



EFFECT OF STAKEHOLDER INVOLVEMENT ON CHANGE MANAGEMENT IN THE NATIONAL POLICE SERVICE IN NAKURU COUNTY, KENYA

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Abstract

This study intended to determine effect of stakeholder involvement on change management in National Police Service in Nakuru County. The study was guided by stakeholder's theory. The study employed descriptive survey design and correlational research design. The target population was 65 respondents comprising of 1 County commander and 9 Divisional commanders under The Kenya Police category, 1 County commander, 11 District commanders, 33 Divisional commanders under The administration police category, 1 county criminal investigation officer and 9 DCIO under Criminal Investigation Department/Directorate of Criminal Investigation Category. Census survey was adopted where primary data was collected using questionnaires. Data was analyzed using descriptive statistics and inferential statistics with the aid of SPSS while research hypothesis was tested at 0.05 significant levels with data presented using tables and discussions thereof. The research findings indicate that there exists a statistically significant positive relationship between stakeholder involvement change management in the National Police Service in Nakuru County. It can be concluded that there is no very clear stakeholder identification criterion, open and clear stakeholder communication channels.

Keywords: Stakeholder involvement, Change management, Police, Kenya



INTRODUCTION

Change management is the use of systematic methods to ensure that the organisation's change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with the desired results (Davis & Holland, 2002). The change process requires participation of different stakeholders to ensure success. According to Ad-esse Consulting (2008), a stakeholder is anyone who could and should have an interest in what you are trying to achieve. Stakeholder Management is an obligation to serve all stakeholder interests. Stakeholder involvement in change management being an important factor in successful change management calls for proper management of stakeholders due to their diverse interest and influence in an organisation's operations.

Although the successful management of change is accepted as a necessity in order to survive and succeed in today's highly competitive and continuously evolving environment Burnes (2004) report a failure rate of around 70 per cent of all change programmes initiated. It may be suggested that this poor success rate indicates a fundamental lack of a valid framework of how to implement and manage organisational change as what is currently available to academics and practitioners is a wide range of contradictory and confusing theories and approaches. The emergent approach to change emphasises that change should not be perceived as a series of linear events within a given period of time, but as a continuous, open-ended process of adaptation to changing circumstances and conditions (Ochanda, 2005).

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; Commonwealth Human rights initiative, 2003) when analyzing police behavior in Mexico, maintained that the behavior of the police reflects the behavior of the larger society. Further, 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).

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 (Vargas, 2002). 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. Several reform initiatives targeted at the police in Kenya have been and continues to be a subject of discussion in several forums. 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 (NPS, 2018). An analysis of the reform priorities spelt out by Ransley committee 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.

The National Police Service Strategic Plan

The National Police Service Strategic Plan 2013-2017 recognizes the accompanying need territories and vital goals: execution of changes in the police sector, strengthening of policy regime development of physical facilities, use of ICT in policing work, improvement of staff welfare: housing, pay rates and stipends, capacity building and upgrading of officers, research and development in crime areas (NPS, 2018). Key Strategic objectives of the Inspector General of NPS incorporate; provide strategic leadership in the command shape and system for efficient administration of the service, facilitate and coordinate implementation of all policies, rules and guidelines affecting the NPS, information implementation of police changes as per the set down guidelines, undertake establishment of linkages with strategic with key local security agencies and worldwide police agencies , encourage modernization of the administration, bolster institutional capacity with for effective service delivery, changing police picture and culture (NPS,2018).

Statement of the problem

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. The reform process looks impressive on paper but in practice there remains a lot of ground to be covered. For instance, operationalization of the merger between the Administration Police and the Kenya Police is yet to materialize. The units remain distinct in the following areas: police patrols, manning of roadblocks, traffic management, operational bases, uniform color, vehicle color, mission statements, recruitment procedures, promotion among others. The Kenya Police and Administration Police continue to operate as independent units, and even the appointment of

County Commanders has not served to improve coherence in the services as each service continues to use its old command. The resistance to the merger is stronger on the ground as each service claims to be superior to the other (KNHCR, 2015).

