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CHALLENGES OF CHANGE MANAGEMENT ON SERVICE DELIVERY IN THE ADMINISTRATION POLICE SERVICE IN MURANGA COUNTY

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ABSTRACT

Change is an inevitable part of life, a well-planned and formulated change, can produce positive results. Despite planning change, change is hard to incorporate, accept and appreciate. Change has an impact on the individuals and the organization as a whole, and no matter how small, they always encountered resistance from within itself. The police in Kenya have always been characterized by many years of impunity in various forms such as embezzlement of state resources, endemic corruption, non-compliance with the law as well as illegal political interference. Key police reforms were undertaken by the government of Kenya to make sure that the police are at par with international standards, in an attempt to move away from reactive nature of the police to a proactive and service oriented policing. Despite this, the reform process has faced various challenges emanating within and without the organization. Therefore, this research aimed at examining the challenges of change management on service delivery in Administration Police Service in Murang'a County. The study adopted descriptive casual-effect research. The sample of 135 officers were used to obtain information. The researcher adopted cluster, purposive, stratified, and random sampling technique to enable adequate representation of officers across all ranks in the county. Primary data were collected using questionnaires while secondary data obtained from published documents including journals, periodicals, magazines and police reports. Data analysis was done through the use of SPSS version 17 and Excel. Inferential and descriptive statistics were used to describe features of the data to be collected. Presentation of the data was done through the use of tables, graphs, and charts. The final results of this study is relevant for fellow researchers, policy makers and managers of the police service, among other beneficiaries especially in the field of change and management in general.

KEYWORDS

change, police, service delivery.

BACKGROUND OF THE STUDY

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

Daniel Wischnevsky and Fariborz Daman, (2005) state that, change occurs when there is a transition from the current situation to a desired future state, through periods of transformation. By realizing that the current situation is no longer suitable therefore establishing a vision for the future direction as well as implementing the change and setting up new systems to support. Implementation of change, no matter how small, should expect to encounter some resistance from within the organization. Resistance to change is normal, and people tend to cling to habits and status quo (Burnes, 1996). While the external environment continues to play a role in an organization's ability to deliver its objective, the internal environment within the organization will increasingly inhibit it from achieving the required to meet the needs of the marketplace unless it can adjust quickly. Managerial operations can reduce or trigger resistance. People must be encouraged to get rid of old ways so that "managed change" takes on the character of "natural change" (Daniel *et al* 2005).

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

STATEMENT OF THE PROBLEM

Since Kenya's independence in 1963, the Police have been linked with hostility, abuse, corruption, and ineffectiveness. To address these matter, the government of Kenya has in the past established several task forces and enacted legislations supporting police reforms. However, these past efforts and the reform processes have not born fruits. Security threats have continued to evolve giving rise to emerging threats and putting much more pressure and demand on the police. The pace and momentum of reforms are also viewed to be slow. Further, the institution has been turned into a criminal enterprise where tribalism, favouritism and violation of ethics, integrity and respect for human rights and fundamental freedoms as well as violation dignity of the Kenyan citizens continue to prevail. Human rights violation is still reported in the police service. Recently, Administration police officers in Machakos County were accused of kidnapping and executing a lawyer, a client and their driver, an indication that reforms have not yet fully realized. Organizational reforms, including administrative merger and vetting, have so far had limited impact. The endemic culture of corruption and lack of political reform remains a deep-seated becoming principal obstacle to the current change process. The thinking and institutional culture of the police have not changed even though the law, policies, and guidelines are new. Many studies have focused on reform process in Kenya police service. Kiraithe (2011) studied management of strategic change at Kenya Police Service, Nyangesa (2013) considered Challenges of strategy implementation at the Kenya police service, Kihiko (2013) examined the implementation of police reforms and how it affects service delivery in Kenya police service among others. Therefore, this study is an attempt to explore the challenges of change management on the provision of services in Administration police service and make recommendations to address these challenges.

GENERAL OBJECTIVE THE STUDY

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

SPECIFIC OBJECTIVES

The following specific objectives guided this study

1. Establish the effects of organizational culture on service provision in the Administration Police Service.
2. Examine the effects of leadership on service delivery in the Administration Police Service.

RESEARCH QUESTIONS

The following research questions guided this research:

1. What is the impact of organisational culture in managing change processes on the provision of services in Administration Police department?
2. What is the impact of leadership in change management processes on the delivery of services in Administration Police Service?

SIGNIFICANCE AND JUSTIFICATION OF THE STUDY

The findings of this study contributes valuable additions to the existing literature and fill the current information gap left by researchers in the change management on police reforms within Kenya, especially in Administration Police Service. The managers and administrators in the service will use the information obtained from the study to address management issues on persistent structural and administrative challenges within the police commands of Murang'a County and the entire service by assisting the institution in pointing out areas of difficulties in managing change and addressing the priority sectors.

