrupt institution in the Country and every year ranked number one and has the highest number of complains (Ngeera & Muia, 2020). There are so many factors that may lead to police officers being the most corrupt and taking a lot of bribes, factors like poor remuneration, the nature of their work, poor working conditions and the legal framework where most of them are not considered in promotions by their leaders and stuck in the same rank for many years. The skills and knowledge that are required by them in order to handle the matters such as investigation of crimes in depth that will enable the prosecution and judiciary to know what exactly the nature and cause of crime was so as to deliver justice to public. The effectiveness and efficiency of police work is doing the right thing to assist the citizens who are their customers at all time (Waweru & Maina, 2019).

Prussic (2009) observes that in today's dynamic and uncertain business environment, organizational success is often determined by its challenge to modify its operations as organizations must undertake or undergo changes to exist in a competitive market or to

evolve, however with these multiple changes comes great resistance. The success of organizational change efforts depends on how leaders handle the process (Crispino, 2008). The success rate of change initiatives are tied as much to people management as they are to planning and finance (McCarthy & David, 2010).

Due to environmental complexity, globalization, competition, influence of technology and changing consumer needs, the need for change has become a necessity. Most organizational managers today contend that change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Organizational change management involves guiding and managing human emotions and reactions with the aim of cutting down the unavoidable drop in productivity that is brought about by change. Leana and Barry (2000) assert that organizational change leads to an adaptation to the environment and hence improvement in performance. In the current corporate market, change is constant.

In today's dynamic and rapidly changing workplace and globalized economy, development of organizational performance is associated with the development of personal performance, skills, knowledge and experience. However, the ability to achieve and maintain high performance and productivity in organizations is a key challenge facing management today. Organizations‟ aiming to improve productivity, with rigorous planned strategies, staff with balanced and mixed thinking skills can produce more efficient and innovative organizational outcomes (Covey, 2004).

Modern organizations are open systems because both internal and external factors and forces are related to its workings. Higher performance, acceptance of new technologies, cooperation and support and decreased turnover and scrap are the common objectives of organizational change (Crispino, 2008). Kanter (2008) posits that organizational

changes are expected to bring about changes in organizational structure and procedure to suit the prevailing environment, and in working. Frequent and often pervasive change is becoming a fact of life as organizations face increasing challenges in an ever-competitive business environment. This situation breads frequent change requirement and change management (Dunphy, Griffiths & Benn, 2003). Companies are now finding it more difficult than ever to cope with the myriad of changes necessitated by these adjustments so as to minimize employee resistance.

Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Think of it as the collection of traits that make your company what it is. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations. Organizational culture affects all aspects of your business, from punctuality and tone to contract terms and employee benefits. When workplace culture aligns with your employees, they are more likely to feel more comfortable, supported, and valued. Companies that prioritize culture can also weather difficult times and changes in the business environment and come out stronger. Culture is a key advantage when it comes to attracting talent and outperforming the competition. The culture of an organization is also one of the top indicators of employee satisfaction and one of the main reasons that almost two-thirds (65%) of employees stay in their job.

Organisational culture is made up of shared values, beliefs and assumptions about how people should behave and interact, how decisions should be made and how work activities should be carried out. Key factors in an organization’s culture include its history and environment as well as the people who lead and work for it (Widarko & Anwarodin, 2022). An understanding of organisational culture is essential for effective

leadership. Leaders and managers will be better placed to implement strategy and achieve their goals if they understand the culture of their organisation. Strategies that are inconsistent with organisational culture are likely to meet with resistance and will be more difficult or even impossible to implement, while strategies that are in line with it will be easier to put into effect and more likely to succeed. It is also important to understand the existing culture of an organisation when thinking of introducing changes (Thokozani & Maseko, 2017).

The functions of organizational culture include internal coordination and integration and creation standards and boundaries within which the organization operates. Organizational culture provides the members with a common system of norms, beliefs, and meaning which is very important (Ahmady, Nikooravesh & Mehrpour, 2016). This provides the basis of mutual understanding and communication among individuals in the organization. This significantly influences efficiency in the organization and ability to deal with change. With entrepreneurial corporate culture, issues to do with profitability, market superiority, competitive advantage and profits are more emphasized. This creates environment that is conducive for the organization to embrace and sustain change. On the other hand, bureaucratic corporate culture focuses more on predictability, stability and efficiency (Oparaocha, 2016).

1.1.1 Change management practices

Changes in business take varied dimensions and both being processes, there is a starting point. To effectively adopt and implement change, it is subject to human resource. The ‘right people’ have a massive impact towards successful implementation of change (Kanter, 2008). Organization focus of ways to operate with change abilities, the proficiency gains are rapidly evaluated by its change environments. , ascended out of the necessity for competence, economy, effectiveness, performance assessment, ethics

and market issues. The rising claim for services and the expectation for high-end quality of those services have put real pressure on managers and their companies, portraying change as a nonstop episode in the life-span of organization. Changes in business take varied dimensions and both being processes, there is a starting point. To effectively adopt and implement change, it is subject to human resource. The 'right people' have a massive impact towards successful implementation of change (Dunphy, Griffiths & Benn, 2003).

Change management has been generally looked at from the purview of the organizations to the detriment of the individual employees. Change has been seen as a group action rather than been viewed as an individual employee issue and from individual perspective source. Change management implementers have neglected some or all of the nature of the change; the totality of other change; the process by which change is managed and the predisposition of the individuals experiencing the change. These challenges may have a great influence on change impacting on organizational survival. The change process may be faced with some challenges. Key among them is employee resistance, resistance from junior managers, time constraints and inadequate resources (Zhu, 2012). Furnham (2012) suggests practices that change managers must consider during the change process so as to overcome these challenges. One of them is crafting key messages that must be communicated during the change process. Steward (2002) upholds that managers need to work with project sponsors to build robust and active coalitions of senior leaders. Employees should be educated on why change is necessary throughout the organization, even before the specific details of the solution are complete. All these actions aim at ensuring that there is a successful transition from the old state to a new state.

Organizations today have increasingly become aware of the importance of Change Management practices. This awareness in a system is a critical dimension in the performance of organizations (Edward & Rees, 2006). Change Management practices is a recurring theme examined by academicians, consultants and practitioners. The frequent and uncertain changes, greater competition between firms and the demand for more advanced customer services drives management today. Change Management (CM) emphasizes the need for the Change Management Plans and strategies to be formulated within the context of overall organizational strategies and objectives and to be responsive to the changing nature of the organization's external environment (Armstrong, 2009). It is an approach which requires interpretation and adaptation by practitioners to ensure the most suitable fit between business strategies and plans. Thus, the overall themes of Change management are the integration of all institutional functions, adherence to broad organization goals and responsiveness to the external environment (Armstrong, 2009).

Change management has been linked to the organization's competitiveness and response to changes in the environment. Changes arise out of the need for organizations to exploit existing or emerging opportunities and deal with threats in the market. It is crucial that organizations seek to create a competitive advantage and wherever possible innovate to improve their competitive positions. This implies the readiness to change within the organization and the ability to implement the proposed change. Organizational change is the movement of an organization away from its present state towards some desired future state to help increase efficiency and effectiveness. The organization must therefore adapt to the changing environment by controlling all the change activities and make them a routine and predictable (Jones & George, 2009). Change is a departure from the existing status quo (Gemez-Mejia, Balkin & Cardy,

2008). Change management has been said to be a structured approach for ensuring that changes are thoroughly and smoothly implemented in order to achieve lasting benefits of change by focusing on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current state to the future state (Bourda, 2013). The change process could range from a simple process change to a major system change to achieve the organization's potential. Change is a continuous and inevitable phenomenon and since an organization has no option but to change, it must formulate strategies and long-term plans to manage the change. Change management is the process of helping organizations to effectively adapt to change without causing negative entropy of resistance to change. Change exhibits the nature of resulting from external or internal factors, is inevitable and occurs in all parts of an organization (Sarma, 2010). Many changes are likely to influence the perceptions, commitment and attitudes of the employees towards their responsibilities in the organization.

Change in the Kenyan public sector has been driven by technological innovation and changes in Government policy brought about by the new Constitution. Aggressive competition from other organizations has also immensely contributed to change (Hope, 2012). Several studies have been undertaken on strategic change management in Kenya. For instance, Zablon (2014) examined strategic change management practices by the Kenya Prisons Service (KPS) and noted that the Kenya Prisons Service did not have structural, cultural, political influence and Information, Communication and Technology (ICT) problems. KPS did not experience lack of leadership commitment to change or stakeholders not being adequately involved and informed. In addition, resistance to change was minimal and was adequately dealt with. The police play a fundamental role in any political regime. Whether an authoritarian regime or a liberal democracy, the police are responsible for providing domestic security, ensure public

order, enforce laws, and channel claims for justice. Police actions are intertwined with regime performance, as they showcase the state's response to day-to-day issues. It is the police who are typically the first public officials people encounter or turn to when safety concerns are raised. Citizens' perceptions of the police, therefore, are an important component of regime legitimacy (Cruz, 2010).

In the United Kingdom police reforms were initiated in the 1980s mainly to focus on innovations in police management styles especially the concern for efficiency and effectiveness Edmonstone (2005). The notion of new public management (NPM) and good governance in police therefore became a yardstick for gauging their reformed police institution Doyle (2002). The quest for reforming African police services was driven by the fact that in the past they had been portrayed as inefficient and, in several instances, brutal as they were initially created for colonial suppression and providing security to the colonial authorities (Waller, 2001). After independence their role was supposed to change from protecting the colonial interest to providing security to the citizens. This necessitated reforming and re-orienting them towards serving the members of the public in a non-discriminatory manner.

The key elements of police reforms in South Africa after emerging from the apartheid rule in 1994 revolved around improving access to police services in communities that had historically been discriminated against during the apartheid regime (Bruce, 2003). An analysis of the reform priorities spelt out by Ransley committee (GOK, 2009) suggested that the objective of post-2007 police reform was to address what was previously referred to as crisis in the police and security sector. There are concerns as to whether these crises have been addressed. The findings by (Ondoro, 2015) suggest varied responses. On one hand, the implementation addressed some of the crises, while at the same time continued to deepen the crises. The fact that the process was entrenched

in law provides hope that though benefits are yet to be realized. Four level crises; crisis of legitimacy; crisis of identity, crisis of purpose and crisis of capacity have not been fully addressed emphasizes the fact that the police reform implementation is a complex process in transitional contexts. Several reform initiatives targeted at the police in Kenya have been and continues to be a subject of discussion in several forums (Ondoro, 2015). From the level of trust between the police and the public being at its lowest to the incidences where the police had become victims of violence had become an area of concern across the country in the post-2010 era (TJRC, 2013). Thus, the proposed study will be built on this background.

1.1.2 Performance of National Police Service

Performance of National Police Service is an essential function in the relation to government bodies and citizens. Strengthening of performance of national police service is a top significance of many global and national governments' programmers as a way to improve citizens' lives. With the global performance context becoming increasingly complex, national government's systems are moving away from a focus on common citizens responses to more comprehensive systems. From Feininger and Mug (2012) study it was realized that in many developing countries, the low quality of public services and governance limit the scope for poverty reduction and growth. Empirical micro-level evidence on the scope for improved accountability to help reduce corruption and improve the quality with which critical public services are provided is, however, limited. Using a large data set from Uganda to address this issue, we find that household knowledge on how to report inappropriate behaviour by bureaucrats and unsatisfactory quality of services does help to not only reduce the incidence of corruption but is also associated with significant improvements in service quality.

1.1.3 National Police Service

Police reforms across the world have been seen as a constant of modern policing initiatives (Savage, 2007). The police are the most visible manifestation of government authority responsible for public security in any country. While being under enormous pressure by both state and non-state actors to counter the increasing wave of crime and the new threats to national security, including those emanating from terrorism, the police must operate in accordance with law and respect human rights at all times (CHRI, 2005). However, the history of policing has repeatedly shown that the police have in many occasions maintained and applied an exclusive reliance upon use of excessive force and torture amongst its own clients with whom they are supposed to protect Police transformation and reforms across the world has therefore been shaped by the need for a people friendly, professional service with the ability to secure citizens and their property against aggressors without violating their basic human rights. The quest for reforming African police services was driven by the fact that in the past they had been portrayed as inefficient and, in several instances, brutal as they were initially created for colonial suppression and providing security to the colonial authorities (Waller, 2010).

The government of Kenya has made several attempts at organizational and structural reforms in the police since 2003. This included the improvement of police welfare, enhancing the community policing, improving quick response to crime scenes through increasing of motor vehicles, merging of the two police services, recruitment of the Inspector General of police and his two deputies as well as the establishment of the Independent Police Oversight Authority and the National Police Service Commission among others. Reports and actions of the office holders indicated however that there were serious conflicts between the three offices and that nothing meaningful had been

achieved beyond legislation and recruitment of office holders (Amnesty International, 2013).

