

The role of change leadership on the transformation of the Kenya Police Service

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Abstract: The Kenya Police Service as an organization has been undergoing through a process of transforming itself with a view to becoming a more reliable and accountable organization. This study aimed at understanding the role of change leadership towards the transformation of the Kenya Police service. Data was collected by administering questionnaires to the employees across all the ranks in the Kenya Police service based in the Police headquarters. A sample size of 308 was arrived at using proportional allocation through a stratified sampling method. A response rate of 89% was realized. Descriptive statistics were used to obtain a general understanding of the Kenya Police Service demographic information. Further, inferential statistics such as correlation and regression were used to analyze the data and testing of hypothesis. R^2 value of 0.119 implied that 11.9% of the organizational transformation was influenced by change in leadership. These results revealed a significant positive relationship between change leadership and the transformation of the Kenya Police Service. The results presented in this study provide a compelling evidence for the importance of change in leadership towards the efforts of ensuring optimal organizational transformation for better service delivery in the Kenya Police Service.

Keywords: Organizational culture, Organizational Transformation, Change Leadership, Kenya Police Service,

1. Introduction

The Kenya Police Service has been undergoing through a process of organizational transformation in order to change itself to a more accountable, transparent, humane and responsive organization with a view to ensuring that its operations are congruent with the current Kenya Constitution. Previous studies have shown that, the performance of the Kenya Police Service lacked efficiency, transparency and accountability. Further, the studies have shown that, the Kenya Police Service is characterized by low morale, poor discipline and questionable integrity, a situation which affect employees' performance. Additionally, a lot has changed in the global arena in terms of policing practices and hence the need for a paradigm shift which aims at realizing global policing competitiveness.

There has been a great need to engage the leadership of the Kenya Police Service in open discussions for the purpose of looking for ways which are geared towards strengthening this important security organization and its oversight mechanism just the way it is provided for in the constitution.

Leadership is remarkably of great significance for organizational success in our today's dynamic world (Ellwood, 2010). As it is opined by Friedman (2006), on daily basis, the world is becoming flatter and therefore, the expansion of the modern world has set the prerequisite for many kinds of leaders so as to exercise leadership that is effective in this global village. Subsequently, this new world order requires leaders to be prepared in terms of having the traditional skills as well as cross-cultural skills for the purpose of navigating effectively the muddy waters of globalization.

Nevertheless, there is no clear cut definition for global leadership. For instance, this development is witnessed in the United States of America involvement in a United States Global Leadership Coalition (U.S. Global Leadership Coalition, 2014) where people like former Senator Kay Hagan have been active in the world network of at least four hundred businesses and Non-Governmental Organizations with leaders from various businesses, faith based and other sectors seeking resources to elevate diplomacy and defense for safety throughout the world.

1.1. Change leadership

Higgs and Rowland (2000) have described Change Leadership as the ability by a leader to influence the followers through personal encouragement, vision and motivation by accessing resources for the purpose of building a platform that is solid for change. As it has often been viewed by American Management Association (1994), Leadership is key to successful change. Further, as Burns (2003) pinpoints, change, is a constant feature of organizational life and the ability to lead it is seen as a core competence of successful organizations.

Burns (2003) posited, the world that we live in has been turned upside down where companies are investing more resources in technology and leadership expertise into regions that were once off limits by way of acquiring enterprises that are new where joint ventures are formed by creating new global businesses from the ground up. Many major companies are going through significant changes which include outsourcing, downsizing, reengineering, self-managed work teams, flattening organizations, and doing routine jobs with automation and computers (Robbin & Langton, 2010).

1.2. Organizational Transformation

Organizational transformation is a process in which leaders and followers help each other to advance to a higher levels of morale and motivation (Higgins, 2010). Transforming organizations into proactive entities reduces costs by eliminating duplication and non-value-added processes which is key to improving the bottom line and improving product and or service delivery concurrently. In this case, a transformational program will provide the opportunity of transforming an organization from being

reactive to proactive. Thus, organizational transformation is more than simply changing the way a company conducts its business because it is about changing the organizational culture with a view to adapting to the new challenges. This is a clear indication that an organization must implement strategies that will sustain its competitive advantage by making it remain ahead of the others.

However, in maximizing transformational efforts, Higgins (2010) argued that, leaders must learn how to align leadership and all employees with the new ways of transacting business with a view to sustaining the transformation. He further posited that, organizational transformation is a permanent commitment which is geared toward improving all levels of an organization in respect of the quality, customer service, development and participation. According to Alexander, Gagnon and Dichter (1993), many leaders in the contemporary world find themselves aggressively trying to transform their organizations by seeking radical performance improvement through behavioral change and capabilities throughout the organization. Nevertheless, it has been found out that, most leaders lack a proven way concerning thinking about the challenge.