Many studies have been undertaken locally on this subject of change management. Njuguna (2015) did a research on change management at Saint John's 8 community- Nairobi. Oyugi (2011) studied factors affecting implementation of government community strategy. Kweri (2011) researched on challenges of change management at Ritho Farmers Cooperative Society. Koske (2003) undertook a research on change management and its challenges in public corporations, case study of Telkom Kenya. Ochanda (2005) researched on change management challenges at Kenya industrial Estate. The studies above identified several challenges which ranged from lack of good leadership, inadequate resources, inadequate resources, inappropriate communication systems and implementation taking more duration than originally allocated. The studies dealt mostly on challenges in implementing strategies and none of them gave a focus on stakeholder involvement in change management in National police service. The above shows that although National Police Service reform is ongoing, there is little that has been done to enquire on influence of stakeholder involvement on change management in the National Police Service, forming a fundamental research base that warrants investigation. The study sought to determine effect of stakeholder involvement on change management in National Police Service in Nakuru County. The study hypothesised that;

H₀₁: stakeholder involvement has no significant effect on change management in National Police Service in Nakuru County.

LITERATURE REVIEW

The study was based on stakeholder theory. The stakeholder's theory states that in order for organizations to succeed and be sustainable over time, executives must keep the interests of stakeholders aligned and going in the same direction (Friedman & Miles, 2000). Stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business. It asks managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. It also pushes managers to be clear about how they want to do business, specifically what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose (Freeman & McVea, 2001). The stakeholder concept redefines the organisation. The concept is all about what the organisation should be and how it should be conceptualised. According to Noland and Phillips (2010) the organisation itself should be thought of as a grouping of stakeholders and the purpose of the organisation should be to manage their interests, needs and viewpoints. This enables the organisation to benefit from the

association with stakeholders. Abiero (2010) includes in his list of stakeholders as suppliers, customers, employees, stockholders and the organisations local community. Stakeholder approach has its critics who believe that it is not beneficial performance-wise to always consider the plight of the stakeholders especially for normative reasons. However, many see the stakeholder concept as a useful one. Stakeholder analysis provides organisations with lenses through which to pay attention to the full range of interested parties (Mwikuyu, 2009).

Stakeholder involvement and change management

Organizations have to deal with not only the needs of their shareholders, but also various other groups including employees, suppliers, public interest groups like environmental organizations, customers, strategic partners, media people, public monitoring bodies, financial institutions, governmental bodies, competitors, intermediaries, and unions (Yilmaz & Gunel, 2008). Therefore, the first step of strategic stakeholder management is to determine the important stakeholders of the organization which can influence the organization and be influenced by the organization. Stakeholders are involved in the change process in different levels depending on the type of effect the change will have on them or depending on the contributions that they can have on the change. According to Ad-esse Consulting (2008), the following process can be applied in stakeholder management: The first step is to identify all stakeholders; secondly, categorise stakeholders by interest and influence; thirdly, Consider whether stakeholder is positive or negative; fourthly, define engagement or communication scope for each stakeholder; fifth step is to develop plan for managing each stakeholder, including measures of success; seventh step is to deliver plan, and lastly, review success and refine plan. The only way to effectively manage your stakeholders is to know and understand them. Stakeholders are categorised to ensure that resources are spent effectively in managing them the right way. Ad-esse consulting (2008), further posits that stakeholders are categorised as a basis for planning how to manage them through change. The strategy is to satisfy high interest and low influence stakeholders; engage high interest, high influence stakeholders; keep briefed high influence, low interest stakeholders and give simple messages to low interest, low influence stakeholders (Donaldson & Preston, 1995) as cited in Mwikuyu (2009).