Police in Kenya has thus for many years before and after independence remained the main violators of human rights rather than protectors of human rights. Wake (2008) associated most loss of life in the 2007/2008 post-election violence to the excessive use of force by police amongst other vices and omissions. Philip Alston's reports on extrajudicial killings also laid blame on police on deaths and disappearance of youth without anybody accounting for them. Indeed, he argued that several shootings of citizens were associated with the police guns (Alston, 2009). The adoption of a new constitution in 2010 was therefore welcomed as a catalyst and impetus for implementing wide-ranging structural reforms in several institutions in Kenya (Njuguna, Michuki & Wanjiru, 2013).

1.2 Statement of the problem

The provision of security to all citizens is a role of the government through National Police service. The NPS personnel are expected to perform to the highest possible level of standard and competence. Despite the government reform effort in the National Police Service, performance has continued to deteriorate with criminal activities increasing day by day. Demand for effectiveness and efficiency in the performance of policing services which has gained momentum in recent years in the global developmental agenda to seek better security services for sustainable growth and development. In this endeavor, the Kenya Government has in the past years heavily invested in the National Police Service, through the implementation of various performance initiatives aimed at making it more effective, efficient, responsive, and productive. Despite the transformation initiatives and the gains realized which included institutional establishment and strengthening, improved capacity building of the staff,

legal and structural changes, and enhanced operation preparedness, the NPS is still facing challenges and problems associated with performance. These challenges and problems include inefficient service delivery, corrupt practices, reduced levels of public confidence, lack of customer satisfaction, lack of professionalism, inadequate police coverage, and increased social cost of policing. The Kenyan government has invested in the provision of adequate resources, tools, trainings, software and supplies to facilitate police service performance. Despite these interventions, the relationship between reward strategies and the performance of National Police Service has not been adequately investigated hence hindering performance. According to NPS Internal Affairs Unit (IAU) (2020) report a total of 1043 complaints were received from the general public. Out of which 821 complaints against Officers from the National Police Service (NPS), 144 against Directorate of Criminal Investigations (DCI), and 53 were against Administration Police Service (APS). IAU, NPS/NPSC, NGAO, and others recorded 2, 8, 8, and 7 cases respectively. 430 complaints were against the NPS no responsiveness to public complaints.

Many studies have been undertaken locally on this subject of change management. Njuguna (2015) did research on Police Performance at Saint John's 8 community-Nairobi. Oyugi (2011) studied factors affecting implementation of government community strategy. Kweri (2011) researched on challenges of Security Performance at Ritho Farmers' Cooperative Society. The studies dealt with security performance in general and failed to address the current problem on change performance and national police service performance. The current study therefore seeks to fill the existing research gap by investigating the Influence of Change Management Strategies on organizational Performance of National Police Service in Kiambu County.

1.3 Objectives of the Study

1.3.1 General objective

The purpose of the study is to analyse the moderating effect of organizational culture on change management strategies and organizational performance of the national police service, Kiambu County, Kenya

1.3.2 Specific objectives of the study

To achieve the general objective, the study was guided by the following specific objectives:

i. To determine the influence of employee training on organizational performance of the national police service, Kiambu County, Kenya.
ii. To establish the influence of leadership support on organizational performance of the national police service, Kiambu County, Kenya.
iii. To assess the influence of effective communication on organizational performance of the national police service, Kiambu County, Kenya.
iv. To examine the moderating effect of organizational culture on change management strategies and organizational performance of the national police service, Kiambu County, Kenya.

1.4 Research Hypotheses

The following research hypotheses were tested.

H_{01}: Employee training has no significant influence on organizational performance of the national police service, Kiambu County, Kenya.

H_{02}: Leadership support has no significant influence on organizational performance of the national police service, Kiambu County, Kenya.

H_{03}: Effective communication has no significant influence on organizational performance of the national police service, Kiambu County, Kenya.

H_{04}: Organization culture has no significant moderating effect on the influence of change management strategies on organizational performance of the national police service, Kiambu County, Kenya.

1.5 Significance of the Study

The findings of this study benefits the management team at the NPS in that they can draw lessons on the influence of change management strategies in the organization and by implementing the recommendations which can enhance performance in the police force. The study also helps in highlighting the reasons for high failure rate of change management which affects the police performance. The knowledge gained is thus useful in improving the performance of police force Government policy makers especially those in charge of NPS are able to get insights on areas that need more attention in terms of successful change management in the NPS for enhancement of better performance. The study is expected to contribute to the existing literature in the field of change management especially factors which influence change management process. Future scholars can use this research as a basis for further research in the area of change management.

1.6 Scope of the Study

This study was carried out to examine the moderating effect of organizational culture on change management strategies and organization performance of the national police service, Kiambu County, Kenya. Kiambu County was used as a case study for convenience purposes. The independent variables were; employee training, top management support and effective communication. The moderating variable was organization culture while the dependent variable was organizational performance of the national police service, Kiambu County, Kenya. Explanatory design was employed in an attempt to examine the existing phenomena or state of affairs and connect ideas

to understand the influence of the predictor variables on the dependent variable. Primary data was used while the target population was senior officers in National Police Service.

1.7 Limitations of the Study

One significant limitation faced during the study was the busy schedules of the police officers, which made it challenging to secure their participation in the data collection exercise. Given the demanding nature of their work, many officers were often unavailable during the study's data collection period. To address this, the researchers took proactive steps by scheduling appointments in advance, ensuring that the officers could participate at times that suited their shifts. This approach helped accommodate the participants' busy schedules and allowed for better access to the target group.

Another limitation was the fear of victimization and concerns about confidentiality among some respondents. Police officers may have been hesitant to openly share their thoughts on organizational culture or management practices due to fear of repercussions from their superiors. To overcome this, the researchers assured all participants of their anonymity and emphasized that their responses would be confidential. By guaranteeing that no identifying information would be linked to the responses, the researchers were able to alleviate concerns of retaliation and encourage honest and open participation.

A final limitation involved uncooperative respondents, where some individuals were unwilling to participate in the study or provide useful responses. This was particularly challenging in the context of hierarchical organizations like the police force, where some officers might feel uncomfortable sharing opinions or criticisms. To address this, the researchers emphasized the study's academic nature and the potential benefits it

could have on improving police service delivery, thus motivating reluctant respondents to take part.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the review of literature relevant to the study area. The theoretical review discusses the relevance of the theories to the subject area. In addition to the above, the chapter discusses the empirical studies on the variables under study and concludes with a conceptual framework

2.1 Empirical Review

Empirical literature relating to variables under the study was discussed.

2.1.1 Performance of National Police Service

From the viewpoint of business administration, service quality is an achievement in citizen service. It reflects at each service encounter. Citizens form service expectations from past experiences, word of mouth and advertisement. In general, Customers compare perceived service with expected service in which if the former falls short of the latter the customers are disappointed (Burgess & Ratto, 2003).

Jagero, Kombi and Mlingi (2012) also carried out a study to find out the relationship between on-the-job training and performance in DHL and FedEx courier companies in Tanzania. The study objectives were to examine the existing on the job training programs and asses the employee's performance in the courier companies. Correlation survey method was used and questionnaires were used as research instruments. The sample population of 150 employees was used and respondents randomly selected. The study found that different on the job programs were undertaken by the employees of the companies which was done according to the employee need assessment or as a result of the dynamic nature of the company operation. The study extensively found out that

performance depends on the training received thus there exists a positive bond between on-the-job training and performance in the two companies

Scholars such as Ngari (2015) explicitly underscore the role of in-service training in an evaluation of the influence of in-service training on performance in the judiciary's lower courts in Kiambu County. The study attempted to assess its influence on judiciary staff performance in the Kenyan Courts. To arrive at its findings, the study used explanatory research design and administered its questionnaire to a sample of 85 judiciary officials. The study confirmed that in service training greatly influenced performance in the lower courts in Kiambu County. The study also showed a significant increase in job satisfaction and morale for work among the trained employees.

2.1.2 Employee Training and performance

New technology, globalization, and changing markets have compelled the labour market, and employers not only to look for people who possess specialized knowledge and skills but also for those who are capable of adapting to changing situations (Boahin & Hofman, 2014). In today's organizations, training is considered to be a part of the strategy that creates competitive advantage, and, thus, training becomes an important means of learning in organizations (Ashish, 2009)

During the processes of change, companies demand training and undertake a detection or training needs demand that culminates in analysing the causes and identifying the training needs (García-Valcárcel & Tejedor, 2009). In many cases, the process of change can render skills obsolete. In this situation, the organization requires training that aims to upgrade the skills and competencies of employees, for example, to learn a new technical process. The introduction of new technology involves changes to the way that people work and modifies business processes, roles, responsibilities and

relationships. Appropriate training plans, as the main vehicle for change management, become a critical factor. Overall, any process of change requires learning opportunities (Andrews, Cameron & Harris, 2008).

Employees that are trained by their organizations are more involved to the assigned tasks. The employees who are very committed to the job assignments are an essential part of their live. After being trained personnel become highly motivated for doing innovative tasks when they feel high involvement in their jobs (Chevalier, 2007). Tai (2006), found that employees committed to learning showed a higher level of job satisfaction, with a positive influence on their performance. Job satisfaction has been defined as pleasurable or positive emotional state, resulting from an appraisal of one's job or job experiences. Training has been an important variable in increasing organizational productivity.

Emilio Colombo and Luca Stanca (2008), showed that training is a fundamental and influential instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity. But there is one important thing which should be taken into account: training leads to productivity if the unobserved heterogeneity and potential endogeneity are controlled.

Kristensen and Westergård-Nielsen (2004) found that specific training had a bigger impact on job satisfaction and productivity than general training. Mutua, Karanja and Namusonge (2012) indicated that training is an important part of the various change management practices, which are used for retention and development of employees. The different kinds of training given to employees, include on-the-job training, vocational training, general and specific training. They found that satisfaction with

short-term rewards and long-term prospects were far more influential in determining overall satisfaction than contentment with social relationships or work intensity.

According to AsareBediako (2002) employees must be trained, and where possible developed to meet their own career needs and the need of the organization. Training is job or task-oriented. It aims at enabling individuals to perform better on the jobs they are currently doing. Training is generally a planned effort by a company to facilitate employees learning of the job-related competencies. These competencies include knowledge, skill, or behaviours that are critical for successful job performance. Whilst some human resource professionals consider training and development an after-recruitment programme, it must be incorporated into orientation programmes for newly recruited staff.

According to the Githinji (2014), training had an impact on the performance among the international civil servants. A survey research design was used for this study 144 staff of the United Nation supports office for the African mission in Somalia. The finding showed that in general training enhanced employee engagement on change processes, motivation, job satisfaction and overall performance.

According to Longenecker, 2010), there was a positive relationship between training programs and employee motivation which make the employees more involved in their jobs and subsequently results in better performance and productivity both for the employees as well as for the organizations.

Otuko, Chege and Douglas (2013), indicated that there is a positive and significant influence between training needs assessment and employee performance in Mumias Sugar Company Limited. Training contents have a positive and significant influence on

the employee performance in Mumias Sugar Company Limited, and training evaluation and performance were positive and significant.

Ndulue (2012) carried out a study to examine the impact of training and development on performance in an organization in Nigeria public service. The study used secondary data. The study found that some of the symptoms that call for training manifest themselves in various ways such as lack of interest in job, negative attitude to work, low productivity, tardiness, excessive absenteeism rate, excessive complaints from customer, high accidents and insubordination among others. The study recommends that everyone involve in training should agree exactly to what the training are lacking; skills needed and the attitude.

Shaheen, Naqvi and Khan (2013) conducted an empirical study on employees training and organizational performance: mediation by employee's performance. Both quantitative and qualitative methods were used; questionnaire used for data collection involving 220 questionnaires that were dispersed amongst schools teachers out of those 197 received with 90 percent turnover. The SPSS was used for data analysis and policy based on results presented for ensuring training effectiveness and enhancing employee's performance. Overall results revealed significant and positive association between training and organization performance

Kirschenbaum and Rapaport (2017) carried out a comprehensive study of Airports across Europe to establish the impact of training on security-related decisions was examined in detail. The study hypothesized that those more trained would comply more with protocols and rules than those with less training and robustness of training process. The study results confirmed that training is constrained in the ability to determine security decision behavior primarily because of an employee's experience of actual

threat. The study recommended simulation to bridge the gap between rule compliance and reality.

Training improves performance in the human resource as well as the organization. If employees are whole heartedly involved in training issues which are directly related to their job, then they try to take initiatives to remove many problems. Involvement in the official tasks directly influences the employee performance. Effort is an intervening relationship of training and performance. Training is therefore a key element to employee performance. It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Armstrong, 2009). The public service plays a significant role in development of the nation. It also promotes a socio-economic and political atmosphere for the country to grow. Developing countries are in provision of quality services. However, the success or failure of any organization is attributable to its work force which is deemed key in provision of employee in-service training aimed at achieving the set standards required. Training is an intervention that can be used to build skills and capabilities in the National Police Service. This study will examine how change management training for both employees and leaders influence performance the National Police Service.

