CHANGE LEADERSHIP, LEADERSHIP EFFICACY, ORGANIZATIONAL CULTURE AND TRANSFORMATION OF THE KENYA POLICE SERVICE

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PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR OF

PHILOSOPHY IN ORGANIZATIONAL LEADERSHIP AND DEVELOPMENT

DECLARATION

This dissertation is my own original work and it h	has never been presented for the award of a
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DEDICATION

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ABSTRACT

The Kenya Police Service is undergoing 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, indiscipline and questionable integrity, a situation which affects 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 of strengthening this important security organization and its oversight mechanism as it is provided for in the constitution. Subsequently, this study looked at the effect of change leadership, leadership efficacy and organizational culture on organizational transformation within the Kenya Police Service. The theories used to underpin the study included Kurt Lewin's three stage of change leadership Theory, Social Cognitive Theory for leadership efficacy and Edgar Schein's Theory of organizational culture. The study adopted a Descriptive-Explanatory design, using quantitative method. The target population of the study was 1349 respondents who comprised Police officers based at Police Headquarters. The sample size was 309 respondents, a figure that the study arrived at using proportional allocation through a stratified sampling method. Subsequently, that sample size was used in availing information through a questionnaire which was the research tool. This research provides useful information regarding the Transformative agenda which is being undertaken by the leadership within the Kenya Police Service. Further, the results have also indicated that, organizational culture has a moderating effect on change leadership and leadership efficacy as far as the transformation of the Kenya Police Service is concerned. Subsequently, the study highlighted the best practices in organizational transformation within the Kenya Police Service. It recommended that, in order to realize effective organizational transformation, there is need for continued change leadership for the purpose of ensuring that the set goals and objectives of the institutional transformation are achieved.

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ABBREVIATIONS AND ACRONYMS

ANOVA:	Analysis of Variance
CID	Criminal Investigation Department
CMV:	Common Method Variance
C-V:	Cumulative Variance
DIG KPS:	Deputy Inspector General Kenya Police Service
EACl	East Africa Community
GSU	General Service Unit
I.B.E.A.	Imperial British East Africa
ICIPE:	International Center of Insect of Physiology and Ecology
IGP:	Inspector General of Police
KAPUI	Kenya Airports Police Unit
KPS	Kenya Police Service
K-S:	Kolmogorov Smirnov Test
LSE:l	eadership Self-efficacy
OCPD:	Officer Commanding Police Division
OCS:	Officer Commanding Police Station
TI:	Γransparency International
UK:	United Kingdom

NACOSTI:	National Commission for Science, Technology and Innovation
NPS:	National Police Service
NPSC:	National Police Service Commission
OLS:	Ordinary Least Squares
PRIC:	Police Reforms Implementation Committee
Q-Q:	Quantile-Quantile plot
S-W:	Shapiro-Wilk Test
VIF:	Variance Inflation Factor

DEFINITION OF OPERATIONAL TERMS

change leadership: In the context of this dissertation as it was observed by Ready (2016), change leadership refers to a process that leadership undertakes for the purpose of initiating the desire to breathe new life into the organization in order to revitalize ways of thinking, behaving and working with followers towards certain goals and objectives that represent the values of the organization.

Leadership efficacy: According to Mesterova, Prochazka, and Vaculik (2015), in the context of this dissertation, leadership Self-efficacy is defined as beliefs in one's capabilities to mobilize the motivation, cognitive resources, and causes of action needed to meet given situational demands. Organizational culture: According to Wheelen and Hunger (2012), organizational culture consist of shared beliefs, values, norms, and practices of an organization that carry the identity of an organization by determining its ability to perform its duties. Organizational culture: organizational culture is the shared basic assumptions, values, and beliefs of the members of the organization (Martínez-Cañas & RuizPalomino, 2014). Organizational culture is the way that managers and employees solve problems in the organization (Schneider et al., 2013). Organizational culture will develop a competitive edge in the Kenya Police Service. Organizational transformation: This is the process of change and change leadership that an Organization undergoes with a view to achieving better performance and results (Northouse, 2013). In the context of this study, the leadership of the Kenya Police Service is championing transformational agenda through restructuring, reengineering, changing culture, having selfmanaged teams, flattening the organization as well as automating the systems. Reforms: In the context of this dissertation, this term refers to the adoption of an idea or practice

that has previously been successfully implemented elsewhere (Rogers, 2015).

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction of the study

This chapter is an introduction to the background of the study on change leadership, leadership efficacy, organizational culture and transformation of the Kenya Police Service.

Additionally, it presents the statement of the problem, research gaps, general research objective, and research objectives as well as hypotheses, significance of the study and its justification. It further presents the scope of the study and its limitations together with delimitation.

Background of the study

Studies have shown that, the concept of leadership has generated dozens of theoretical and empirical models over the past decades (House, 2001). Leadership concept is one of the most discussed, examined and yet elusive idea in social science. Leadership has been regarded as critical in the initiation and implementation of transformations in both individuals and organizations. leadership literature points out that it has been an important topic in both the academic and organizational worlds for many decades (Zhang, 2010) and has gained importance in every walk of life, from politics to business and from Education to social organizations (Kala,2014).

The available literature reveals a wide range of definitions for leadership (House & Aditya, 1997), for instance leaders are considered as those individuals that have clout commonly assigned through formal position or authority to influence group members and to move them toward a common organizational goal (Northouse, 2007). Most of leadership definitions are two

fold; that is, to provide direction and exercising influence over subordinates' (individualistic) as well as mobilizing work with others to achieve shared goals (organizational context). The history of leadership has witnessed its evolution into various stages; Ranging from classical leadership as the oldest style with its origin in antiquity and was the prevailing view until 1970s. In classical leadership the leader commands or maneuvers others to act towards an objective which may or may not be explicitly stated and other members of the group adhere to the directives of the leader and do not question openly their commands either out of fear or out of respect for the leader.