Organizational transformation in Africa is a welcome breath of fresh air which sweeps across the continent. However, it is an involving process that calls for change. Hence, in order to deliver the desired transformation, Moja (2010) articulated that, a leader requires to focus on how the change process is driven. Kotter (1996) asserted that, as a leader leads transformation in an organization, he or she should be strong and unwavering in the commitment perspective from the top leadership or change leader including the team that drives and supports the change leadership process. This perspective is meant to gain acceptance and commitment of all stakeholders. According to Pawar and Eastman (1997), "Successful Change Leadership begins with an effective leader who is able to respond and lead the transformation initiative, which can be achieved through creating new systems and structures that can drive renewal and change in an organization".

The outcry for organizational reforms and transformation in Kenya is a fierce endeavor that has been championed by advocates of democracy, equality, equity, which include good leadership and governance. The call for organizational transformation has mainly focused on transforming the leadership, structure and governance of organizations to make those structures more humane, accessible and representative of the society at a large. Therefore, the cause of transforming organizations in public sector in Kenya emanated from the promulgation of the new constitution on the 27th August 2010, where a new dispensation in Kenya's constitutional, social, political and economic order was ushered in. As compared to the earlier Constitutions of 1963 and that of 1969 which faced radical alterations by amending the Executive structure resulting to minimal accountability, Kenya's Constitution of 2010 represents a major paradigm shift with the people, democracy, human rights and the rule of law being the central focus.

1.3. Kenya Police Service

The Kenya Police Service is an organization which is recognized and established in accordance to the constitution of Kenya which came to being in the year 2010. The Kenya Police Service is an entity that has been enacted by the Parliament in accordance to

chapter fourteen of the Kenyan constitution. In addition, the Service has undertaken an ambitious plan of Police reforms which is being championed by the National Police Service and which largely aims at transforming the entire National Police Service into an organization that ultimately will be a world class body characterized by efficiency, effectiveness and responsiveness to the needs and expectations of the citizens of the nation as well as the international community (The Kenya Police Service Strategic Plan 2015-2017). Therefore, this perspective is a paradigm shift in policing in the history of the independent Kenya.

Therefore, the plan focuses on the provision of services to the Kenyan people through the promotion of human rights as well as respecting the rule of the law. Therefore, the content of the plan suggests that, Police officers are willing to engage in democratic reforms of the institution. In post-independent Kenya, this is the first time that this important security organ has demonstrated such a dramatic shift. The plan recognizes that, institutional unaccountability, impunity and corruption are endemic within the Service and therefore, it gives these fundamental issues a priority. There are specific plans and strategies designed to indoctrinate change in the organizational corporate culture within the institution by dealing with impunity, corruption and improvement of accountability (National Police Service Strategic Plan, 2013-2017).

Studies have found out that, when this key institution fails to implement effective change leadership strategies, can lead to costly results. These consequences may include reduced engagement, retention, productivity and performance. Ultimately, an inability to introduce change not only hurts the bottom line but can also put the very future of the Kenya Police Service at risk. Further, studies have shown that, transforming an organization like the Kenya Police Service is ineffective without strong leadership (Wright & Pandey, 1999).

However, in order to consider and implement a solution in line with the broad reforms proposed in the Kenya Police Service, it is pretty imperative that the existing problems regarding the existing policy be identified (Republic of Kenya Economic Survey, 2005). Therefore, this study focused on examining how Change Leadership have impacted the transformation of the Kenya Police Service.

2. Theoretical framework and literature review

This study was mainly informed by the Kurt Lewin's change theory. This theory is one of the most significant theories of organizational transformation which is based round a 3-step process (Unfreeze-Change-refreeze) that provides a high-level approach to change. Lewin's further postulated that stagnation brings decline in many dynamic organizations. Thus reorganizations, adjustments and other changes are necessary within organizations. In a stable situation, people should overcome resistance by letting go the old habits and structures. This perspective though is a difficult assignment because change disrupts the old habits and structures because of their safety and predictability. This change which focuses on behavioral modification of people dwells on three stages namely: unfreezing where people realize that something is going to happen as they deal with strong emotions that include denial,

uncertainty and doubt. After unfreezing, people move to the changing state which is significant when change is implemented and then refreezing stage where the change is anchored or solidified with a view to having the people stick to the new way of life so that they can act according to the new situation (Mulder, 2012).