2.1.3 Leadership support and performance

Leadership is critical for the success and survival of all forms of organizations. Leadership in organizations has to direct and coordinate the work of group members and building interpersonal relationships with others. The role of leadership in change management requires that you help people buy into your vision for the organization. This type of communication needs to occur consistently, no matter if it’s the mundane,

day-to-day issues or more serious change programs. Your message needs to be clear and consistent (Astin & Astin, 2000).

Effective leadership is one of the most essential parts of the overall strategy for organizational success and sustainability of business in the face of problems. This is because leaders control and take charge of the operations of an organization and good leaders are able to set optimistic goals and objectives while steering the operations of the organization toward those goals through effective strategies. One of the major debates in organizational changes relate to the contributions made by organizational managers. Leaders have major role to play in the management of change in every establishment. Leadership is one of the main factors in bringing positive change to the organization, if there is no leadership in the organization, there will not be able to change in the direction they desirer (Abou-Moghli, 2015).

Kosgei (2015) in a study on effect of leadership development strategies on performance at KNH found out that, leadership strategies contributes to effective performance in the organization. The studies observed that leadership strategies transformed the organization's leadership and hence influence the services being delivered. The study used a descriptive survey design. The sample size was 60 respondents which were obtained using stratified random sampling. Both primary and secondary data was collected using questionnaires and documentary review respectively. The data was analyzed using descriptive statistics and presented in form of charts, tables and percentages.

Twanga (2016) assert that leadership styles affect performance in an organization. There are different leadership styles adopted by leaders in organizations such as democratic leadership, authoritative and laissez-faire leadership. The styles adopted by

the leaders affect the morale and motivation of the members of the organization. Employees who are led by democratic leaders are more motivated and their clients are likely to report high levels of satisfaction compared to employees lead by autocratic and laissez-faire leaders. The study used a case study design with a sample size of 46 respondents who were selected by purposive sampling. The data was collected by using questionnaires and analyzed using descriptive statistics and presented in tables and percentages.

A study done by Hout (2009) found that leadership involves delegating more to employees and helping them to make most decisions without consulting their seniors. There are various types of leadership styles but the style chosen depends on the strategy that is adopted. The role of appropriate leadership in strategy implementation is very important. Leaders must develop new qualities to perform effectively and operate under leadership policy which fosters leadership styles. There is impartially little practical confirmation on management in developing nations, but well-informed opinion and donor comment propose that noble quality management is in short supply

The command-and-control structure in the traditional approach was effective to change management during the traditional era because the main goals of change were resources and capacity. The modern leadership style involves empowerment (Rico, Sanchez-Manzanares, and Gibson, 2008). According to Krausert (2009) employees need to feel valued and trusted so that they can immensely contribute in the organizational change management process. According to Mohd Noordin (2008), a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful strategy implementation. The chief executive officer and top management must emphasize the various interfaces within the organization. One key challenge in successful service deliveries ensuring employees'

buy-in and directing their capabilities and business understanding toward the new strategy. Leadership challenge is to stir commitment among people within an organization to embrace change and implement strategies intended to position the organization to do so. Leaders galvanize commitment to embrace change and effective implementation of strategy through various interrelated strategic leadership roles which include clarifying strategic intent, building an organization, and shaping organizational culture to mention a few (Abou-Moghli, 2015).

For an effective change, the study revealed that charismatic leadership and trust in top management both are important. They are strongly correlated (positively) with change implementing behavior, monitoring of anticipators, management level, and department connection (Michaelis, Stegmaier & Sonntag, 2009). The leader, as a person, is the most important tool for change. The leader's spirit, insight, wisdom, compassion, values, and learning skills are all important facets in the capabilities to lead others to embrace change and redesign. The leader who prompts change within a firm is often subject to approximate thought. It is the leadership’s behavior that makes the change situations more effective. Creation and design of change processes within an organization is most often a role of the participatory leaders within it (Rok, 2009).

According to Hrebiniak (2006) management of Change also needs compassionate leaders and staff to embrace it. Bearing in mind that change is inevitable, organizations and the management in particular need to come up with a change management plan to help lead the employees on the path of making that leap to permanent change together. Change processes are the mandate of leaders engaged in the management of change. It is up to the participatory leaders to make these change initiatives tangible rather than abstract and to awaken enthusiasm and ownership of the proposed changes within the organizations. Fischer and Pollock (2004) indicate the importance of the active

participation of a leader in the change effort. The role of the change agent is also of high importance since he/she is the main supporter or facilitator of change (Bourantas, 2002; Cameron and Green, 2004). Leadership is linked to creating a vision for the organization and the change underway and communicating it effectively in order to motivate employees to participate in the change effort. Therefore, inadequate leadership of change, lack of vision and a short-term perspective are reported as barriers to the acceptance of change (Bourantas, 2002), as are the lack of abilities in managing change and lack of top management support.

Leaders provide the motivation to change and get people involved. They create a sense of urgency and importance about the change, and show commitment and passion about getting things done. Leaders realize that change can be difficult, and understand the need for people to be motivated to step out of their comfort zone. This study seeks to establish whether leadership support as change management strategy influence performance in the National Police Service.

2.1.4 Effective communication and performance

The fundamentals of communication: Communication is an action between at least two persons, where messages are delivered, received and reacted to among participants. It proves to be the most significant tools in social life and business management. Communication also plays a crucial role in organizations to generate and interpret messages between employees through both directional (one-way) and bidirectional (two-way) manner (Barret, 2002). It is noted that within much of the change management literature, communication is important to the success of change programs (Kulvisaechana, 2001). According to Lewis (2000) communication and organizational change are inextricably linked processes. In fact, communication is a crucial lever for

change management. It is a key component to the developing change initiatives and implementing them.

Communication has been widely accepted by scholars and academies as the life hood of an organization because communication is needed for exchanging information, exchanging opinions, making plans and proposals, reaching agreement, executing decisions, sending and fulfilling orders and conducting sales (Blalock, 2005). When communication stops, organized activity ceases to exist, and individual uncoordinated activities return in an organization. So, organization in an organization is a virtual as the blood of life.

Communication is more than just telling someone something; it aims to answer employees' questions and reduce their anxiety in order to keep them motivated, gain support and achieve the desired outcomes. Communication is one of the most important issues in any change initiative as it can facilitate the change effort throughout its whole process, pass on information regarding the advance of the change initiative, promote the values of the company's culture, smooth resistance to change and increase the effectiveness of the change effort. The need to have a common language for the communication of change efforts has also been identified as important because it assists in better comprehending the need for change, and for reducing resistance to change (Eriksson and Sundgren, 2005). Clear and consistent communication during mergers, restructuring and downsizing was seen as one of the most crucial factors in a survey of Canada's top firms, conducted by KPMG. Lewis (2000) identifies communication as one of the most problematic areas when it comes to implementation of change. Given the crucial nature of change communication, leaders can make use of it by doing it well, which may help reduce anxieties and raise support for change.

Further, a number of recent researches indicate that many organizational change initiatives fail due to shortcoming in the internal communication. Indeed, insufficient communication generates confusion, uncertainty, rumors, and lack of awareness. Communication is a tool to build and establish awareness of the need for change, to generate desire to participate in the change, and support it. Some companies still do not realize that without effective communication, change is impossible and it is going to fail. A good leader, manager, or change agent takes steps to ensure that the communication process is being carried out effectively. Managers must make serious attempts to communicate the nature and the impact of the proposed changes (Lewis, 2011). One reason for a deficiency of more effective approaches to change management is that managers are unable to communicate effectively. They must perceive those communications before, during, and after change process is not a directive or one-way communication. In fact, it must be two-way, providing both information to the employees and opportunities for the employees to express their concerns and opinions about the change. Communication intends to move employees in a structured way to accept and engage in the change as a team. Successful change management depends on teamwork and communication with the employees involved in the change process and leadership with a vision that will enable the process rather than dictate the process (Miller, 2006).

Communication is very crucial to human existence, so when we communicate, it is an attempt to solve a problem or need for survival. He explained that we would not see survival as mere existence but rather meaningful existence, and it is in this context that communication becomes necessary and indispensable (O‘Hair, Friedrich & Dixon, 2011).

If the communication process is planned well there will be no hindrance to effective communication, and that will eventually lead to higher productivity as there will be trust among employees working in an organisation. Effective communication focuses on openness and trust between management and employees, resulting in improved employee engagement and productivity. In a cross-cultural environment, building and maintaining rapport for business relationships depends on the effective use of language and understanding different communication styles (Waterhouse & Lewis, 2004). Emojorho (2010) explained that internal and external communication done in an effective way has a significant impact on an organization's productivity. He pointed out that communication includes marketing, public relations, investor relations, corporate advertising and environmental communication. Miller (2003) stated that communication is effective if everything in the communication process goes as planned; the receiver understands the message in the way it was intended. Professionally, this allows proper procedures to be executed correctly and on time, increasing productivity and saving money. Personally, it prevents misunderstanding and can enrich the relationship.

Ifidon and Ugwuanyi, 2013) have observed that managers and their employees whose functions are dependent on constant information exchange with their customers need good communication in order to function effectively. They stressed further that communication poorly done is a recipe for frustration and contributes to reduced services in any organization, of which National Police Service is no exception.

2.1.5 Organizational Culture

Organizational culture involves employees' beliefs and behaviour, as well as the organizational norms and values (Strandgard & Dobbin, 2006). 'Good' or adaptive cultures determine the success of change management and support strategic planning

(Smollan, 2006). Culture is a key aspect for the successful implementation of strategic goals. Harvey and Brown (2002) indicate that this is because “some patterns of behaviour may be functional and may facilitate the accomplishment of organizational goals’ though ‘other patterns of behaviour or cultural norms may actually inhibit or restrict the accomplishment of goals”. Turnbull (2002) suggests that examining an organization’s culture using culture audits assists in the management of change because it creates an understanding of the differences that may exist between organizational units, departments and hierarchical levels. An additional aspect that may occur is that sometimes the introduction of an important change in an organisation may create the need for a relative change in its culture, so as to facilitate the change and support its strategic goals. Therefore, certain organisations initiate, along with other changes, culture changes.

Several scholars have proposed several approaches to classify organization culture. According to Muthoni (2013), organization culture can be viewed in terms of adaptability, beuaracratic, mission and entrepreneurial. The researcher argues that adaptability culture is flexible in approach to the change process in meeting the demands of the external environment. Beauracratic culture is centred on the rituals performed by leaders in the organization that leads to sustainable transformation process, Burke (2002). Mission culture stresses that the presence of visionary leaders in an organization plays a pivital role in the change process as they provide direction and stamina to the change process, Hughes (2005). Entrepreneurial culture is centred on a personality that controls the pace of work and motivation in an organization, Salama (2011). According to Fakhar et al (2012) organization culture can be viewed in four main dimensions. These include counter, sub and strong culture. Ker and Slocum (2005) stress that counter culture directly contradicts the conventional norms and shared

beliefs within an institution. According to Lok, Westwood and Crawford (2005) subculture results from the geographical space between different departments within an institution that affects employee commitment to work. Weak cultures are viewed as loosely knit cultures that are normally imposed by autocratic leaders whilst strong cultures occur when most employees share certain beliefs and commonalities. The most widely accepted classification of culture was done by Schein (2009) who categorized culture in layers. The external layer was called material layer, middle layer was known as system layer and the internal layer was referred to as the spiritual layer

Burnes (2004) investigated the impact of culture on organization performance in Textile Firms in Nigeria using qualitative and quantitative techniques with a sample size of 630 employees. The study found out that employee's attitude and beliefs significantly affect organization performance. Riany, Garashi, Odera and Okaka (2012) studied the effects of restructuring on organization performance of mobile phone service providers in Kenya using a causal research design found out that organizational culture plays a critical role in organizational transformation. Ongera (2013) researched on the Determinants of change management implementation in parastatals in Kenya and contends that organization culture by which vision is known to the employees. Nderitu and Nyaoga (2013) investigated the effects of quality management practices on the performance of public primary schools in Nakuru Municipality. The study found out that quality management affect performance in schools in Kenya. The researchers further contend that quality management practices should be firmly grounded in the organization culture in order to rip the benefits and increase performance.

Potosky and Ramakrishna (2001) argue that organizational culture clearly influences the success of an organization change management process. Organizations often build positive organizational culture through communication, values, norms policies and

rules, programmes and leadership. Key indicators of organizational culture to be studied here include organizational attitudes, values and beliefs, history and norms and symbols and rituals.

According to Balthazard, and Cooke (2004) values and beliefs held by employees are not only an asset to the organization but also provide managers or leaders with a complete knowledge and awareness for effective leadership. This is because strong cultures are driving forces towards organizational development as it reduces stress and improves self- esteem in employees. Consequently, managers should ensure that new employees are introduced to the norms and pattern of work right during recruitment and top leaders publicly support the organization culture for better results. This process will inculcate a sense of belonging and enables the employee to better understand the core functions and mandate of the institution hence increased efficiency. Managers should also embrace strong cultures in an organization that propels positive change towards attainment of the organizational objectives. It is therefore the responsibility of the top leadership of the national police service to assist the employees to learn the systems of the organization if they want their organization to perform better in enhancing change management (Brooks & Harfield, 2000).