The support of stakeholders is important for any change plan to be successful; this should not be restricted to the owners, but should include all staff, principal customers, suppliers and others who provide support to the business in its day to day or long term business activities. (Stanford Research Institute, 1963) as cited in Freeman & McVea (2001) argued that managers need to understand the concerns of shareholders, employees, customers, suppliers, lenders and society, in order to develop objectives that stakeholders would support. This support was

necessary for long term success. Therefore, management should actively explore its relationships with all stakeholders in order to develop business strategies (Freeman & McVea, 2001). According to (SRI, 1963) as cited in Freeman & McVea (2001), the support of all stakeholders is central to the firm's success. In this context therefore, a firm should formulate strategies that integrate the interest of all stakeholders. Carnall (2003) points out the importance of stakeholders in all organizations and therefore there needs to be some structure in their involvement in the change management process.

According to Cecilie (2008), for there to be a successful stakeholder involvement in change management process to a high extent, then five factors need to be addressed. They include; stakeholder early awareness of norms; awareness of diversity within and between different organisational units; manager availability; early role clarification; and constructive conflict. It is imperative for management to know how specific stakeholders impact them or are impacted by the organisation so that they can form strategies that are beneficial to both the organisation and the stakeholders in the long run (Ad-esse Consulting, 2008). This study will examine the influence of stakeholder engagement on change management in the context of the national police service.

METHODOLOGY

The study employed descriptive survey design and correlational research design. The target population was 65 respondents comprising of 1 County commander and 9 Divisional commanders under The Kenya Police category, 1 County commander, 11 District commanders, 33 Divisional commanders under The administration police category, 1 county criminal investigation officer and 9 DCIO under Criminal Investigation Department/Directorate of Criminal Investigation Category.

Census survey was adopted where primary data was collected using questionnaires. The validity and reliability of the data collection instruments was ascertained through pretesting. Further, Cronbach alpha was used to test reliability of items measuring a particular construct. The results obtained an overall Cronbach Alpha correlation coefficient greater than 0.7.

Qualitative methods were used to analyze the respondents' open-ended questions; which involved categorizing, tabulating and combining responses to address the research questions in theme form. Descriptive statistics like frequencies and percentages were used to summarize data quantitative. Inferential statistics such as correlation coefficients was used to test the non-causal relationship between variables while regression analysis was used to test the research hypothesis at 5% significance level with the aid of SPSS.

FINDINGS AND DISCUSSIONS

Descriptive and inferential statistics analysis for research variables and discussions are presented and discussions there off.

Table 1: Descriptive results for stakeholder involvement

Measurable indicators	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
There is a clear Stakeholder identification criterion	(6.3%)	(3.2%)	(7.9%)	(31.7%)	(50.8%)
There are open and clear stakeholder communication channels	6.3%	(6.3%)	(7.9%)	(38.1%)	41.3%
Stakeholders are afforded appropriate feedback channels to air their concerns	(4.8%)	(3.2%)	(54.4%)	(24.9%)	12.7%
The National Police service take into account Stakeholders feedback on change management process	(17.5%)	(19.0%)	(39.7%)	(20.6%)	(3.2%)
Change management enjoys support and commitment from stakeholders	(17.5%)	(20.0%)	(7.9%)	(20.2%)	(34.5%)

On stakeholder involvement the results on table 1 indicate that majority of the respondents (82.5%) were in disagreement that there is a clear stakeholder identification criterion. 79.4% of the respondents disagreed that there are open and clear stakeholder communication channels.