Critiques of this style of leadership however argue that this leadership may only operate successfully when followers accept right or duty of leader to dictate them, but may however be limited in instances where leader cannot command or control every action or complex situations demanding the capacity of more than one person, or when additional commitment of followers is called for (Zhang, 2010). The next leadership style, transactional arose when human relations movement brought a focus on followers and their surroundings.

Transactional leaders and their followers interact and negotiate agreements that they are engaged in. Here it is important for the leader to have power to reward followers (Bass & Avolio, 1993). Other known transactions require correcting followers or getting involved with issues that needs the leaders' attention known as management by exception (Bass, 1985; Avery, 2004). Transactional leaders regard their followers as individuals and focus on their needs and motives. According to Avery (2004) transactional leadership overcomes some limits of classical leadership in that they are known to involve followers. However, this too has limits whereby followers can perceive the monitoring of leadership as constraining and lowering their ability to perform at their best. This style may also not apply in times of rapid change and uncertainty, particularly when greater commitment is needed.

This significantly implies that, 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 both the traditional skills as well as cross-cultural skills for the purpose of navigating effectively the murky waters of globalization.

From mid 1980s, visionary leadership emerged with its emphasis on follower commitment to vision of the future. Over the past two decades visionary also known as change leadership emerged as one of the most popular approaches to understanding leader effectiveness. Change leadership is seen as the required leadership in that, such leaders transform the norms and values of employees, whereby the leader motivates the workers to perform beyond their expectations (Yukl, 1989). Here the leader focuses on the enhancement of followers' involvement with the goals of the organization leading to employee engagement first to their jobs and then to their organizations in the long run (Bass, 1993).

Nevertheless, there is no clear cut definition of global leadership. For instance, this development is witnessed in the United States of America involvement in a United States Global leadership Coalition 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 (U.S. Global leadership Coalition, 2014).

The field of security is an important factor in the development of strategies that touches social and economic aspects of a country. Thus, security is a basic human right as it is underlined

by Article 3 of the Universal Declaration of Human Rights. Subsequently, it follows that, Police officers are the main actors in ensuring security besides other agencies like private security firms and the military. According to the UN handbook on policing (2000), police officers are mandated to maintain law and order, thus, they should exhibit professionalism, act with integrity and be accountable to their actions when executing their duties. To ensure that police officers are in line with international standards, key changes are undertaken periodically. These reforms are termed as Police reforms which ensure confidence of the population in the capacity of the State to govern (UN, 2009).

Police reforms emphasize the need to alter the governing principles of domestic security institutions and adapt a new look. According to Bayley (2001), police reforms consist of modernization of the service, acquiring new equipment and new technology, structural reorganization of the Police Service, delegation of authority within the organization and the decentralization of decision making. In addition, these reforms entail review of training curriculum to entrench standard principles in the training like human rights and community policing. It is the development and implementation of measures which create a Police Service oriented towards meeting the needs of civilians and institutions (Walker 2010). Bayley (1999) alluded that, Police reforms are guided by principles of accountability, integrity, and respect for human rights, non-discrimination, impartiality, fairness and professionalism.

As it was argued by Pilant (2003) and (Bayley, 2001) demand for reform is instigated by a number of factors which include internal reviews, public pressure, government decisions, and international interventions among others. To ensure that the police service is representative and that its values reflect those held by the general population, it must develop initiatives to gain public confidence. It can do this by ensuring that the procedures, methodology and practices of

police officers are accountable to the people and there exist a transparent internal affairs procedure and the development of an external oversight body). In democratic countries such as U.S.A, police reforms started after a brutal period characterized by misuse of police by politicians.

Defining leadership

Northouse (2013, p. 5) defined leadership as "a process whereby an individual influences a group of individuals to achieve a common goal". Additionally, Yukl (2006, p. 8) defined leadership "as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives". These definitions suggest several components which are central to the phenomenon of leadership.

Therefore, some of these definitions have described leadership as a method which involves influencing others within the perspective of a group for the purpose of attaining shared goals by both the leader and the followers. The very act of defining leadership as a process suggests that, leadership is not a characteristic or trait with which only a few or certain people are endowed with at birth, but rather, it is an event that is transactional which happens between leaders and their followers.

Change leadership

Sansom (1998) found out that effective organizational leadership is not a magic that one person has and others don't have and it is about how managers give orders and how these orders are obeyed. Rather, according to Sansom (1998), organizational leadership is about the ability of the leadership in place to get and protect the company's benefits by realizing employees' needs as well as those of other stakeholders are addressed with a view to working in a better

environment for the purpose of achieving common organizational goals. Thus, Dunphy and Stace (1994) pointed out that, organizational leadership has a central role in evolution and cultivating an organization. It can help its teams to face the challenges and to work for organizational goals effectively. According to Dunphy and Stace (1994) as cited in Senior and Fleming (2006), effective organization leadership promotes transformation in an organization through its vision and strategy. In this era of rapidly changing business trends and increased customer demands, the role of leadership is more crucial unlike in the past. Subsequently, change leadership is eagerly needed for organizations, and this leadership should be able in terms of predicting the essential alterations and changes, in advance by creating the required commitment and highly suitable atmosphere for worker and teams to understand and adopt these changes successfully. This action by leaders is decisive not only for the effectiveness of the organization but also for its very survival (Bass, 1990; Burke & Cooper, 2004).

As the business goals can't be achieved without adopting any strategic business process, likewise the organizational success and sustainability also can't be accomplished without a strategic role of leaders. From allocation of resources to alignment, from perception of thing to decide future focusing, form commitment and motivating the teams to get the goals of an organization, to confirm the sustainable growth, it's a leadership whose footprints are everywhere (McGuire, 2003).