2.2 Theoretical Review

The study will be guided by the following theories

2.2.1 Experiential Learning Theory

Experiential learning theory (ELT) was developed following Kolb (1984), plan for the creation of scientific knowledge by conceptualizing phenomena through formal, explicit, testable theory. In Kolb's approach, "before a system can be fully useful the concepts in it have to be defined in a way that permits the treatment of both the

qualitative and quantitative aspects of phenomena in a single system, adequately represents the conditional-genetic (or causal) attributes of phenomena, facilitates the measurement (or operational definition) of these attributes, and allows both generalization to universal laws and concrete treatment of the individual case" (Cartwright, 1951). A theory developed by this process can be a powerful instrument for stimulating and focusing scholarly research conversation. Most of the debate and critique in the ELT literature has centered on the psychometric properties of the ELT. Recent critique has been more focused on the theory than the instrument examining the intellectual origins and underlying assumptions of ELT from what might be called a critical theory perspective, where the theory is seen as individualistic, cognitivist, and technological (e.g. Holman, Pavlica, & Thorpe, 1997; Hopkins, 1993). Kayes (2002) has reviewed these and other critics of ELT and offered his own critique of the critics. He proposes an extension of ELT based on the premise which elaborates the fracture between personal and social knowledge and the role that language plays in shaping experience.

This theory assumes that experience plays a critical role in the learning process. Experience enables people to learn and grow. Central to this theory is the experiential learning cycle model which states that the process of learning an experience, followed by reflection which is then assimilated into a theory (abstract conceptualization) and finally the reformulated hypotheses are tested into situations. This theory is relevant to this study because employee training will enhance their performance of specific tasks or procedures. With the ongoing change management process employee training will enable employees to become better at their current job. The theory is therefore linked to the first objective of the study.

2.2.2 Resource Based-View Theory

The theory was originated by Penrose E. in 1959. The theory emphasizes the firm's resources as the hallmarks of competitive advantage and performance and postulates that the unique bundles of resources explain the variation in the levels of competitiveness among firms (Maina & Mweru 2016). The theory is based on two assumptions in analyzing sources of competitive advantage; first, the firms within an industry are heterogeneous with respect to the bundle of resources that they control, Secondly, the resource heterogeneity may last over time because the resources that determine firm's competitiveness are not perfectly mobile across firms and hence cannot be traded in factor markets and are difficult to accumulate and imitate (Bridoux, 2015). Bridoux, (2015) went on to argue that technology can enhance or eliminate the competitive value of resources a firm possess and as such intra-organizational capabilities can thus emerge out of creative destructive nature of technological advancement.

A lot of criticisms have however been levelled against the theory; RBV has no managerial implications (Priem & Butler, 2001); RBV implies infinite regress (Collis, 1994; Priem & Butler, 2001); RBV's applicability is too limited (Gibbert, 2006) and the value of a resource is too indeterminate to provide for useful theory (Lockett et al., 2009; Priem & Butler, 2001). These out of the eight criticisms seek to invalidate the theory in the context of its application in the sharing resources among firms in an inter-dependence relationship. Nonetheless, the theory provides the framework for monitoring and coordination routines between parties in inter-firm relationships as means to integrating resources and capabilities. It also provides mechanism to create value among partners by pooling resources and coordination efforts (Ramon, Florez, & Ramon, 2017).

The Resource-based View (RBV) is a strategic management theory that is widely used in project works, it examines how resources can drive competitive advantage (Almarri & Gardiner, 2014). Sustainable competitive advantage requires enduring benefits through capabilities that are not easily imitated (Almarri & Gardiner, 2014). Capabilities include technological management abilities, operational abilities, innovation abilities and experience with complex project works (Alameri, 2018). RBV has managerial implications in the context of change management (Govan & Damnjanovic, 2020). This theory will be relevant to this study as it will help in how leadership support as change management strategy influence performance in the National Police Service. The theory is therefore linked to the second objective of the study.

2.2.3 Uncertainty Reduction Theory

Uncertainty Reduction Theory was developed by Berger and Calabrese (1975). Since the mid-twentieth century, the concept of information has been a strong foundation for communication research and the development of communication theory. Information exchange is a basic human function in which individuals request, provide and exchange information with the goal of reducing uncertainty. Uncertainty Reduction Theory (URT) accredited to Berger and Calabrese (1975), recognized that reducing uncertainty was a central motive of communication. Through the development of URT, these scholars pioneered the field of interpersonal communication by examining this significant relationship in uncertainty research. However, for communication to be possible listeners have to have ways to discriminate reliable, trustworthy information from potentially dangerous information otherwise speakers would want to abuse them through lies and deception. One-way listeners and speakers can improve the reliability of communication is through arguments. The speaker gives a reason to accept a given

conclusion. The listener can then evaluate this reason to decide whether she should accept the conclusion. In both cases, they have used reasoning to find and evaluate a reason respectively. If reasoning does its job properly, communication has been improved. Heath and Bryant (2000) state: “One of the motivations underpinning interpersonal communication is the acquisition of information with which to reduce uncertainty”. URT places the role of communication into the central focus. Uncertainty existed in a given situation when there was a high number of possible alternatives and the probability of their event was relatively equal. Heath and Bryant (2000) stated: “Uncertainty-reduction theory is a powerful explanation for communication because it operates in all contexts to help explain why people communicate as they do”. This theory will be relevant to the study as it will aid in understanding how communication as change management strategy enhance performance in the National Police Service. The theory is therefore linked to third objective of the study.

2.2.4 Social Learning Theory

Social learning theory was originally proposed by Albert Bandura in 1971. It is a theory of learning process social behavior which proposes that new behaviors can be acquired by observing and imitating others. It states that learning is a cognitive process that takes place in a social context and can occur purely through observation or direct instruction, even in the absence of motor reproduction or direct reinforcement. In addition to the observation of behavior, learning also occurs through the observation of rewards and punishments, a process known as vicarious reinforcement. When a particular behavior is rewarded regularly, it will most likely persist; conversely, if a particular behavior is constantly punished, it will most likely desist. The theory expands on traditional behavioral theories, in which behavior is governed solely by reinforcements, by placing

emphasis on the important roles of various internal processes in the learning individual (García-Valcárcel & Tejedor, 2019).

In the context of employee training, the Social Learning Theory suggests that individuals learn not only through direct experience but also by observing others, including leaders and colleagues, and modeling their behavior. Employees may learn new skills, knowledge, and behaviors through formal training programs, but they also acquire knowledge and practices through informal interactions and socialization within the organization (Andrews, Cameron & Harris, 2018).

Leadership support plays a crucial role in the Social Learning Theory. Leaders who provide guidance, encouragement, and resources for employee development can foster a supportive learning environment. They can serve as role models, demonstrating desired behaviors and skills, and creating opportunities for employees to observe and learn from their actions. Leadership support can enhance employee motivation, engagement, and commitment to learning and development initiatives (Emilio Colombo & Luca Stanca, 2008).

Effective communication is an essential element of the Social Learning Theory. Clear and open communication channels within the organization facilitate the transfer of knowledge, sharing of information, and collaboration among employees. Effective communication helps disseminate training materials, instructions, and feedback, allowing employees to acquire and reinforce new skills and behaviors. It also enables the exchange of ideas, feedback, and suggestions for continuous improvement (AsareBediako, 2017).

Organizational culture, according to the Social Learning Theory, shapes employee behavior and learning. A culture that values learning, innovation, and continuous

improvement can create a supportive environment for employee training and development. An organization with a strong learning culture encourages employees to seek knowledge, share expertise, and experiment with new approaches. It promotes a sense of psychological safety, where employees feel comfortable taking risks, seeking feedback, and engaging in collaborative learning (Githinji, 2014). This study will use social learning theory to assess the moderating effect of organizational culture on change management strategies and organization performance of the national police service, Kiambu County, Kenya.

2.3 Conceptual Framework

A conceptual framework is a hypothesized model that graphically portrays the relationships (Mugenda & Mugenda, 2003). The conceptual framework for this study is illustrated in Figure 2.1. Employee training indicators include; training access, mode of training and training needs assessment. Leadership support measureable indicators include; staff human and emotional aspects consideration, inspiration of employees towards set goals and resolving employees' grievances as they arise. Effective communication indicators include; sharing of information with stakeholders about the nature and significance of the change, allowing employees to explain their concerns and opinions about change. Organizational culture indicators include; deep rooted values and beliefs, employees' attitudes and differences among sub teams. Further, performance measurable indicators include; improved organizational efficiency in application of ICT in policing, Police officers giving feedback about the progress of the change effort as well as issues that have surfaced.

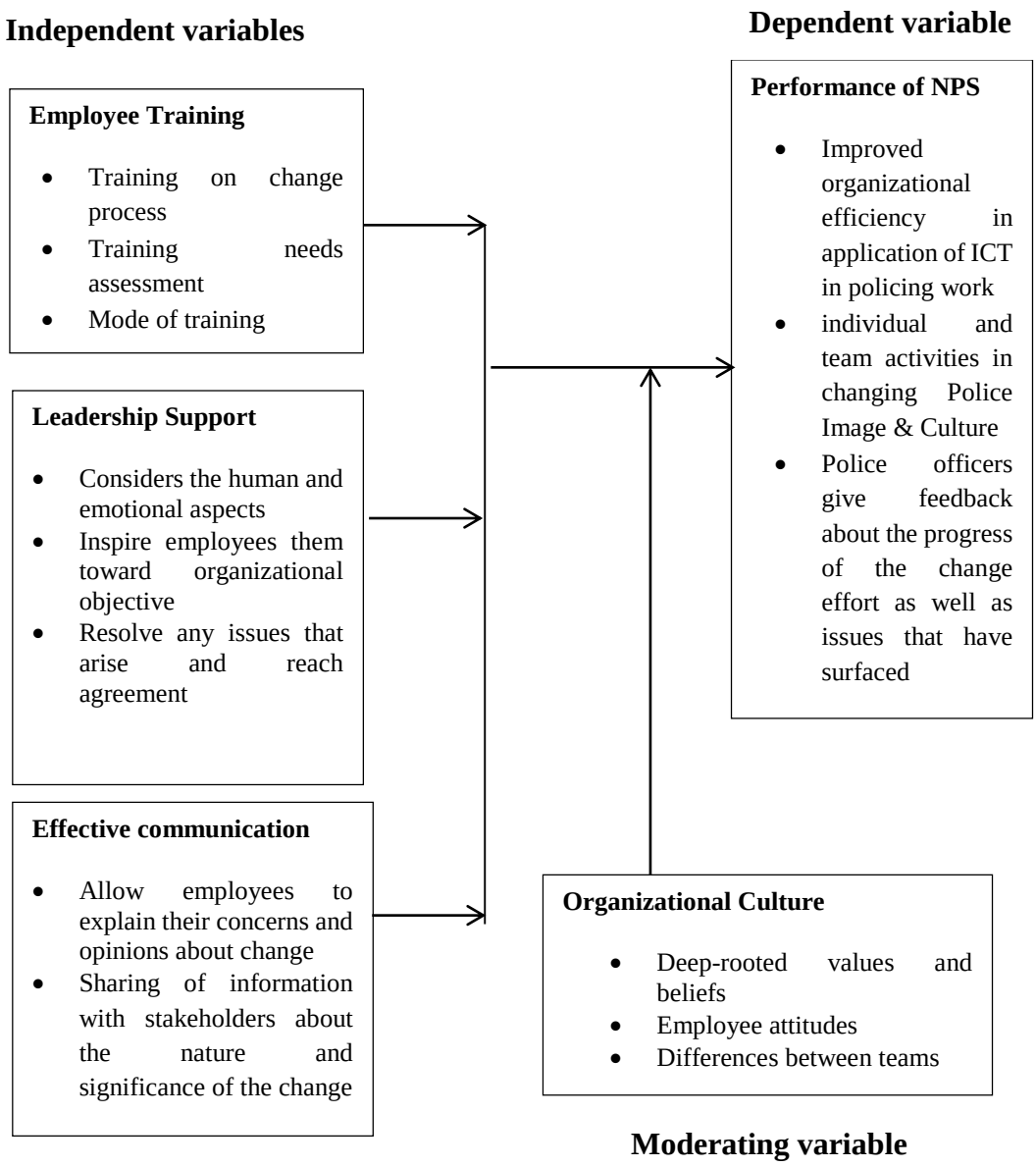

Figure 2.1 Conceptual framework

Source: Author (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the research design that was used, the target population, sampling techniques, data collection tools and procedure instruments, pilot study, how validity and reliability of the research contraptions was ensured, data analysis and presentation technique to be employed as well as ethics to be observed in the research period.