As Eisenbach, Watson and Pillai (1999) stated, Leadership is imperative to the Change Leadership process and it is underscored by the fact that change, by definition requires developing new systems after which the new approaches are anchored or solidified, while Change Management depends on the enactment of Leadership. According to 360⁰ (2017) citing Kotter (1995), transforming an organization is more than simply changing the way an organization conducts its daily business. Rather, Change Leadership entails changing the culture of an organization which largely is meant to adapt to the new challenges. This means that, an organization must implement strategies that will sustain its competitive advantage. However, an organization must learn how to align leadership and all employees with the new ways of conducting business with a view to sustaining the transformation in order to maximize the transformation efforts.

Kotter (1996) opined that, transforming an organization is a permanent commitment which is geared towards enhancing the quality, customer service, development and participation in all aspects of the organization. In this regard, top leadership plays a critical role in the efforts of transforming an organization. Thus, leaders should model the way by setting the direction and also in the provision of a company's vision as they motivate employees in overcoming the obstacles between what occurs today and what needs to occur in the transformation for the future. Leadership teams must inspire all levels of the organization to "want to" work toward the new outcomes and create a new future for the organization. Wanting to change and actually implementing change are two different things.

Subsequently, Anderson and Anderson (2001) pointed out that, transformational change happens at the core of the organization. This transformation as it is stated, has the potential to revolutionize the organization from the inside out. Further, Anderson and Anderson (2001) asserted that, for transformation to become a reality, the details are of the upmost priority. To them, it is about resources, timelines and budgets. It's about creating a vision for the future that has sustainable outcomes. Transformational efforts bring energy to the organization in the way of improvement and renaissance or rebirth. Creating an effective vision is the first step towards organizational transformation. Anderson and Anderson (2001) articulated the fact that, skill's mastery entails the aspects of developing a task fully.

In this respect, there is nobody who can specialize in one area by neglecting the rest because if one wants to be a masterful communicator, he or she will require sharpening both speaking and listening skills. Equally, a masterful golfer will have to be in a position of hitting both the long ball and the short ball excellently. The more one improves skills in an area, Anderson and Anderson

(2001) argued that, such a person/leader will exhibit developmental needs in the followership as it is opposed to the perspective of neglecting developmental needs which is a sign link that is weak.

Therefore, the principle of mastery lies at the heart of taking a multi-dimensional approach to transformation as this perspective suggests that leaders and consultants must become conscious of and competent in all of the different dimensions of transformation, even those that are not yet aware of or comfortable addressing areas that are “in new boxes”. Leading transformation masterfully requires that leaders and consultants attend to the dynamics of different aspects which include organizational structures, systems, and business processes and also those which are most familiar to organizational development in terms of internal reality, such as perception, feelings, interpersonal relationships, and culture (Anderson & Anderson, 2001).

3. Methodology

This study was based on positivism approach which empirically establishes a relationship between variables being studied by formulating hypothesis based on study objectives. Therefore, the study sought to be objective with facts testing relationships among variables empirically. This was realized as the researcher deployed hypotheses testing method which were based on the facts which were obtained from data collection exercise where the hypotheses were to be rejected or accepted.

The study adopted a descriptive explanatory design, where both qualitative and quantitative methods were used in the collection of data concerning the current status of the subject under the study (Mugenda & Mugenda, 2003). The target population of the study was 1349 respondents who were Police officers based at Police headquarters, Vigilance House which is along Harambee Avenue within Nairobi City County. The sample size was 308 respondents, a figure that the researcher arrived at using proportional allocation through a stratified sampling method. This was achieved by dividing the population into several sub-populations (strata) that are individually more homogeneous than the total population. In this case, a researcher is able to get a more precise estimate for each stratum and consequently being able to accurately estimate each component resulting to a better estimate of the whole population. Subsequently, this sample size was used in availing information through a questionnaire which was the research tool.

This study mainly used primary data that were collected through a semi-structured questionnaire adopted from similar transformational leadership studies and tailored to meet the needs of the present study. The questionnaire was administered to the employees across all the ranks in the Kenya Police service based in the police headquarters. To check for the reliability of the data collection instrument, Cronbach's Alpha technique was used in measuring the internal consistency where Alpha values range from 0 to 1, with the reliability increasing as the alpha value increases. The value was 0.780 for change leadership. Descriptive statistics were used to obtain the general understanding of the respondents' demographic information as well as to explain the distribution of scores in the scale Likert questions, while linear regression was used to test the hypothesis.