Change leadership according to Higgs and Rowland (2000) is 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, change has been described as a constant feature of organizational life and the ability to

lead is seen as a core competence of successful organizations (Ganta & Manukonda, 2014). As Ganta and Manukonda (2014) 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/debeucratization of organizations, and doing routine jobs with automation and computers (Robbin & Langton, 2010).

Further, according to Robbins (2000), change leadership is the ability to influence a group towards the achievement of goals while Hicks & Gullet (1975) say that leadership is getting other people to follow one towards a common goal. A leadership style that motivates and empowers followers to work for transcendental goals, to increase their commitment to the organization and in so doing perform beyond the expectations that the followers have for themselves is termed change leadership (Hancott, 2005). Change leadership is therefore a process in which leaders and followers help each other to advance to a higher level of morale and motivation, creating significant changes in the lives of people and organizations (Burns, 1978). Hancott (2005) and Pieterse et al., (2010) say that change leadership is a style of leadership that transforms followers to rise above their self-interest by altering their morale, ideals, interests and values as well as motivating them to perform better than initially expected. Change leaders give respect to and empower their followers to exude exceptionally high effort, high commitment and willingness to take risks (Senior and Fleming, 2006). Kotter (1996) states that leadership is about coping with change and, to achieve this goal, leaders establish the direction by developing a

vision of the future, communicating that vision to their followers and inspiring them to overcome hurdles.

Change leadership has been explicitly defined around the concept of change and changing an organization requires creating a new system and then institutionalizing the new approaches to make them the way of life in the organization. Change leadership is considered to be crucial in the transformation of individuals, groups and organizations, as well as the successful functioning of these entities. Thus, change leadership is regarded as the key to successful management of organizational transformation.

Change leaders exude certain characteristics or elements that make them stand out. These elements as developed by Bass (1985) are idealized influence; inspirational motivation; intellectual stimulation and individualized consideration. Idealized influence or charisma is based on the behavioral traits of a leader that promotes ones followers' commitment in order to tap their full potential (Doherty & Danylchuk, 1996). Inspirational motivation is the ability of a leader to gain followers' confidence through communication of ones expectations, vision and values. Intellectual stimulation refers to the ability of a leader to stimulate ones followers to be more curious and creative in thinking and problem solving; it is creating an enabling environment for innovation, creativity and continuous learning (Bass, 1985, Doherty & Danylchuk, 1996). Individualized consideration or taking interest in individual members while acting as a mentor or coach entails providing support for the individual needs and development for employees (Pieterse et al., 2010).

Further, Dunphy and Stace (1994) described an organization's leadership as a person who can promote change in an organization by its vision and strategy. In the same note, Senior and Fleming (2006) observed that, this era of rapidly changing business trends and increased

customer demands, the role of leadership is more crucial now a days. The strategic leadership is eagerly needed for organizations, which is well capable to predict the essential alterations and changes, in advance and create required commitment and highly suitable atmosphere for worker and teams to understand and adopt these changes successfully. This action by leaders is decisive not only for the effectiveness of the organization but also for its very survival (Bass, 1990; Burke & Cooper, 2004). Subsequently, just the way the business goals can't be achieved without adopting any strategic business process, likewise the organizational success and sustainability also can't be accomplished without the strategic role of any leadership. The strategies include the allocation of resources together with their alignment, perception of things to decide future focusing, forming commitment and motivating the teams to get the goals of an organization, confirming the sustainable growth which is incorporated with leadership whose footprints are everywhere (McGuire, 2003)

Therefore, in order to get the level of long term success and sustainability, organizations need to take some practical steps. While talking about these practical steps for organizations, scholars and researchers are in agreement that organizations need to accept, adopt and implement changes in their business model according to the changing trends, technologies, customer preferences and future concerns. Many authors have conducted studies and written massively in this area. At the one end when, organizational transformation is a demand of time in order for an organization to remain successful and competitive in Market (Conger, 1992). In addition, organizational transformation is important for long term success and survival of an organization. Therefore, there are possibilities for organizations to lose their repute and market share if they do not prepare themselves according to rapidly changing circumstances and situations (Boston, 2000). Different authors have described the significance of organizational transformation in

different way, but it's an accepted fact that organizational transformation is important for sustainable business and long term success. This means that, such institutions will live beyond the lives of their contemporary leaderships.

Subsequently, accepting the greatness of organizational transformation and knowing the fact that practical steps are needed to make things happen, the next question may arise in minds that "who will take initiative to bring these changes for organizations to take practical steps" and "who will be the person in charge". Scholars and researchers also agree on the point that role of a leadership/leader is very important while managing organizations or addressing the issue of organizational change. Kennedy believes that role of the leadership is a key while addressing the issue of organizational transformation and effective leader can bring effective change for an organization (Kennedy, 2000). In their book organizational change, Senior and Fleming (2006) discus the role of leadership and claim that leader is a change agent who can take initiative and bring change for organization.

This means that, knowing the importance and implication of organizational transformation and admitting the fact that organizational change is the demand of a time, for sustainable success and leader/leadership can play a key role in bringing and implementing these changes, by deciding the desired form of an organization and taking the practical steps which are needed for the process. The next obvious question which one can have, that what kind of leadership is needed for successful organizational change? At the point where the authors agree and accept that the role of a leader is crucial for managing organizational transformation, Hage (1999) observed that, this is the same point they also mention that the process of organizational change is very complex and challenging. Thus, a competent and effective leadership is required to manage any turbulent situation. Therefore, Hage (1999) highlighted the fact that, leadership

competencies have a great relation with successful organizational change and a competent leader may prove more effective in managing the change process successfully. Bennis (1987) again acknowledged that, special qualities and characteristics are required with a view to making a leader be able to deliver meaningful organizational transformation.