3.1 Research Design

This study used explanatory research design in form of a survey, which sought to examine the relationships between variables (Sekaran, 2006). According to Orodho, (2005) this research design describes the variables as they exist. The design was appropriate for the study because data was collected at one particular point in time without manipulation of variables and was used to determine extent to which change management strategies influence performance in national police service in Kiambu County. Quantitative research design is a structured approach used to collect and analyze numerical data to answer research questions and test hypotheses. It typically involves a systematic and controlled process that allows for the measurement, comparison, and statistical analysis of variables (Mugenda & Mugenda, 2008). This study also used quantitative research design. A mixed research design, also known as a mixed methods research design, combines qualitative and quantitative research methods within a single study or research project. It involves collecting and analyzing both numerical data (quantitative) and non-numerical data (qualitative) to provide a more comprehensive understanding of the research problem (Kothari, 2018). Mixed researched design was also used in this study.

3.2 Target Population

The target population for this study was the police officers operating from Kiambu County. Kenya police service has its headquarters in Vigilance House, Harambee Ave, Nairobi. According to National police service report 2021, there are approximately 80, 000 police officers in Kiambu County. This study targeted 1 County commander and 12 Sub County commanders and 280 Police officers under The Kenya Police category, 1 County commander, 12 Sub County commanders and 300 Police officers under The Administration Police category, 1 county criminal investigation officer and 12 DCIO under Criminal Investigation Department/Directorate of Criminal Investigation Category (National Police Service, 2021).

Table 3.1: Target population

Category	Population
Kenya police	293
Administration police	313
DCI	13
Total	**619**

(Source: National Police Service, 2020)

3.3 Sample Size and sampling techniques

A sample size is a subset of the target population (Kothari 2008). That is, a sample is the total collection of elements about which inferences are to be made (Taherdoost, 2016). Samples are selected because it is not possible at times to study the entire population due to various limiting factors such as lost time and other research resources. From the target population of 619, Yamane (1973) sample size formula was used to select a sample size of the population;

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size required

N is the population size =619

e is the level of precision =0.05

n =619/ (1+619*0.05^2)

n=242

The researcher used stratified random sampling technique to select the police officers from the three categories and purposive sampling to select the commanders respondents from the 242 remaining target population. Stratified random sampling is a sampling technique that divides a population into subgroups or strata based on certain characteristics and then selects a random sample from each stratum. This method ensures representation of different groups or strata within the population and can provide more precise estimates for specific subgroups. In this study, the strata were the three groups (Kenya Police, Administration Police and DCI)

Table 3.2 Sample Size

Category	**Target Population**	**Sample Size**
Kenya police	293	108
Administration police	313	121
DCI	13	13
Total	**619**	**242**

Source: Author (2023)

3.4 Sampling Frame

The units of observation included; County commanders, Sub County commanders, County and Divisional Criminal Investigation Officers.

3.5 Data Collection Instruments and Methods

The researcher obtained an introductory letter from the Graduate school which helps in acquiring a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) before data collection process. Further, the researcher proceeded to collect primary data from the respondents through use of interview schedules and structured questionnaires. Questionnaires are preferred because they are flexible, quick, and cheap to administer. The Questionnaires were comprise both open and close ended questions designed to answer research questions indicated in chapter one of this study. They were personally administered by the researcher. Self-administration of data collection instruments is preferred as it allows the researcher to interact and create a rapport with potential participants resulting in high response rate (Kombo & Tromp, 2006). The use of open-ended questions enables the respondents to provide in-depth responses, whereas the closed-ended questions provide guided responses (Kothari, 2008). Interview schedules were used in this study to collect qualitative data.

3.6 Pilot Study

Pilot testing is a rehearsal of a research study whereby a researcher tests the research approach with a small number of test participants outside the target population of the actual study. According to Sekeran (2003), piloting is important as it tests for reliability of the research instruments. The study used 24 respondents who were 10% of the sample size. Pilot study was done in Nairobi County where 24 respondents were sampled representing 10% of the study sample size. A pre-test sample of 10% of the sample size was used as advocated by Mugenda and Mugenda (2008) who indicated a sample of 1-10% of study's sample size is suitable for pilot test. Validity and reliability of the research tool was ascertained.

3.6.1 Reliability Test

The degree to which an experiment, test, or measurement process produces the same results on multiple tries is known as reliability. A statistical coefficient Cronbach's alpha (α) was used as a measure of internal reliability (Cronbach, 1971). Reliability coefficient of 0.7 or more indicates high reliability of the data (Mugenda, 2011). Cronbach's alpha reliability coefficient ranges between 0 and 1. Reliability coefficient of 0 implies that there is no internal reliability while 1 indicated perfect internal reliability. The optional value of 0.7 was used as a cutoff of reliable research instruments.

3.6.2 Validity Test

The validity of the data gathering instruments was assessed by the researcher using expert opinion. To improve the instrument's validity, the researcher seeks help from supervisors, colleagues, and specialists. The expert opinion in this case was the supervisors who assessed the data collection tools. To determine content validity of the instrument seeks suggestions from a panel of lecturers. The study established the content and face validity to assess the accuracy, meaningfulness, appeal and appearance of the data collection instruments. To determine the content validity of the instrument items, the supervisors assisted in ensuring that the instruments are in relation to the set objectives and content area under study. They reviewed and analyze the contents of the questionnaires to ascertain if the instruments were suitable for the purpose for which they are set. Revisions to the instruments were made to reflect the panel's suggestions.

3.7 Data Analysis and Presentation

Data analysis and presentation involves bringing the raw data that has been collected together in a summarized manner in order to give room for organization and

categorization by the researcher (Oso and Onen, 2008). Descriptive statistics like frequencies and percentages were used to summarize data quantitative. Inferential statistics such as correlation coefficients were used to test the non-causal relationship between variables while regression analysis was used to test the research hypotheses at 5% significance level with the aid of SPSS. The results were presented using tables, and discussions thereof.

Before moderation the following regression model was fitted.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Y= Performance

β_0 =Regression constant

β_1, β_2, β_3, = Coefficient factors for independent variables

X_1=Employee Training

X_2= Leadership support

X_3= Effective communication

ε= Error term assumed to be normally distributed

The study further used hierarchical multiple regression models to measure the moderating effect of moderating effect of organizational culture on change management strategies and organization performance of the national police service, Kiambu County. The model was; organization performance of the national police service, Kiambu County = f (Employee training, Leadership Support and Effective communication, and the moderator; organizational Culture

$$Y = f(X_1, X_2, X_3, X_4, Z, \varepsilon)$$

$$Y = \beta_0 + \beta iXi + \beta izXiZ + \varepsilon, (if=1, 2, 3, 4) \quad \text{.....1}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta zZ + \beta izXiZ + \varepsilon, (i=1, 2, 3, 4) \quad \text{…....…….....2}$$

X_iZ_i is the interaction between the moderator; organizational culture with each of the independent variables (X_1, X_2, X_3, X_4).

BZi is the coefficient of X*Z the interaction term between the moderator; organizational culture and each of the independent variables for i = 1,2,3,4;

β_0 is constant (Y- intercept) which represent the value of Y when X =0.

3.8 Assumptions of Regression model

Statistical procedures as where be applied in study had the assumptions of regression as the underlying reference point. These assumptions were tested before reliance on the results and data was overall adopted as recommended by David (2012). This was so because it was considered that violations of these assumptions may have led to a substantial change in the research conclusion and as such establishment of the adherence to these assumptions was an expected component of this study.

3.8.1 Test for Normality

The linear regression analysis requires all variables to be multivariate normal. Normality can be defined as the shape of the data distribution for an individual metric variable and its correspondence to the normal distribution, the benchmark for statistical methods (Hair, Black, Babin, & Anderson, 2010). Many of the statistical procedures in parametric tests are based on the assumption that the data follows a normal distribution (Ghasemi & Zahediasl, 2012). The normal distribution peaks in the middle and is symmetrical about the mean. Data does not need to be perfectly normally distributed for the tests to be reliable. Regression assumes that the data on variables under analysis are normally distributed (Hair et al., 2010). To solve the problem of errors in skewness and kurtosis, normality was checked with a goodness of fit test; the Kolmogorov-Smirnov.

3.8.2 Test for Linearity

Linearity assumption implies that there is a linear relationship between the dependent variable and the set of independent variables. Linearity assumption will be evaluated using Pearson's Product Moment Correlation coefficients. Residual for each observation in the data set was plotted on the vertical axis against the fitted value on the horizontal axis. It is expected that the residual plots show a random distribution of positive and negative values across the entire range of the variable plotted on the horizontal axis. If the residual points are scattered without an obvious pattern, there is no reason to doubt the linearity assumption (Garson, 2012).

3.8.3 Test for Homoscedasticity

Homoscedasticity assumption implies that the variation in the residuals is the same for both large and small values of the predicted value of the dependent variable. This was tested by Levene's test of equality of error variances. The normality assumption implies that residuals are normally distributed and have a mean of zero. To find out whether residuals follow a normal distribution, Shapiro-Wilk was used. A normal probability plot shows expected cumulative probability and observed cumulative probability on the vertical and horizontal axes respectively. If the plotted points of residuals in the normal probability plot is fairly close to a straight line drawn from the lower left to the upper right of the graph, there is no reason to doubt that the residuals are normally distributed (Lind, Marchal & Wathen, 2012).

3.8.4 Test for multicollinearity

The assumption of multicollinearity implies that there is no correlation between independent variables. This was tested using tolerance and variance inflation factor (VIF). A tolerance of below 0.10 or a VIF greater than 10 is regarded as indicative of serious multicollinearity problems. Tolerance below 0.2 indicates a potential problem.

When tolerance is close to 1 there is little multicollinearity for all independent variables. If tolerance is close to 0, it indicates that multicollinearity may be a threat (Field, 2009; Williams, 2015). A VIF for all independent variables close to 1 and far from the threshold of 10 are considered that is having no correlation between variables hence none is removed from the analysis (Lind, Marchal & Wathen, 2012).

3.9 Research Ethics

Ethical issues were considered in this study. As part of research ethics, the researcher received permission from the concerned authorities and from the respondents who take part in the study. The researcher explained the purpose and objectives of the study to the participants so that they can make the conclusion on whether to take part or not in the study. The researcher also assured the participants of privacy and confidentiality. The researcher also acknowledged all the literature quoted in the study to avoid plagiarism.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.0 Introduction

This chapter presents data analysis as well as the interpretations of the findings. The chapter encompasses the response rate, pilot test results and general information of the respondents. Besides, the chapter comprises of the descriptive and inferential statistics as per the study objective. The purpose of the study is to analyse the moderating effect of organizational culture on change management strategies and organizational performance of the national police service, Kiambu County, Kenya.

4.1 Response Rate

The sample size of the study was 242 respondents comprising of the police officers operating from Kiambu County, Kenya. The questionnaires were dropped off and picked up later after they were filled by the respondents. Out of 242 questionnaires which were distributed, 231 were duly filled and returned. The drop-off and pick-up-later method yielded the high response rate of 95.5%. According to Babbie (2018), a response rate of 75 per cent is adequate for analysis as well as making conclusions and inferences about a population. In addition, Kumar (2019) indicates that a response rate of 60% and above is acceptable for analysis. Further, Egbert (2018) indicates that a response rate of 50% should be considered average, 60% to 70% considered adequate while a response rate of above 70% should be regarded as excellent. This implies that the response rate of 95.5% was adequate for analysis, drawing conclusions and reporting.

4.2 Pilot Study Results

The study conducted pilot test to test for validity and reliability of the data collection tool. As recommended by Mugenda and Mugenda (2018) an appropriate sample for

pilot test should be between 1 and 10% of study sample size. Therefore, this study used 10% of the sample (24 respondents)

4.2.1 Reliability

Orodho (2019) argues that reliability of the research instrument is its level of internal consistency over time. A reliable instrument therefore, is the one that constantly produces the expected results when used more than once to collect data from two samples drawn from the same population. In this study, reliability of the questionnaires was assessed by use of Cronbach‘s Alpha. The data collected from the pilot study was not used in the final analysis.

As shown in Table 4.1, employee training had an average Cronbach’s reliability alpha of 0.821, leadership support had a Cronbach’s reliability alpha of 0.850, effective communication had an average Cronbach’s reliability alpha of 0.788, organizational culture had a Cronbach’s reliability alpha of 0.850 and Organization performance had an average Cronbach’s reliability alpha of 0.882. This shows that the study questionnaire met the reliability criteria ($\alpha>0.7$).

Table 4. 1: Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
employee training	0.821	Reliable
leadership support	0.850	Reliable
effective communication	0.788	Reliable
organizational culture	0.850	Reliable
Organization performance	0.882	Reliable

4.2.2 Validity

The validity of the data gathering instruments was assessed by the researcher using expert opinion. To improve the instrument's validity, the researcher seeks help from supervisors, colleagues, and specialists. The expert opinion in this case was the

supervisors who assessed the data collection tools. To determine content validity of the instrument seeks suggestions from a panel of lecturers. The study established the content and face validity to assess the accuracy, meaningfulness, appeal and appearance of the data collection instruments. To determine the content validity of the instrument items, the supervisors assisted in ensuring that the instruments are in relation to the set objectives and content area under study. They reviewed and analyze the contents of the questionnaires to ascertain if the instruments were suitable for the purpose for which they are set. Revisions to the instruments were made to reflect the panel's suggestions.