The only way to effectively manage your stakeholders is to know and understand them. Stakeholders are categorized to ensure that resources are spent effectively in managing them the right way (Ad-esse consulting, 2008). There was neutrality among the respondents (54.4%) on whether stakeholders are afforded appropriate feedback channels to air their concerns while a fair majority (39.7%) of the respondents held neutral opinion that the National Police service takes into account stakeholders' feedback on change management process. Further, the majority of the respondents (54.7%) were in disagreement that change management enjoys support and commitment from stakeholders. The support of all stakeholders is central to the firm's success. Organizations should formulate strategies that integrate the interest of all stakeholders so as to enhance change management process (Freeman & McVea, 2001). Respondents indicated that;

“Involving stakeholders in change management has enhanced service delivery in the National Police Service, for instance though relationship building with the judiciary, suspects have been able to be arraigned in court and cases expedited with a reasonable time. Further, engaging community in policing has also enhanced service delivery in terms of ensuring strides in community policing”

Table 2: correlation matrix

	Stakeholder involvement	Change management
Stakeholder involvement	Correlation Coefficient	.455*
	Sig. (2-tailed)	.000
	N	63
Change management	Correlation Coefficient	1.000
	Sig. (2-tailed)	.000
	N	63

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

The correlation results in Table 2 show a statistically significant positive correlation between stakeholder involvement and change management in National Police Service ($r = 0.455$, $p < 0.05$). The support of stakeholders is important for any change plan to be successful. Thus management should actively explore its relationships with all stakeholders in order to develop business strategies (Freeman & McVea, 2001).

Effect of stakeholder involvement on change management

The objective of the study was to determine effect of stakeholder involvement on change management in National Police Service in Nakuru County. As shown on Table 3 the R square is 0.207 which implies that 20.7% variation in change management in the National Police Service in Nakuru County can be explained by stakeholder involvement.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.455 ^a	.207	.194	.62829	.207	15.915	1	61	.000

a. Predictors: (Constant), Stakeholder involvement

The ANOVA results on table 4 indicate that the F-statistics of the regression ($F_{(1, 61)} = 15.915$) is statistically significant ($p < 0.05$). This implies that the coefficients of the model are not equal to zero, suggesting that the model significantly fits the data.

Table 4: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.282	1	6.282	15.915	.000 ^b
	Residual	24.079	61	.395		
	Total	30.362	62			

a. Dependent Variable: Change management

b. Predictors: (Constant), Stakeholder involvement

The results on Table 5 indicate that there exist a statistically significant positive relationship between stakeholder involvement and change management in the National Police Service in Nakuru County ($\beta = 0.626$, $p < 0.05$). This means that when stakeholder involvement increases by an additional unit, change management in the National Police Service increases by 0.626 units. This implied that the null hypothesis (H_{01}) was rejected indicating that "stakeholder involvement has a significant effect on change management in National Police Service in Nakuru County" The results are in agreement with those of Ad-esse Consulting (2008) who asserts that the different stakeholders impact the organization change process and firms should therefore form strategies that are beneficial to both the organization and the stakeholders in the long run to enhance change management process.

The following regression equation was obtained

$$Y = 1.068 + 0.626X_1$$

Where;

Y – Change management

X₁ – Stakeholder involvement

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.068	.543		1.966	.054
	Stakeholder involvement	.626	.157	.455	3.989	.000

a. Dependent Variable: Change management

CONCLUSIONS

It can be concluded that stakeholder involvement has a significant effect on change management. The correlation between stakeholder involvement and change management is positive and statistically significant in the National Police Service in Nakuru County. It can be concluded that there is no very clear stakeholder identification criterion, open and clear stakeholder communication channels. Stakeholders are not mostly afforded appropriate feedback channels to air their concerns while it was not clear due to neutrality in opinion on whether the National Police service takes into account stakeholders' feedback on change management process. Change management does not enjoy support and commitment from diverse stakeholders may be because they are not fully involved.

RECOMMENDATIONS

It was recommended that the National Police service through the Inspector general of Police and IPOA should ensure that there is very clear stakeholder identification criterion with open and clear stakeholder communication channels. This will ensure that change management implementation in the National Police Service enjoy support and commitment from diverse stakeholders. The study used a case study approach of Nakuru County; the researcher recommends that the topic examined can be studied broadly at a national level to warrant generalization of the findings. Yin (2003) asserts that in a case study, application of the research findings are only limited to the single case studies.

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