Leadership efficacy

Leaders, whether in management positions or in any other office often find themselves in demanding situation. Nevertheless, some leaders who are particularly successful in their leadership roles. Indeed, some leaders who appear quite capable are unable to apply their abilities in a particular situation, whereas other leaders who have high levels of leadership efficacy are successful in the same situation. These high-efficacy leaders may be better equipped to handle demanding situations and may transfer their efficacy to their followers, resulting in superior group performance.

Chemers (2001); House and Shamir (1993) observed that, traits such as efficacy and high expectations are often included when theorists consider the issue of effective leadership.

However, according to them, the empirical literature on leadership has given relatively little attention to constructs related to self-perceptions. Reviews of empirical investigations into leadership using the trait approach reveal very little work on self-efficacy, and the studies that have been undertaken have confounded important constructs, such as self-esteem and self-efficacy, and yielded mixed results (Bass, 1990; Chemers, 2001; Kipnis & Lane, 1962; Yukl, 1994).

Recently, there has been renewed interest in the role of self-efficacy in leadership effectiveness as Chemers, Watson and May (2000); Murphy, (2002); Watson, Chemers and Preiser (1996) pointed in terms of investigating the role of self-efficacy for leadership in

leadership effectiveness in regard to understanding the mechanisms by which leadership efficacy results in enhanced group performance. An extensive literature on self-efficacy reveals the powerful role that efficacy can play influencing both motivation and performance (Bandura, 1997). Self-efficacy is a key construct derived from Bandura's (1986) social—cognitive theory in which it plays a crucial role in linking ability with performance. Self-efficacy is defined as "beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments" (Bandura, 1997, p. 3).

According to Bandura (1977), "people process, weigh, and integrate diverse sources of information concerning their capability, and they regulate their choice behavior and effort expenditure accordingly" (p. 212). Empirical studies of self-efficacy have yielded some consistent findings. A substantial literature shows that self-efficacy influences what people choose to do, their persistence in the face of difficulties, and how much effort they put forth (Bandura, 1982; Bandura & Cervone, 1983; Bandura & Wood, 1989). Efficacy beliefs have also been shown to influence thought patterns (whether individuals think optimistically or pessimistically, erratically or strategically) and stress reactions (Bandura, 1986, 2000). Self-efficacy is also associated with work-related performances, including life insurance sales (Barling & Beattie, 1983), faculty research productivity (M. S. Taylor, Locke, Lee, & Gist, 1984), learning and achievement (Campbell & Hackett, 1986; Multon, Brown, & Lent, 1991), career choice (Lent, Brown, & Larkin, 1987), and adaptability to new technology (Hill, Smith, & Mann, 1987).

Further, self-efficacy been shown to act as a cognitive mediator of performance (Bandura, 1982, 1997; Gist, 1989) and as Locke, Frederick, Lee, and Bobko (1984) suggested, "self-efficacy might provide an integrating mechanism between goal-setting and social-learning-theory

approaches to task performance" (p. 241). This is an indication that, self-efficacy is an important motivational construct that influences choices, goals, effort, coping, persistence, and performance. Self-efficacy in a leadership situation, or leadership efficacy, refers to one's belief in his or her general ability to lead (Murphy, 1992). In this perspective, Bandura (1997) asserted that, self-efficacy is quite domain specific; indeed, domain-linked measures of perceived efficacy are more effective in predicting academic performance, anxiety, pain tolerance, diabetic metabolic control, and political participation than are omnibus locus-of-control scales (Bandura, 1997; Grossman, Brink & Hauser, 1987; Manning & Wright, 1983)

Leadership self-efficacy has been explained as a concept which is a depiction of an individual's belief in terms of the ability which enables him or her to face specific tasks or situations effectively (Bandura, 1986). Subsequently, it has been identified in Social-Cognitive Theory as the most powerful self-regulatory mechanism in affecting behaviors. In the process of looking at the results of some studies, Bandura (1997) described effective individuals as people who are motivated, resilient to harsh conditions, goal-oriented, and people who have the ability to think in a clear way regardless of the pressure or in stressful conditions.

Moreover, Stajkovic and Luthans (1998) articulated that, the more confident an individual is in terms of being able to perform a given task effectively, the more frequently an individual can engage that task. Leaders are people who have the ability of instilling ideas that are new with exceptional passion as well as vision in organizations as they deal with the reduced effectiveness of their traditional managing processes (Yukl, 2006). Therefore, according to Locke (2003), Self-efficacy has proved to be a useful motivational process in various domains of human functioning. Moreover, Ng, Ang and Chan (2008) argued that, personality research

highlighted the importance of motivational processes and also ascertained that, Self-efficacy is a central motivational paradigm for prediction of behaviors.

Subsequently, leadership-efficacy can be defined as a specific form of efficiency and beliefs in relation to leadership behaviors because it deals with an individual's self-efficacy's beliefs which result in the accomplishment of the successful role of leadership in groups. This position is additionally well articulated by Chemers, Watson and May (2000); Kane, Zaccaro, Tremble and Masuda (2002); Paglis and Green (2002); Ng, Ang and Chan (2008) in the literature in the studies on leadership self-efficacy.

Recently, Ng, et al., (2008) indicated that, leaders' personality traits which include extraversion and consciousness were important qualifications of leadership self-efficacy as well as how and when leadership self-efficacy mediated the relationship between personality traits and effectiveness of a leader on the basis of job demands and job self-sufficiency. In this case, such findings are crucial in terms of confirming previous theoretical assertions that distal personality traits affect work behavior through proximal motivational mediators like leadership Self efficacy (Barrick & Mount, 2005; Judge, Bono, Remus, & Gerhardt, 2002; Kanfer, 1990). Further to this, Barrick and Mount (2005); et al., emphasized the role which LSE plays in explaining leadership effectiveness. In this connection, they open the way for several practical implications in an organizational context which revolves around the manner in which leaders are selected as well as their training processes.