4.3 General Information

In this study, the general information comprised of gender, age bracket and length of time working in the organization. The results were presented through the use of tables and figures

4.3.1 Gender of the Respondents

The respondents were requested to indicate their gender. The results were as shown in Figure 4.1. From the results, 69% of the respondents were male while 31% were female. This implies that most of the respondents were male.

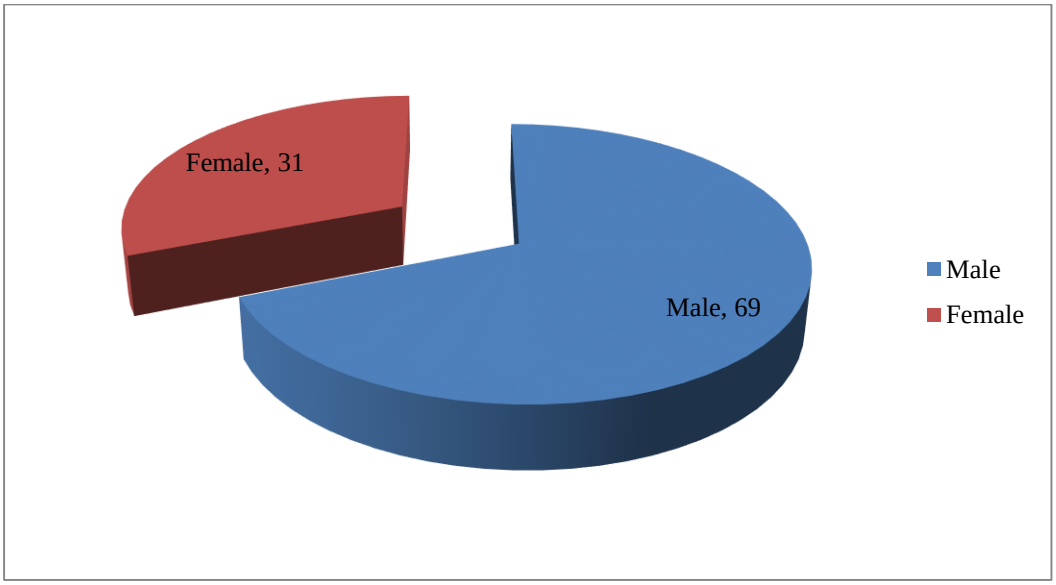

Figure 4. 1: Gender of the Respondents

4.3.2 Respondents Age Bracket

The respondents were requested to indicate their age brackets. The results were as shown in Figure 4.2. From the results, 38% of the respondents were aged between 35-45 years, 33% of the respondents indicated 45-50 years,16% of the respondents indicated 18-35 years while 13% of the respondents indicated above 50 years as their age bracket. This implies that the respondents were aged between 35-45 years.

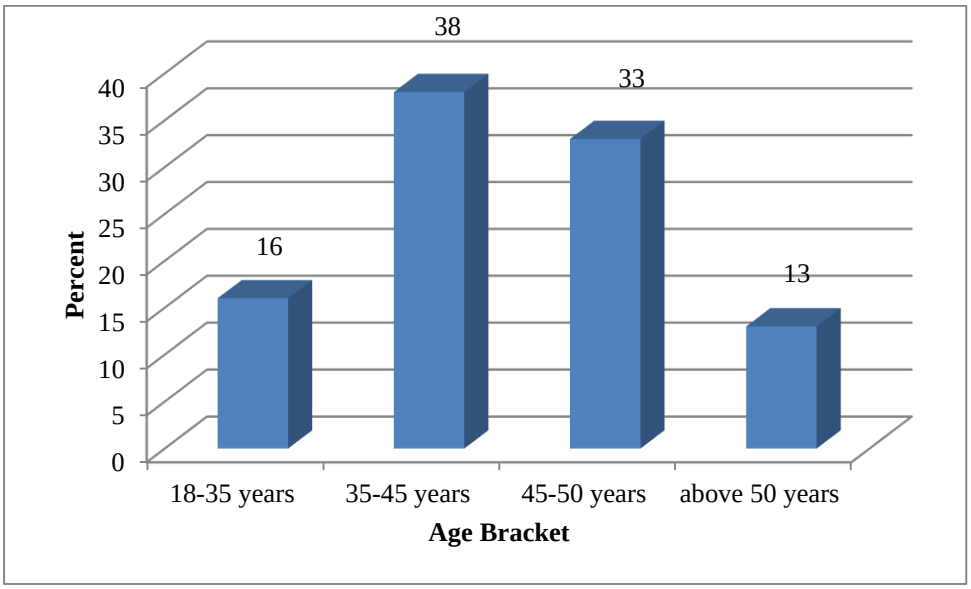

Figure 4. 2: Respondents Age Bracket

4.3.3 Length of Time Working in the Organization

The respondents were further requested to indicate their length of time working with their organization. The results were as shown in Figure 4.3. From the results, 32% of the respondents indicated 6-10 years, 29% indicated 1-5 years, 23% of the respondents indicated 11-15 years while 16% of the respondents indicated over 15 years as their length of time working in the organization. This implies that most of the respondents had worked in their organization long enough to provide the needed information

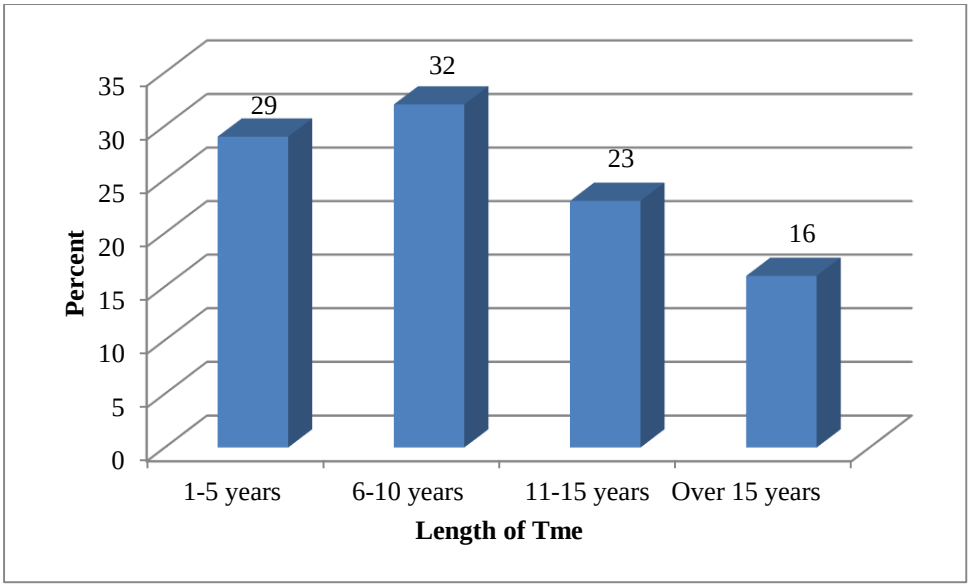

Figure 4. 3: Length of Time Working in the Organization

4.4 Descriptive statistics

4.4.1 Performance of the National Police Service

The respondents were requested to indicate their level of agreement on various statements relating to organizational performance of the national police service, Kiambu County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.2.

From the results, the respondents agreed that there is to improved organizational performance in providing strategic leadership in the command structure and system for efficient administration of the Service. This is supported by a mean of 3.968 (std. dv = 0.905). In addition, as shown by a mean of 3.859 (std. dv = 0.885), the respondents agreed that improved organizational efficiency in application of ICT in policing work. Further, the respondents agreed that there is individual and team activities in changing police image in performance. This is shown by a mean of 3.800 (std. dv = 0.605).

As shown by a mean of 3.785 (std. dv = 0.981), the respondents agreed that police officers give feedback about the progress of the change effort as well as issues that have surfaced. In addition, the respondents agreed that there is ease and reduced time of customer service. This is shown by a mean of 3.777 (std. dv = 0.878). The respondents also agreed that there has been minimal customer complaint in the station from services provided. This is shown by a mean of 3.678 (std. dv = 0.897).

Table 4. 2: Performance of the National Police Service

	Mean	**Std. Deviation**
There is to improved organizational performance in providing strategic leadership in the command structure and system for efficient administration of the Service	3.968	0.905
Improved organizational efficiency in application of ICT in policing work	3.859	0.885
There is individual and team activities in changing police image in performance	3.800	0.605
Police officers give feedback about the progress of the change effort as well as issues that have surfaced	3.785	0.981
There is ease and reduced time of customer service	3.777	0.878
There has been minimal customer complaint in the station from services provided	3.678	0.897
Aggregate	**3.798**	**0.821**

4.4.2 Employee Training and Organizational Performance

The first specific objective of the study was to determine the influence of employee training on organizational performance of the national police service, Kiambu County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to employee training and organizational performance of the national police service, Kiambu County, Kenya. A 5 point Likert scale was used where 1

symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.3.

From the results, the respondents agreed that training on change management is conducted. This is supported by a mean of 3.944 (std. dv = 0.989). In addition, as shown by a mean of 3.917 (std. dv = 0.805), the respondents agreed that needs assessment to identify performance deficiencies and need for employees training is carried out. Further, the respondents agreed that NPS involves staff and other stakeholders in designing training policy and programs. This is shown by a mean of 3.855 (std. dv = 0.981). The respondents also agreed that employee training enhances effective performance. This is shown by a mean of 3.849 (std. dv = 0.923). From the results, the respondents agreed with a mean of 3.803 (std. dv = 0.874) that NPS gives equal opportunities to all staff in in-service training.

Table 4. 3: Employee Training and Organizational Performance

	Mean	**Std. Deviation**
Training on change management is conducted	3.944	0.989
Needs assessment to identify performance deficiencies and need for employees training is carried out	3.917	0.805
NPS involves staff and other stakeholders in designing training policy and programs	3.855	0.981
Employee training enhances effective performance	3.849	0.923
NPS gives equal opportunities to all staff in in-service training	3.803	0.874
Aggregate	**3.835**	**0.922**

4.4.3 Leadership Support and Organizational Performance

The second specific objective of the study was to establish the influence of leadership support on organizational performance of the national police service, Kiambu County, Kenya. The respondents were requested to indicate their level of agreement on various

statements relating to leadership support and organizational performance of the national police service, Kiambu County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.4.

From the results, the respondents agreed that the management helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress. This is supported by a mean of 3.967 (std. dv = 0.897). In addition, as shown by a mean of 3.920 (std. dv = 0.815), the respondents agreed that organizational leadership considers the human and emotional aspects of change during the change process. Further, the respondents agreed that there is active participation by the management team in the change effort. This is shown by a mean of 3.888 (std. dv = 0.901). The respondents also agreed that the management team interact with subordinates and inspire them toward organizational objectives. This is shown by a mean of 3.835 (std. dv = 0.793). From the results, the respondents agreed with a mean of 3.813 (std. dv = 0.884) that the management is able to resolve any issues that arise, reach agreement and decrease resistance.

Table 4.4: Leadership Support and Organizational Performance

	Mean	Std. Deviation
The management helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress.	3.967	0.897
Organizational leadership considers the human and emotional aspects of change during the change process	3.920	0.815
There is active participation by the management team in the change effort	3.888	0.901
The management team interact with subordinates and inspire them toward organizational objectives	3.835	0.793
The management is able to resolve any issues that arise, reach agreement and decrease resistance	3.813	0.884
Aggregate	**3.828**	**0.897**

4.4.4 Effective Communication and Organization Performance

The third specific objective of the study was to assess the influence of effective communication on organizational performance of the national police service, Kiambu County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to effective communication and organizational performance of the national police service, Kiambu County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.5.

From the results, the respondents agreed that employees are given enough time to ask questions, explain their concerns and opinions about change. This is supported by a mean of 3.943 (std. dv = 0.986). In addition, as shown by a mean of 3.926 (std. dv = 0.840), the respondents agreed that employees are given enough time to share their ideas about change. Further, the respondents agreed that the managers communicate clearly the vision, the mission, and the objectives of the change. This is shown by a

mean of 3.846 (std. dv = 0.879). The respondents also agreed that there is sharing of information with stakeholders about the nature, timing, and significance of the change. This is shown by a mean of 3.831 (std. dv = 0.904). As shown by a mean of 3.816 (std. dv = 0.789), the respondents agreed that communication helps reduce or eliminate negative feelings and behaviors during change process.