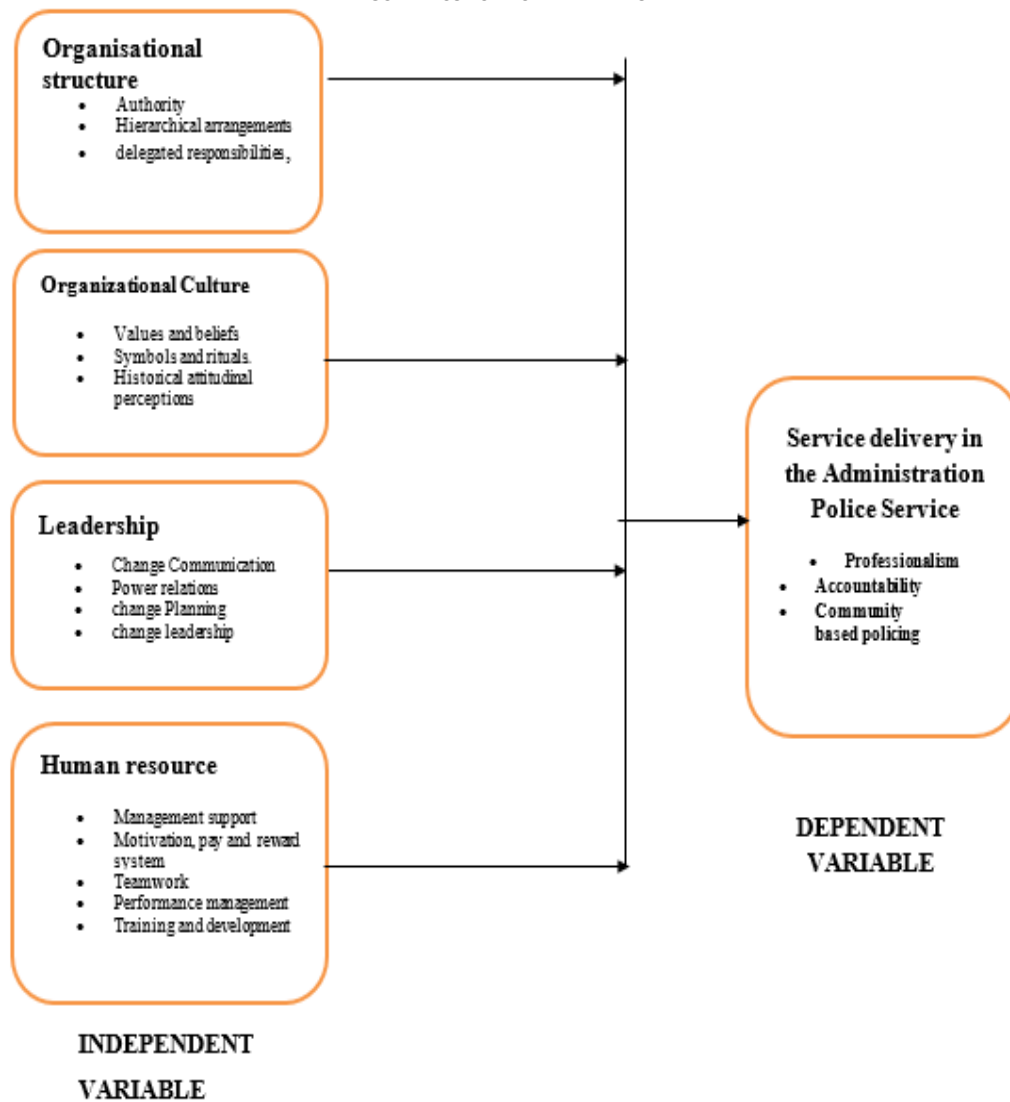
SCOPE AND LIMITATIONS OF THE STUDY

The focus of this research was on organisational change management on service delivery in Administration Police Service in Murang'a County. The County has eight sub-counties, therefore, the review will be limited to all the sub-counties.

KUBLER-ROSS CHANGE CURVE MODEL

The Change Curve deposit a positive move towards change where acceptance is the outcome. Kubler-Ross describes the six stages people go through as they adjust to change. Despite the improvement of systems, there must be a change in the people. Organisations do not just change because of new systems, processes or new group structures. The organization is required to support the employees in the course of making transitions as personal changes can be traumatic and may involve loss of power and prestige issues (Kubler-Ross, 1973).

FIGURE 1: CONCEPTUAL FRAMEWORK



ORGANISATIONAL CULTURE

Selznick (1992) defines Culture as the norms of behaviour, Shared beliefs, perceptions, norms priorities and values among a group of people. Organizational culture includes an organization's experiences, ideologies, values, and expectations that hold it together, and conveyed in its interactions with the outside world, self-image, inner workings, and future presumptions. Based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid.

The elements of a social sub-system is identified from a variety of sources by Schein (1985). It includes observed behavioural regularities such as language, rituals, dress and demeanour, the norms that evolve in working groups, dominant values for instance quality of service and adherence to the law. Also, organisational philosophy which includes the vision or knowledge that guides an organisation towards its staff and customers, the rules that have to be learned by a newcomer to be accepted as well as climate, for instance, the impression created by physical layout and how staff interact with outsiders

VALUES AND BELIEFS

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

Police culture is the operative and moral behaviour of the police. It is the means in which officers perform their duties and represents to the public a significant indicator of change in the police service (Ott, 1989). Culture regarding Shared values is the fiber that networks all the primary players in the Police reforms. Shared values drive Structures, Strategy, Systems, Skills, Styles and Staff and further influences the operating environment (Revised Police Reforms Program Document 2015-2018).