Organizational culture

Although there is no agreed upon definition of an organization, there are some commonly accepted features of organizations such as strategy, size, processes, people, systems and structure that have been considered as key elements of an organization (Cole, 2004). An organization is a

social entity whereby individuals and groups interact within a formal structure created by the management to establish a relationship between individuals and groups, to provide order and systems and to direct efforts to carry out goal-seeking activities (Senior and Fleming, 2006). Of concern to organizational leadership, however, is how well the key elements of an organization interact within a dynamic environment to achieve the set goals and objectives of the organization. The correct strategy matched with the right structure, enabling systems and technology will guarantee organizational efficiency. According to Duck (1993) and Givens (2008) change leaders ought to understand the context within which they operate this study takes strategy, structure, systems and technology as the key elements that transformational leaders should concern themselves with during organizational leadership.

According to Pettigrew (1979), Robbins (2000) and Wang et al., (2005), structure is the way people are grouped and their work coordinated and controlled; it refers to an organizations internal patterns of relationships, arrangement of tasks, roles, authority and communication. Ansoff and McDonnell (1990) state that structure evolves with time in response to the dual challenges of external diversity and internal complexity of an organization. Structure acts to create separate entities for different work groups and has a major bearing on the communication and effectiveness of these entities (Lawrence & Lorch, 1967). Organizational transformation faces constant challenges of trying to maintain a competitive organization. Change leaders are said to constantly scan the environments within which they operate, the services and products they offer and the behavior of their competitors. As they do this they also maintain an internal structure to ensure that organizational objectives are met. The internal organizational structure therefore is critical to transformational leaders as it determines individual and organizational performance.

As environmental turbulence increases, strategic issues that challenge how organizations plan and implement strategy emerge with greater frequency and bring to question management responsibilities, balance of power and decision-making within the organization. Researchers have argued that strategy is about competitiveness, Aosa (1992) posits that the main reason an organization will adopt strategy is to enable it gain an edge over its competitors. This is supported by Thompson et al., (2006) who argue that organizational strategies include competitive moves and business approaches that managers adopt to attract and please customers, succeed, attain business growth and achieve their objectives. Previous researchers have conceptualized business strategies in various ways such as Porters (1996) differentiation and low-cost strategies and Miles and Snows (1978) typology of prospector, analyzer, defender and reactor strategies. Both these typologies have been equally favored by researchers and have been widely used to describe strategies used within given organizations in Kenya.

Miles and Snow (1978) in their typology of competitive strategies, argue that organizations in general develop relatively stable patterns of strategic behavior in order to accomplish a good alignment with perceived environmental conditions. The prospector strategy is characterized by product innovation, a visionary view, high-risk orientation, search and response to new opportunities. It is used in organizations that continually search for new market opportunities and regularly experiment with potential responses to emerging environmental trends. It takes advantage of any new opportunities brought about by environmental changes and seeks to pioneer the development of new products and services.

Systems are the standardized policies and mechanisms that control employee behaviour and facilitate work within an organization. They are primarily manifested in the organizations reward system, management information systems, performance appraisal, goals, budget

development and human resource allocation (Burke and Litwin, 1992) and Flamholtz et al., (1983) refer to these systems collectively as the organizational control systems. Given the different ways in which the term organizational transformation has been used, it is at times difficult to differentiate between control, leadership, influence and power or any other such construct (Flamholtz et al., 1985). People in an organization have different interests, tasks and perspectives that ought to be integrated and directed to achieve personal and organizational goals. The purpose of the control systems is to harness employee potential, align their individual goals to those of the organization and motivate them to achieve and sustain high levels of performance. Flamholtz et al., (1985) propose that as control systems focus on any aspect of employee behavior that has to do with the achievement of organizational objectives they should be designed with care to avoid chaos or unnecessary bureaucracies.

Planning involves the setting up of goals and establishing the targets for each goal. It directs employee behavior as well as promote goal congruence. Systems that fall under planning are all activities that involve resources allocation like financial, human, physical, and technological. Measurement includes the rules and information that influence work behavior. Systems under measurement will include appraisals, audits, performance contracts and all other aspects of measurement in place in an organization. Feedback refers to the information on work goal accomplishment; it directs and motivates employee performance. The effectiveness of feedback depends on its quality, timeliness, clarity, specifity, relevance to tasks and the nature of the feedback (positive or negative).

While analyzing organizational characteristics, it is important for the leadership to be cognizant of the fact that problems of transformation in organizations could be viewed in a dichotomous manner as being those that are structure oriented like strategy, processes,

organizational design, and systems or those that are people oriented and relate to behavioral factors such as organizational culture, climate, motivation and values (Gibson et al., 1996).

Additionally, Nadler and Tushman (1995) state that, when an organization is undergoing transformation, its structure and people are affected by the change hence the importance for leaders to understand how these components interact during a transformational process and how they should be aligned to avoid behavioral or systems related resistance that may hinder organizational performance (Rune, 2005).

Hood (2013) defined organizational culture as a pattern of behavior developed by an organization as it learns to cope with its problem of external adaptation and internal integration. Organizational culture can also be referred to as the world view and behavioral patterns shared by the members of the same organization. As people within an organization interact and share experiences with one another over an extended period of time they construct a joint understanding of the world around them. This shared belief system will be emotionally charged as it encompasses the values and norms of the organizational members and offers them an imperative filter with which to make sense of the constant stream of uncertain and ambiguous events around them. Organizational culture manifested in a variety of human resource practices, is an important predictor of organizational service delivery success. Numerous studies have found positive relationship between positive organizational culture and various measures of organizational success in performance.