Table 4. 5: Effective Communication and Organizational Performance

	Mean	**Std. Deviation**
Employees are given enough time to ask questions, explain their concerns and opinions about change	3.943	0.986
Employees are given enough time to share their ideas about change	3.926	0.840
The managers communicate clearly the vision, the mission, and the objectives of the change	3.846	0.879
There is sharing of information with stakeholders about the nature, timing, and significance of the change	3.831	0.904
communication helps reduce or eliminate negative feelings and behaviors during change process	3.816	0.789
Aggregate	**3.788**	**0.897**

4.4.5 Organizational Culture and Performance of the National Police Service

The fourth specific objective of the study was to examine the moderating effect of organizational culture on change management strategies and organizational performance of the national police service, Kiambu County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to organizational culture and organizational performance of the national police service, Kiambu County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.6.

From the results, the respondents agreed that employee attitudes as part of the organization culture affect change process. This is supported by a mean of 3.891 (std.

dv = 0.865). In addition, as shown by a mean of 3.818 (std. dv = 0.945), the respondents agreed that organization Beliefs/ Values as part of the corporate culture affects change process. Further, the respondents agreed that organization Norms affects change process. This is shown by a mean of 3.808 (std. dv = 0.611). The respondents also agreed that differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes. This is shown by a mean of 3.721 (std. dv = 0.908). As shown by a mean of 3.661 (std. dv = 0.776), the respondents agreed that there is organizational learning on change. From the results, the respondents agreed that employee Attitudes as part of the organization culture affect change process. This is supported by a mean of 3.654 (std. dv = 0.967).

Table 4. 6: Organizational Culture and Performance of the National Police Service

	Mean	**Std. Deviation**
Employee Attitudes as part of the organization culture affect change process	3.891	0.865
Organization Beliefs/ Values as part of the corporate culture affects change process	3.818	0.945
Organization Norms affects change process	3.808	0.611
Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes	3.721	0.908
There is organizational learning on change	3.661	0.776
Employee Attitudes as part of the organization culture affect change process	3.654	0.967
Aggregate	**3.765**	**0.758**

4.5 Diagnostic Tests

This study conducted linearity test, multicollinearity test, normality test and homoscedasticity test before regression analysis was conducted. In case of violation of the regression assumptions, the confidence intervals as well as other scientific insights

derived from the regression model may be regarded as misleading, biased or inefficient and therefore the inferences derived incapable of being generalizable on other data.

4.5.1 Linearity Test

When the significance value (sig.) for deviation from linearity is greater than 0.05, it indicates that there is no significant deviation from linearity, meaning that the relationship between the predictor variables and the response variable can be considered linear. If the significance value is less than 0.05, it indicates a significant deviation from linearity, suggesting that the relationship between the predictors and the response variable may not be purely linear. Based on the SPSS output, with significance values (sig.) for employee training = 0.649, leadership support = 0.538, effective communication = 0.554, and organizational culture = 0.681, all being greater than 0.05, we can conclude that there is no significant deviation from linearity. Therefore, there is a significant linear relationship between the predictor variables (employee training, leadership support, effective communication, and organizational culture) and organizational performance. Thus, increasing the effect of the predictors improves the response variable.

Table 4. 7: Coefficients of Linearity Test

Model	Sig.	95.0% Confidence Interval for B		
		Lower Bound	Upper Bound	Tolerance
employee training	.649	-13.608	11.411	.560
leadership support	.538	-19.721	23.732	.189
effective communication	.554	-21.089	18.518	.172
organizational culture	.681	-10.179	11.121	.623
employee training	.566	-39.618	45.182	.281

4.5.2 Multicollinearity Test

Multicollinearity occurs when two or more independent variables in a multivariate regression model are highly or significantly correlated. This means that one variable

can be predicted from another, which can lead to problems in estimating the coefficients accurately. When the correlations among the independent variables are strong, the standard error of the coefficients tends to increase, leading to reduced precision of the estimated coefficients and weakening the statistical power of the regression model.

To examine the level of correlation among the variables, the study adopted the Variance Inflation Factor (VIF). A general rule of thumb is that a VIF greater than 10 indicates significant multicollinearity. However, some sources consider VIF values above 5 as indicative of moderate to high multicollinearity.

In this study, the VIF values for the different independent variables, as shown in Table 4.8, indicate that there was no significant multicollinearity among the independent variables, as all VIF values were below 4. Specifically, employee training had a VIF of 1.660, leadership support had a VIF of 3.114, effective communication had a VIF of 2.863, and organizational culture had a VIF of 1.091.

Since all the VIF values are well below 10, this means that the predictive power of each of the independent variables on the dependent variable would not be significantly affected or reduced by the presence of the other independent variables. This is important because multicollinearity can reduce the statistical significance of the independent variables, but in this case, it is not a concern.

Table 4.8: Multicollinearity Test

	Tolerance	**VIF**
employee training	.603	1.660
leadership support	.321	3.114
effective communication	.349	2.863
organizational culture	.916	1.091

4.5.3 Normality Test

The Shapiro-Wilk test is a statistical test used to assess the normality of data. It tests the null hypothesis that the sample data is drawn from a normally distributed population. For the data to be considered normally distributed, the p-value obtained from the Shapiro-Wilk test should be greater than the significance level of 0.05. This means that we fail to reject the null hypothesis, indicating that the data does not significantly deviate from normality.

However, for large sample sizes, specifically those above 30, the Central Limit Theorem (CLT) provides an important consideration. The CLT states that for sufficiently large sample sizes, the sampling distribution of the sample mean will tend to be normal regardless of the distribution of the population from which the sample is drawn. Given that the sample size for this study was 231 respondents, which is well above the threshold of 30, the normality assumption is less critical. This large sample size means that the distribution of the disturbance terms will approximate normality, making the normality test less of a concern.

Nonetheless, conducting the Shapiro-Wilk test can still provide valuable insights into the data distribution. If the p-value is greater than 0.05, it supports the assumption that the data is normally distributed. If the p-value is less than 0.05, it indicates a significant deviation from normality. In such cases, transformations or non-parametric methods may be considered to address the non-normality. However, given the sample size in this study, the Central Limit Theorem ensures that the results of subsequent statistical analyses, such as regression or ANOVA, will be valid despite potential deviations from normality in the data.

4.5.4 Homoscedasticity Test

Homoscedasticity refers to the assumption that the variance of the error terms in a regression model is constant across all levels of the independent variables. Violation of homoscedasticity can lead to inefficient estimates and invalid standard errors, which in turn affect the accuracy of confidence intervals and hypothesis tests.

In this study, homoscedasticity was assessed using the Breusch-Pagan test. The null hypothesis for this test is that the error variances are constant (homoscedasticity). If the p-value from the test is greater than the significance level of 0.05, we fail to reject the null hypothesis, indicating that homoscedasticity holds.

As indicated in Table 4.9, the p-value associated with the Breusch-Pagan test was 0.3274, which is greater than the significance level of 0.05. This implies that we fail to reject the null hypothesis, indicating that there is homoscedasticity in the regression model. Therefore, the assumption of equal error variances is satisfied in this study.

Table 4. 9: Breusch-Pagan test for Homoscedasticity

Ho: Constant variance	
Variables: Fitted with values of organization performance	
Chi2 (1)	0.96
Prob>chi2	0.3274

4.6 Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (organizational performance of the national police service, Kiambu County, Kenya) and independent variables (employee training, leadership support and effective communication,).

4.6.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (employee training, leadership support and effective communication) and the dependent variable (organizational performance of the national police service, Kiambu County, Kenya). The Pearson correlation coefficient (r) measures the strength and direction of the linear relationship between two variables. The value of the Pearson correlation coefficient ranges from -1 to 1.

Table 4. 10: Correlation Coefficients

		Organizational Performance	Employee Training	Leadership Support	Effective Communication
Organizational Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	231			
employee training	Pearson Correlation	.860**	1		
	Sig. (2-tailed)	.000			
	N	231	231		
leadership support	Pearson Correlation	.801**	.289	1	
	Sig. (2-tailed)	.003	.061		
	N	231	231	231	
effective communication	Pearson Correlation	.826**	.172	.193	1
	Sig. (2-tailed)	.002	.079	.084	
	N	231	231	231	231

From the results, there was a very strong relationship between employee training and organizational performance of the national police service, Kiambu County, Kenya (r = 0.860, p-value =0.000). The relationship was considered significant since the p-value of 0.000 was less than the significance level of 0.05. The findings are in line with the

findings of Gustarsson (2019) who indicated that there is a very strong relationship between employee training and organizational performance.

Moreover, the results revealed that there is a very strong relationship between leadership support and organizational performance of the national police service, Kiambu County, Kenya (r = 0.801, p-value =0.003). The relationship was considered significant since the p-value of 0.003 was less than the significance level of 0.05. The findings conform to the findings of Daugherty *et al*. (2019) that there is a very strong relationship between leadership support and organizational performance.

Further, the results revealed that there is a very strong relationship between effective communication and organizational performance of the national police service, Kiambu County, Kenya (r = 0.826, p-value =0.002). The relationship was considered significant since the p-value of 0.002 was less than the significance level of 0.05.The findings are in line with the findings of Wenbo and Qin (2020) that there is a very strong relationship between effective communication and organizational performance.

4.6.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (employee training, leadership support and effective communication) and the dependent variable (organizational performance of the national police service, Kiambu County, Kenya)

Table 4. 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832[a]	.693	.634	.10428

a. Predictors: (Constant), employee training, leadership support and effective communication

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.693. The R-squared value of 0.693 indicates that 69.3% of the variation in the dependent variable (organizational performance) can be explained by the independent variables (employee training, leadership support, and effective communication).

Table 4. 12: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141.081	3	35.270	1102.19	.000[b]
	Residual	7.254	227	.0320		
	Total	148.335	230			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), employee training, leadership support and effective communication

The ANOVA was used to determine whether the model was a good fit for the data. The calculated F-value was 1102.19, which is significantly greater than the critical F-value of 2.644. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p-value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of employee training, leadership support and effective communication on organizational performance of the national police service, Kiambu County, Kenya.

Table 4. 13: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.239	0.061		3.918	0.000
	employee training	0.328	0.089	0.329	3.685	0.003
	leadership support	0.354	0.091	0.355	3.890	0.001
	effective communication	0.357	0.098	0.356	3.643	0.002

a Dependent Variable: Organization Performance

The regression model was as follows:

$Y = 0.239 + 0.328X_1 + 0.354X_2 + 0.357X_3 + \varepsilon$

According to the results, employee training has a significant effect on organizational performance of the national police service, Kiambu County, Kenya, β =0.328, p-value = 0.003). The relationship was considered significant since the p-value of 0.003 was less than the significance level of 0.05. The findings are in line with the findings of Gustarsson (2019) who indicated that there is a very strong relationship between employee training and organizational performance.

The results also revealed that leadership support has significant effect on organizational performance of the national police service, Kiambu County, Kenya, β =0.354, p-value = 0.001). The relationship was considered significant since the p-value of 0.001 was less than the significance level of 0.05. The findings conform to the findings of Daugherty *et al*. (2019) that there is a very strong relationship between leadership support and organizational performance

Furthermore, the results revealed that effective communication has significant effect on organizational performance of the national police service, Kiambu County, Kenya, β =0.357, p-value = 0.002). The relationship was considered significant since the p-value of 0.002 was less than the significance level of 0.05. The findings are in line with the findings of Wenbo and Qin (2020) that there is a very strong relationship between effective communication and organizational performance.

4.7 Hierarchical Regression Model

A hierarchical regression model was used to test for the moderating effect, addressing the fifth research hypothesis. The fourth objective of the study was to analyze the moderating effect of organizational culture on change management strategies and

organizational performance of the National Police Service in Kiambu County, Kenya. Therefore, the study computed a moderating effect regression analysis.

The study combined the three change management strategy variables (employee training, leadership support, and effective communication) to form a new composite variable X. Stepwise regression was then used to establish the moderating effect of organizational culture (M) on the relationship between change management strategies (X) and organizational performance of the National Police Service in Kiambu County, Kenya (Y).

From the model summary findings in Table 4.14, the first model, which is the regression between change management strategies (X) without the moderator and interaction terms, showed an R-squared value of 0.693. This suggests that 69.3% of the variation in organizational performance can be explained by changes in change management strategies. The p-value for the first model (0.000) was less than the selected level of significance (0.05), suggesting that the model was significant.

In the second model, which included change management strategies, organizational culture, and the interaction term (X*M) as predictors, the R-squared value was 0.711. This implies that the introduction of organizational culture in the second model led to a 1.8% increase in R-squared, indicating that organizational culture positively moderates the relationship between change management strategies and organizational performance of the National Police Service in Kiambu County, Kenya.

Table 4. 14: Model Summary for Moderation Effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.832[a]	.693	.634	.39019	.612	37.814	1	229	.000
2	.844[b]	.711	.672	.36941	.100	18.085	2	228	.038

a. Predictors: (Constant), change management strategies

b. Predictors: (Constant), change management strategies, organization culture , X*M

From the ANOVA findings in Table 4.15, the F-calculated for the first model, was 39.54 and for the second model was 20.74. Since the calculated F-values for both models were greater than the F-critical values the two models were good fit for the data. Also, the p-values for both models were less than 0.05 an indication that they were significant. Therefore, the model could be used in predicting the moderating effect of organizational culture on the relationship between change management strategies and organizational performance of the national police service, Kiambu County, Kenya.