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

RESEARCH DESIGN

A research design is a structure of the research that holds all the elements in a research project together (Dooley, 2007). A detailed causal-effect research design was employed. The study adopted both quantitative and qualitative study because both quantitative and qualitative data were used. Mugenda and Mugenda (2003) perceive a causal-comparative research design as one that enables the investigator to explore relationships between variable. A descriptive study was

undertaken to ascertain and be able to describe the characteristics of variables in a situation and obtain pertinent and precise information concerning the current status of phenomena (Kothari 2004). Further, it establishes an association between variables by quantifying the relationship between the variables using techniques such as regression (Kothari 2004).

STUDY LOCATION

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

DATA ANALYSIS

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

RESEARCH FINDING AND DISCUSSION

EFFECT OF ORGANIZATIONAL CULTURE ON SERVICE DELIVERY

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

EFFECTS OF ORGANIZATIONAL CULTURE ON SERVICE DELIVERY

TABLE 1: MODEL SUMMARY OF INDEPENDENT AND DEPENDENT VARIABLES

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

a. Predictors: (Constant), change Management, Organizational Leadership, Culture.

b. Dependent Variable: Service Delivery

The R Squared regression can range from 0.000 to 1.000, with 1.000 showing a perfect fit that indicates that each point is on the line (Carver, 2009). From the above table coefficient, correlation R value is the correlation of determination, R² is the coefficient of determination and the standard error of estimate is 0.926. R value of 0.964 is a good of estimate ratio of the service delivery by the independent variables i.e. change Management, Leadership, and Organizational Culture. 92.9% corresponding variation of service delivery is explained by independent variables of Organizational Leadership and Organizational culture while the other 0.071 is presented by other unexplained variables. This imply that the independent variables are good estimators of service delivery in the administration police in Muranga County. This indicates that change Management, Organizational Leadership, Organizational Culture influences service delivery in the police service 92.9%.

ORGANIZATIONAL CULTURE AND SERVICE DELIVERY

TABLE 2: MODEL SUMMARY OF ORGANIZATIONAL CULTURE AND SERVICE DELIVERY

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	.925 ^a	.856	.855	.429	.856	763.222	1	128	.000

a. Predictors: (Constant), ORGANIZATIONAL CULTURE

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

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

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

As urged by Bii, Adam, Redemta, (2015) that the change initiatives in Kenya Prisons Service had not been effective based on the aspects of organizational culture. This study also agrees that The changes initiated in the police service is limited since they have not improved aspects of Organizational Culture which play an instrumental role in the attained of the set goals and objectives of any organization. There is, therefore, need to reinvent them now and then through the wheel of change to make them relevant to ever-changing global environments.

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

ORGANIZATIONAL LEADERSHIP AND SERVICE DELIVERY

TABLE 3: MODEL SUMMARY OF ORGANIZATIONAL LEADERSHIP AND SERVICE DELIVERY

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

a. Predictors: (Constant), Leadership

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

Njenga and Gachunga (2016) found out that when an organization is going through change, it is time for the management to exercise leadership, which becomes a role model to the staff. Management styles need to be examined and realigned with the requirements and demands of today's workplace because as change continues and organisations react to the changing environment, employees also evolve and change with their surrounds It must exhibit behaviours which demonstrate expectations from employees about the change. Therefore, Organizations that invest in leadership development better performance than those that do not. This study indicates that leaders must take prompt and aggressive action to institutionalize change within the organisation. They must demonstrate visible ownership of the institution, communicating openly with partners about the details, value, and the importance of the change to the institution.

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

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

SUMMARY OF FINDINGS AND DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

SUMMARY OF FINDINGS

Change is an inevitable part of life. To, make sure that the police are at par with international standard and in an attempt to move away from reactive nature of the police to a proactive and service oriented policing; Key police reforms were undertaken by the government of Kenya. Despite this, the reform process has faced various challenges emanating within and without the organization. Therefore the main objectives of the study was to examine the challenges of change management on service delivery in Administration Police Service in Murang'a County while the specific objective were to establish the effects of organizational culture on service provision in the Administration Police Service and Examine the effects of leadership on service delivery in the Administration Police Service.

FINDINGS ON ORGANIZATIONAL CULTURE

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

FINDINGS ON ORGANIZATIONAL LEADERSHIP

The findings indicate that there is a strong positive correlation of 0.908 between leadership and service delivery. Managing Change requires strong leadership to rapidly overcome stressful, discomfoting and dangerous shifts in the organisational system. Based on the indicators measured leadership had a great influence that effects on how delivery of service were conducted in the Administration police service.

RECOMMENDATIONS

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

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

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