Organizational culture consist of beliefs, values, norms and practices of an organization that carry the identity of an organization by determining its ability to perform its duties (Wheelen & Hunger, 2012). Organizational culture has been found to act as a source of competitive advantage for organizations where strong organizational cultures can be an organizing as well as

a controlling mechanism for organizations (University of Minnesota, n.d). Organizational culture consists of three levels namely, assumptions that are below the surface, values, and artifacts as the study asserts. As Chatman and Eunyoung (2003); Kerr and Slocum (2005) posited, organizational culture consists of a system of shared assumptions, values, and beliefs that show people which behavior is appropriate or inappropriate. Thus, these values epitomize strongly the influence of an employee's behavior as well as organizational performance.

The term organizational culture was made popular in the 1980s when Peters and Waterman's best-selling book In Search of Excellence made the argument that, a company's success could be attributed to an organizational culture that was decisive, customer-oriented, empowering, and people-oriented. Since then, an Organization's culture has become the subject of numerous research studies, books and articles. Contrary to this perspective, a topic such as leadership which has a history spanning several centuries leaves organizational culture in a youthful state but fast-growing area within leadership.

Therefore, culture remains largely undetectable to individuals just as the sea is undetectable to the fish swimming in it. In spite of the fact that culture affects all employees' behavior, in their thinking and behavioral patterns, individuals will incline to becoming more aware of their organization's culture when they have the opportunity to compare it to other organizations.

Further, Sekaran (2000) observed that, organizational culture significantly affects organization decisions and, thus, must be evaluated during an internal strategic-management audit. If strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can enhance performance swiftly and easily. However, if a firm's climate is not supportive, strategies to enhance performance may be ineffective or even

counterproductive. Thus, organizational culture can become antagonistic to new strategies, with the result being confusion and disorientation. An organization's culture should infuse individuals with enthusiasm for service delivery. Koech (2016) noted that, just like all other organizations, the Kenya Police Service has its culture where all members of the institution are familiar with and accept as part of their way of doing things in within the Service. It is believed that the Police still cling to one of the most outdated and rigid culture that may hinder service deliver.

Subsequently, managers should understand and plan carefully the attitudes of the members towards a particular new concept before implementing it. Ponder (2001) argued that, organizational culture clearly influences the success of an organizational performance.

Organizations often build positive organizational culture through communication, values, norms policies and rules, programs and leadership values and beliefs, norms and symbols and rituals.

Schein (1996), Mitchell and Yate (2002) observed that, values, beliefs and feelings shared by the groups in an organization are the basic assumptions of the organizational culture. According to them, organizational culture is the shared feelings and understandings of members in the group and expresses in the organization. Therefore, organizational culture is regarded as the resource of energy and hope of an organization, and it can make leaders and followers to recognize their role in an organization. Further, Tunstall (1985) described organizational culture as a media for leaders to model members' commitments and construct visions. In the same note, Drucker (1995; 2004) came with a proposal to the effect that, organizational culture acts as a very important and strategic bridge in an organization. It is can prompt the identification, the cohesiveness and the consensus of the followers. It can be a mechanism to lead or model the followers' commitments and organizational visions.

According to Patterson, Warrand (2004) organizational culture can be defined as a pattern of behavior developed by an organization as it learns to cope with its problem of external adaptation and internal integration that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think, and feel. Organizational culture can also be referred to as the world view and behavioral patterns shared by the members of the same organization. As people within an organization interact and share experiences with one another over an extended period of time, they construct a joint understanding of the world around them. This shared belief system will be emotionally charged as it encompasses the values and norms of the organizational members and offers them an imperative filter with which to make sense of the constant stream of uncertain and ambiguous events around them. As this common ideology becomes stronger and becomes more engrained, it will channel members' actions into more narrowly defined patterns of behavior. As such, organizational culture can strongly influence everything from how to behave during meetings to what is viewed as ethical behavior.

Therefore, as Tunstall (1985) alluded, organizational culture which is manifested in a variety of human resource practices, is an important predictor of organizational change management success. Numerous studies have found positive relationship between positive organizational culture and various measures of organizational success in change implementation, most notably for metrics such as sales turnover, staff retention, productivity, customer satisfaction and profitability. Like all other organizations the Kenya police service has its culture in that all members of the institution are familiar with and accept as part of their way of doing things in within the service. It is believed that the police still cling to one of the most outdated and rigid culture that may hinder any meaningful change management process. The leadership here should understand and plan carefully the attitudes of the employees toward a particular new

concept before implementing it. Potosky and Ramakrishna (2001) argued that, organizational culture clearly influences the success of an organization transformation management process. As they argued, organizations often build positive organizational culture through communication, values, norms policies and rules, programs and leadership. Key indicators of organizational culture to be studied here include organizational attitudes, values and beliefs, history and norms and symbols and rituals.

Nadler and Tushman (1980) said that, organizational culture significantly affects organization's decisions and, thus, must be evaluated during an internal strategic-management audit. If strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can implement changes swiftly and easily. However, if the firm's climate is not supportive, the duo noted that, strategic changes may be ineffective or even counterproductive. An organizations culture can become antagonistic to new strategies, with the result being confusion and disorientation. An organization's culture should infuse individuals with enthusiasm for implementing and managing change.

Additionally, Senior and Swailes (2010) found out that, Mechanistic type of organizations defend against change but they are less open to it. According to them, such organizations are however unlikely to support, without serious trauma, the transformational or revolutionary types of change. Structural characteristics as well as attitudes, beliefs and values are more likely to act as barriers to an effective change management program. Assessing cultural risk helps management pinpoint where resistance to change could occur because of incompatibility between strategy and culture this allows managers to make choices regarding whether to ignore the culture, manage around the culture, change the culture to fit the strategy or change the strategy to fit the culture (Senior & Swailes, 2010).