4. Results and discussion

The researcher distributed 308 questionnaires at the Kenya Police headquarters, Vigilance House which is along Harambee Avenue. In this case, out of the 308 questionnaires which were administered for the data collection to the respondents' population, a total of 273 questionnaires accounting for 89% were returned. After data cleaning, only 269 responses were used for the final analysis and according to Babbie (2004); Mugenda and Mugenda (2003), over 50% response rate is adequate for analysis, while over 70% is rated as a very good response rate. Therefore, based on this assertion, 89% response rate was consequently rated as very good and deemed suitable for the analysis.

4.1. Change Leadership

Table 1 provides a general profile descriptive statistics on Change Leadership parameters considered in this Study. The results showed that, the most dominant aspect of Change Leadership in the Kenya Police Service was that the institution has clear goals and objectives with a mean of 3.13, followed by clear vision in the ongoing Police reforms with a mean of 3.05. The least scored aspect was that the top leadership has created a sense of urgency in its reform agenda initiative which had an average of 2.81. However, it is worth noting that, the four aspects of Change Leadership evaluated were moderately dominant with an overall mean of 2.97.

Table 1: Descriptive statistics for measure of change leadership

Change Leadership	Mean	Std. dev	Overall Mean
The Kenya Police Service has clear Vision in the ongoing Police reforms and Change Leadership Initiatives	3.05	.29	
The Kenya Police has clear goals and objectives in its Organizational Transformation initiatives	3.13	.17	2.97
The Kenya Police Service top leadership has created a sense of urgency in its reform agenda	2.81	.18	
The Kenya Police top leadership has championed the ongoing reforms in the Kenya Police Service	2.87	.24	

4.2. Hypothesis testing

The results in Table 2 designate that the influence of Change Leadership on Organizational Transformation is statistically significant ($p < 0.05$). The results further show that, Change Leadership moderately correlate with Organizational Transformation up to 0.344 reflecting a weak positive relationship. R squared depicts that, Change Leadership explain 11.9 % variation on Organizational

Transformation. This proportion that is explained by Change Leadership resources was significant ($F=$ statistically 35.942, $p<0.05$). Based on these results, H_01 is not supported. The Study therefore rejected the hypothesis. In addition, the coefficient of Change Leadership is negative, denoting that, a unit change in Change Leadership results to a negative change of 0.344 on Organizational Transformation agenda.

Table 2: Summary of the results for regression Analysis on the effect of change leadership

MODEL SUMMARY						
Model	R	R square	Adjusted R square	Std. Error of the estimate		
1	0.344 ^a	0.119	0.115	0.329		
ANOVA						
Model	Sum of squares	Df	Mean Square	F	Sig	
Regression	3.886	1	3.886	35.942	0.000 ^a	
Residual	28.866	267	108			
Total	32.752	268				
Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficient		T	Sig
	B	Std. Error	Beta			
1 (Constant)	0.609	-0.066			9.245	0.000
Change Leadership	-0.127	0.021	-0.344		-5.995	0.000

Predictor (Constant), Change Leadership

The Leadership in the Kenya Police Service has put in place an ambitious plan of transforming the Service with a view to ensuring quality service delivery to its customers based on preset achievable milestones. Therefore, it is imperative to acknowledge that, transforming an organization is a process depended on various parameters where Change Leadership is believed to be amongst the most important paradigm in defining the magnitude of Organizational Transformational in any organization (Higgins, 2010). The results from the study indicated that, indeed Change Leadership has a significant relationship as far as transformation of the Police Service in Kenya is concerned. This was supported by majority of the respondents acknowledging that the Leadership of the Service has championed the new reforms which are supported by a clear vision, specific goals and objectives which are aimed at the transformational initiative.

Subsequently, Change Leadership has introduced a new dimension of ideas geared towards the best practices in Leadership in ensuring effective service delivery. Therefore, it has been established that, prompt Change in Leadership is a well-intentioned undertaking for the purpose of transforming the Service.

5. Conclusion

The study concluded that, Organizational Transformation is highly influenced by Change Leadership, a perspective which implies that, there is need for the top Leadership within the Kenya Police Service to improve on the aspect of championing the new reforms as well as moving fast as far as the implementation of the reform agenda is concerned. This will ensure total adherence to the set objectives and vision towards the transformational initiative beyond self. In addition, high sense of commitment and leadership quest for reforms in the Service are being regarded amongst the major driving forces in terms of achieving quality service delivery. Subsequently, the transformational initiative should be quantified based on appraisal of the performance leadership as well as change in leadership, which are necessary in terms of the performance outcome being congruent to the expected results.

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