Table 4.15: ANOVA for Moderation Effect

Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	6.366	1	6.366	39.54	.000[b]
	Residual	36.96	229	.161		
	Total	43.326	230			
2	Regression	7.404	3	2.468	20.74	.000[c]
	Residual	26.928	227	.119		
	Total	34.332	230			

a. Dependent Variable: organization performance

b. Predictors: (Constant), change management strategies

c. Predictors: (Constant), change management strategies, organization culture , X*M

Further, by substituting the beta values as well as the constant term from the coefficient's findings in Table 4.16 for the first step regression modelling, the following regression model will be fitted:

$$Y = 1.435 + 0.884\ X$$

By substituting the beta values as well as the constant term from model 2 emanating from the second step in regression modelling the following regression model was fitted:

$$Y= 1.861 + 3.986\ X + 3.209\ M + 0.868\ X*M$$

Where X is change management strategies M is organization culture, X*M is the interaction term between change management strategies and organization culture and Y is organizational performance of the national police service, Kiambu County, Kenya

In Model 1, the results indicate that change management strategies has a significant positive influence on organizational performance of the national police service, Kiambu County, Kenya ($\beta = .884$, $p < .05$). In Model 2, the results show that change management strategies ($\beta = 3.989$, p-value = .002) and organizational culture ($\beta = 3.209$, p-value = .012) have significant positive effects on the organizational performance of the national police service, Kiambu County, Kenya. Additionally, the interaction effect between change management strategies and organizational culture (X*M) is also significant and positive ($\beta = .868$, p-value = .012).

Table 4.16: Beta Coefficients for Moderation Effect

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.435	.544		2.638	.002
	change management strategies	.884	.144	.782	6.149	.000
2	(Constant)	1.861	.379		4.910	.010
	change management strategies	3.989	1.139	3.530	3.502	.002
	Organization culture	3.209	1.168	2.066	2.746	.012
	X*M	.868	.315	3.878	2.752	.012

a. Dependent Variable: organization performance of the national police service

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study focuses on the discussion of summary of the research findings, conclusion and recommendations. The purpose of the study is to analyse the moderating effect of organizational culture on change management strategies and organizational performance of the national police service, Kiambu County, Kenya.

5.1 Summary of Findings

This section discusses the summary of findings regarding the objectives of the study. The section therefore discusses the summary of the findings pertaining to the influence of employee training, leadership support and effective communication on organizational performance of the national police service, Kiambu County, Kenya.

5.1.1 Employee Training and Organization Performance

The study found that employee training has a significant effect on organizational performance of the national police service, Kiambu County, Kenya. From the results, the respondents agreed that training on change management is conducted. This is supported by a mean of 3.944 (std. dv = 0.989). In addition, as shown by a mean of 3.917 (std. dv = 0.805), the respondents agreed that needs assessment to identify performance deficiencies and need for employees training is carried out. Further, the respondents agreed that NPS involves staff and other stakeholders in designing training policy and programs. This is shown by a mean of 3.855 (std. dv = 0.981). The respondents also agreed that employee training enhances effective performance. This is shown by a mean of 3.849 (std. dv = 0.923). From the results, the respondents agreed with a mean of 3.803 (std. dv = 0.874) that NPS gives equal opportunities to all staff in in-service training.

5.1.2 Leadership Support and Organization Performance

The study found that leadership support has a significant effect on organizational performance of the national police service, Kiambu County, Kenya. From the results, the respondents agreed that the management helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress. This is supported by a mean of 3.967 (std. dv = 0.897). In addition, as shown by a mean of 3.920 (std. dv = 0.815), the respondents agreed that organizational leadership considers the human and emotional aspects of change during the change process. Further, the respondents agreed that there is active participation by the management team in the change effort. This is shown by a mean of 3.888 (std. dv = 0.901). The respondents also agreed that the management team interact with subordinates and inspire them toward organizational objectives. This is shown by a mean of 3.835 (std. dv = 0.793). From the results, the respondents agreed with a mean of 3.813 (std. dv = 0.884) that the management is able to resolve any issues that arise, reach agreement and decrease resistance.

5.1.3 Effective Communication and Organization Performance

The study found that effective communication has a significant effect on organizational performance of the national police service, Kiambu County, Kenya. From the results, the respondents agreed that employees are given enough time to ask questions, explain their concerns and opinions about change. This is supported by a mean of 3.943 (std. dv = 0.986). In addition, as shown by a mean of 3.926 (std. dv = 0.840), the respondents agreed that employees are given enough time to share their ideas about change. Further, the respondents agreed that the managers communicate clearly the vision, the mission, and the objectives of the change. This is shown by a mean of 3.846 (std. dv = 0.879). The respondents also agreed that there is sharing of information with stakeholders about

the nature, timing, and significance of the change. This is shown by a mean of 3.831 (std. dv = 0.904). As shown by a mean of 3.816 (std. dv = 0.789), the respondents agreed that communication helps reduce or eliminate negative feelings and behaviors during change process.

5.1.4 Organizational Culture and Performance of the National Police Service

The study found that organizational culture has a significant moderating effect on change management strategies and organizational performance of the national police service, Kiambu County, Kenya. From the results, the respondents agreed that employee attitudes as part of the organization culture affect change process. This is supported by a mean of 3.891 (std. dv = 0.865). In addition, as shown by a mean of 3.818 (std. dv = 0.945), the respondents agreed that organization Beliefs/ Values as part of the corporate culture affects change process. Further, the respondents agreed that organization Norms affects change process. This is shown by a mean of 3.808 (std. dv = 0.611). The respondents also agreed that differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes. This is shown by a mean of 3.721 (std. dv = 0.908). As shown by a mean of 3.661 (std. dv = 0.776), the respondents agreed that there is organizational learning on change. From the results, the respondents agreed that employee Attitudes as part of the organization culture affect change process. This is supported by a mean of 3.654 (std. dv = 0.967).

5.2 Conclusions

The study concludes that employee training has a significant effect on organizational performance of the national police service, Kiambu County, Kenya. The study findings revealed that training on change process, training needs assessment and mode of

training influences organizational performance of the national police service, Kiambu County, Kenya.

In addition, the study concludes that leadership support has a significant effect on organizational performance of the national police service, Kiambu County, Kenya. The study findings revealed that considers the human and emotional aspects, inspire employees them toward organizational objective and resolving any issues that arise and reach agreement influences organization performance of the national police service, Kiambu County, Kenya.

Further, the study concludes that effective communication has a significant effect on organizational performance of the national police service, Kiambu County, Kenya. The study findings revealed that allowing employees to explain their concerns and opinions about change and sharing of information with stakeholders about the nature and significance of the change influences organizational performance of the national police service, Kiambu County, Kenya.

The study concludes that organization culture has a significant moderating effect on the relationship between change management strategies and organizational performance of the national police service, Kiambu County, Kenya. The study findings revealed that deep-rooted values and beliefs, employee attitudes and differences between teams influences organizational performance of the national police service, Kiambu County, Kenya.

5.3 Recommendations

This study recommends that the National Police Service in Kiambu County, Kenya, to invest in comprehensive training programs that focus specifically on change processes, training needs assessment, and effective training modes. These training programs

should be tailored to address the specific needs and challenges faced by the police service in the county. Additionally, it is important for the police service to regularly evaluate the effectiveness of these training programs and make necessary adjustments to ensure continuous improvement in organization performance.

In addition, the study recommends that the management of National police service should prioritize leadership development programs that focus on enhancing leaders' abilities to consider human and emotional aspects, inspire employees toward organizational objectives, and effectively resolve issues through collaboration and reaching agreements. These leadership development programs should incorporate training on emotional intelligence, conflict resolution, negotiation skills, and motivational techniques. Furthermore, leaders should be encouraged to foster open communication channels, cultivate a supportive work environment, and actively engage with their teams to understand their needs and concerns.

Further, the management should foster an environment where employees feel comfortable expressing their concerns, opinions, and ideas about organizational changes. Implement regular forums, such as town hall meetings, focus groups, or suggestion boxes, where employees can voice their thoughts and provide feedback on proposed changes.

The management should also offer training programs aimed at enhancing communication skills among leaders and employees. This could include workshops on active listening, constructive feedback, and interpersonal communication, empowering individuals to communicate effectively during times of change

5.4 Suggestions for Further Studies

Further, the study found that the independent variables (employee training, leadership support and effective communication) could only explain 69.3% of organizational performance of the national police service, Kiambu County, Kenya. This study therefore suggests further research on other factors affecting organizational performance of the national police service, Kiambu County, Kenya.

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APPENDICES

Appendix I: Introductory letter

Moi University,

Dear Sir/Madam,

RE: PERMISSION TO CARRY OUT ACADEMIC RESEARCH

I am a Master of Business Administration student at Moi University conducting a research study entitled **"Influence of Change Management Strategies on Performance of National Police Service in Kiambu County"**. This letter is to request for your permission to interview you/ your staff using the questionnaire attached. You are kindly requested to fill in the questionnaire with precision and accuracy. Any information given herein was be treated with utmost confidentiality and only be used for the purpose of research. So kindly feel free to fill the questionnaire.

Thank you.

Yours faithfully,

Appendix II: Respondents' Questionnaire

This questionnaire will help in answering formulated research questions on the topic under study. Information given herein will be treated with utmost confidentiality. Please answer all the questions honestly. Tick (√) or fill up the box at the appropriate blank

PART A: General Information

Gender

Male [ ] Female [ ]

Age

18-35 years [ ] 35-45 years [ ] 45-50 years [ ] above 50 years [ ]

How long have you worked in this organization?

Less than 1 year [ ]

1-5 years [ ]

6-10 years [ ]

11-15 years [ ]

Over 15 years [ ]

PART B: CHANGE MANAGEMENT STRATEGIES

This part contains questions on change management strategies in the National Police Service

Section A: Employee Training

The following statements relate employee training**,** on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements.

	Statements	**5**	**4**	**3**	**2**	**1**
1.	Training on change management is conducted					
2.	Needs assessment to identify performance deficiencies and need for employees training is carried out					
3.	NPS involves staff and other stakeholders in designing training policy and programs					
4.	Employee training enhances effective performance					
5.	NPS gives equal opportunities to all staff in in-service training					

Section B: Effective Communication

The following statements relate to effective communication, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements

	Statements	5	4	3	2	1
1.	Employees are given enough time to ask questions, explain their concerns and opinions about change					
2.	Employees are given enough time to share their ideas about change					
3.	The managers communicate clearly the vision, the mission, and the objectives of the change					
4.	There is sharing of information with stakeholders about the nature, timing, and significance of the change					

5.	communication has helps reduce or eliminate negative feelings and behaviors during change process					

Section C: Leadership support

The following statements relate to leadership support on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements

	Statements	5	4	3	2	1
1.	The management helps employees to understand how changes will influence them personally in order to minimize their anxiety and stress.					
2.	Organizational leadership considers the human and emotional aspects of change during the change process					
3.	There is active participation by the management team in the change effort					
4.	The management team interact with subordinates and inspire them toward organizational objectives					
5.	The management is able to resolve any issues that arise, reach agreement and decrease resistance					

Section D: Organization culture

The following statements relate to organization culture, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements

	Statements	5	4	3	2	1
1.	Employee Attitudes as part of the organization culture affect change process					
2.	Organization Beliefs/ Values as part of the corporate culture affects change process					
3.	Organization Norms affects change process					
4.	Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes					
5.	There is organizational learning on change					
6.	Employee Attitudes as part of the organization culture affect change process					

Section E: Performance

The following statements relate to performance, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements.

	Statements	5	4	3	2	1
1.	There is to improved organizational performance in providing strategic leadership in the command structure and system for efficient administration of the Service					
2.	Improved organizational efficiency in application of ICT in policing work					
3.	There is individual and team activities in changing police image in performance					

4.	Police officers give feedback about the progress of the change effort as well as issues that have surfaced					
5.	There is ease and reduced time of customer service					
6.	There has been minimal customer complaint in the station from services provided					

Appendix III: Work plan

Activities	**2022 Jan –Dec**	**2023 Jan to April**	**2023 May**
Developing proposal			
Consulting with supervisors and presentation of proposal			
Corrections on proposal, Data collection and Analysis, consultation with supervisors and presentation of findings			
Corrections on research project and consulting with supervisors			
Submission			

Appendix IV: Budget

Items	Total cost(ksh)
Stationary	8000
Internet and Library	10000
Research Proposal drafts printing	10500
Printing research final proposal	5000
Binding final proposal	8000
Printing and photocopying of questionnaires	5000
Travelling-data collection	10000
Printing and photocopying of draft report	9000
Printing and photocopying of final report	12000
Binding final report	6000
Total Cost	**83,500**
Miscellaneous (10 % of Total cost)	8,350
Grand Total	**91,850**