Effects of Police culture on Service Delivery

Police culture is the operational and ethical behavior of police officers. It is the manner in which officers carry out their duties and as such represents for the public the greatest indicator of change within the police service (Ott, 1989). Most police organizations are engaged in a continual purposeful attempt to make employees conform to and internalize the organizational culture and provide shared understandings of organizational interests (Trojanowicz & Bucqueroux, 1990). On the other hand, individual values strongly influence behavior taking place within the context of a police organization (Lipsky, 1980).

Therefore, individuals bring their own personal beliefs, policy preferences and ingrained attitudes to bear on police organization in very important ways (Muir, 1977; Breci & Simons, 1987). In fact, the strength of organizational culture depends directly on the range and depth of shared values held among an organization's employees (Zhao, et al., 1995; Wasserman and Moore, 1988). With respect to research on police organizational culture, most researchers in this area observe that human values are relatively stable and are inherently resistant to change (Rokeach & Rokeach, 1989). Researchers investigating the dynamics of organizational reform in police agencies have found that the bureaucratic model of policing is quite resistant to the change (Trojanowicz & Bucqueroux, 1990; Wasserman & Moore, 1988; Nowicki, 1998). The culture of the Kenya Police officers has been dominated by the colonial systems, where brutality, torture, and questionable integrity have been the order of the day.

According to the Kenya Police Service Strategic Plan 2018-2022, it is important to acknowledge the difficulty of changing the culture of policing in Kenya. Ultimately, the long-term success of any program of police reforms depend to a great extent on the institutional culture that prevails within the Service. Where the prevailing culture is one of corruption and

impunity, changing that culture must be one of the central goals of police reforms. A transition from a "Force" to a "Service" is a fundamental transformation in the way the individual police officer applies himself/ herself to the work and conceives his relationship to the public, day in and day out. This implies that, the Police Service must deal both at personal and institutional level with issues that bring disrepute. Such behavior is manifested in, Apathy and lack of work ethics, Lack of commitment, defensive approach to issues, Blind loyalty to powers outside the service, and indifference approach in service delivery (Koech, 2016).

Service delivery is affected by various factors such as remuneration of its workforce, training and availability of resources, Information, Communication and Technology, promotion procedures, and culture of the systems (Luis & Joana, 2005). The delivery of service in the Police Service has been and continues to draw attention from both the external and internal environment. The East African Bribery Index Report (2011) puts the Kenya Police Service as the only corrupt institution in the top ten within East Africa Community's institutions member states. In the total of 115 institutions listed, Kenya had 35 including the Kenya Police Service, the report said. The Police Report index of corruption increased from 77.7 percent in 2010 to 81 per cent, although there was a reduction in the number of police asking for bribes. In all the five EAC countries the police ranked number one in corruption. The World Bank Report (2011) ranked the Kenya Police with the highest number of complaints in Kenya. The number of complaints increased from 45% to 60% in the year 2011 (World Bank, 2011). This in turn has not translated well in the Police Service's service delivery given the bribery indices, effectively dealing with security threats including the terrorism, organized criminal gangs and bringing down crime to minimal levels.

Organizational transformation

Transforming an organization is not a magic that one person has and other does not have (Sansom, 1998). It is also not all about the ordered by boss and then observed by him that how much these ordered are obeyed. The leadership of an organization as he argued is instead an ability of leadership to get and protect the company benefits by realizing employees need as well as the company targets and bringing them together to work in a better environment in order to achieve the common organizational goals. Organizational leadership has a central role in transforming and cultivating an organization. It can help the member. Beer (1997) posited that, competition, globalization, and continuous change in markets and technologies are the principal reasons for the contemporary transformation of organizational structures and human resources management. Additionally, he pointed out that, a revolution in capital markets has given shareholders a more powerful voice making it possible for them. Presently, a trend is under way to change the design of organizations. Today, business leaders are facing the complex task of leading their organizations and even their countries into the future. A tendency aimed at stressing opposite values.

As Nohria, (1997) argued, decentralization, involvement, and personnel development are believed to be better means to capture the essential value of all organizational coordination and productivity. For instance, Nohra (1997) observed that, cultural change has produced a workforce that virtually demands being involved into the life of the organization. Therefore, this new organization form is horizontal rather than vertical in its basic shape which results from the elimination of layers of management and the delegation of more responsibility onto the employees as Tushman, Reilly and Nadlen (1989) asserted, the whole quality management

movement has been largely responsible for this new shape of organizations and creates a connection that raises the level of motivation and morality in both the leader and the follower.

Northouse (2013, p. 185) defined organizational transformation "as a process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower". According to 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.

Viable organizations initially develop rapidly in terms of providing services and supports based on their mission and value system. Despite their initial growth and emphasis on continuous quality improvement (CQI), human service organizations often reach a plateau in which development and improvement slows or ends, stagnation occurs, and organization personnel and stakeholders begin to realize that more of the same is not the answer to organizational change. Organizational transformation requires continued organization development.

However, in maximizing transformational efforts, Higgins (2010) argued that, leaders must learn how to align the leadership and followership 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. Largely, these challenges can be addressed by diving change leading to organizational transformation.

Martin (2005), noted that, organizational transformation involves moving from the known to the unknown, from the relative certainty to relative uncertainty, from familiar to unfamiliar territory. These are firm's efforts that are directed towards moving from one stage to another to achieve the mission and vision of the organization taking care of the major stakeholders. The rate of transformation experienced or happening around firms nowadays is faster than yester years this fact makes it very important for organizations to consider and therefore put in place speedy adaptive measures in order to remain competitive. Every organization goes through periods of transformation from one state to another. This transformation process can cause stress and uncertainty and in order to be successful the organization must embrace many types of change. The firm must develop improved production technologies, create new products desired in the market place, implement new administrative systems and upgrade employees' skills. (Senge et al., 1999).

According to Martin (2005), management of any transformational agenda refers to the structured strategy and process for managing transformation within an organization and more importantly, managing the reaction to transformation by employees. Failure to adapt appropriately and timely implies organizational failure. The concept of transformation

management is a familiar one in most organizations today. How organizations manage transformation and how successful they are at it varies enormously depending on the nature of the organization, the transformation and the people involved. Further, a key part of this depends on how far people within it understand the transformation process, and belief that your organization can successfully transformation (Luthans, 2008).

Organizational transformation means that, organizations are undergoing or undergone revolution. This organizational revolution or transformation may define their success story or any type of experience or failure (Hage, 1999). The organizational transformation is a set of different actions that result in shifting directions or processes that affect the way in which organizations used to work before (Hage, 1999). The need for organizational transformation starts when organizational management feels dissatisfaction from the current situation. The transformation may be planned or unplanned but in both cases the organizational changes are very important and sometimes become crucial to handle the changes and leadership planning and vision is most important.

The planned changes are more related to the management in which management put deliberate effort to make something happen. Strong commitment and systematic approach is required in planned transformation and the most important thing in planned changes is based on the vision of leader and stated objectives. Changes may affect the strategies, tasks, or factions within the organizations. There are different kinds of changes according to the nature of organization and its environment, some organizations adopts small changes which include incremental changes, while others may go deep towards the organizational transformation usually known as corporate transformations or radical changes which require the changes in broader scale and are difficult to handle (Boston, 2000).

In addition, there are three phases of organizational transformation which organizations usually adopt. These are unfreezing, moving and refreezing (Senior & Fleming, 2006; Mulder, 2016). According to them, unfreezing is about changing the attitudes and behavior of the employees and working environment. This is a very important type of transformation because while going through any type of transformation it is important to create a need of transformation among all the participants. The leader's role is also very important in unfreezing because it requires a well-structured way of implementation the transformation by managing the behavior and attitudes of people working together. It also requires strong commitment of all the people to work together for a stated common vision. Moving is the next phase in which organizational top management identifies, plan, and implement the appropriate strategies.

In this phase as Mulder (2016) pointed, it is where a decision is made if either the organization has to go for incremental or radical changes. The vision of the leader is also very important for planning and implementing the strategies. All the strategies are shaped in the moving phase. The next step is to refreeze the transformation situation in which leader assists in stabilizing the changes so that it becomes integrated into status quo. This is most important to understand for the leaders that how to refreeze the changes because if refreezing is incomplete or not mange properly the transformation will be ineffective and the pre-transformation behaviors will be resumed. Refreezing always encourages the possibilities of the further changes. The leadership qualities as Senior and Fleming (2006) argued, are very important for organizational changes because it is most important to handle the resistance, confusion, exploration and commitment of management. There are some predictable behaviors associated with the transformation stages and the effective leader always perceive these changes in efficient manner

and respond appropriately to get the teams commitment. Transformation leader is always associated with the planned transformation and constructively deals with the human emotions.

The organizational transformation in brief, is an intentional effort made by organization's leader or leadership for the purpose of taking the organization to the next level in terms of ensuring positive and competitive organizational transformation. There could be many reasons or motivations behind the transformation process, including external or internal pressures for change, technological, social or economic factors. Moreover the vision of an organizational leader/leadership and its innovative ideas can also be reason behind the organizational transformation process (Senior & Fleming, 2006; Mulder, 2016).

In their study on the effect of organizational transformation in the American Health Care Industry, Lee, Weiner, Harrison and Beilden (2012) found out that, organizational change and culture have a significant correlation on their impact in organizational transformation. Similarly, in his study on organizational transformation of the Veteran Affairs Department, Young (2000) found out that, organizational transformation is achievable if it transcended the resistance stage of organizational transformation. In another study by Turbull and Edwards (1995) on organizational transformation in the United Kingdom, universities found out that, leadership and culture were instrumental in the organizational transformation efforts of the UK universities. Moja (2010, p. 1) stated that, "Transforming Public Organizations in Africa is an ongoing challenge and process that is somewhat supported and embraced by some and surprisingly still resisted and rejected by others".

Subsequently, he argued that, 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 spearheads 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, p. 81), "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".

Additionally, the duo further observed that, in the event of dramatic reorganization, effective change leadership is a key pillar in creating a sustained level of performance. Similarly, McShane (2010) when highlighting Kurt Lewin's Force Field Model, emphasized on the model of system's wide change that is geared towards assisting change agents in diagnosing the forces which drives and restrains the proposed organizational change. He pinpointed out that the current situation is unfrozen effectively by moving to a desired condition, and then the system being refrozen for the purpose of remaining in the desired state for the purpose of ensuring effective change. The unfreezing involves producing disequilibrium between the driving forces and restraining forces. Refreezing will take place when the organization's systems and structures are immediately in alignment with the desired behaviors. They must support and reinforce the new role patterns and prevent the organization from going back into the old ways of doing things in the usual way. This means that, the organization should adapt the new perspective of conducting business unusually.

The clamor for organizational reforms and transformation in Kenya is a fierce endeavor that has been championed by advocates of democracy, equality, and equity, which include good

leadership and governance. The call for organizational transformation has majorly focused on transforming the leadership, structure and governance of organizations to make those structures more humane, accessible and representative of the society at large. Therefore, transforming organizations in the public sector in Kenya largely 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 Constitution of 1963 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.

De Wit & Meyer (2010) asserted that, organizational performance is highly depended on strategic transformation management practices. These strategic practices must be properly manned and implemented if indeed a firm is to improve its performance. Organizations that fail to plan, as they found out, definitely plan to fail. A lot of organizations take a lot of their time in strategy formulation processes but they hardly implement them. A strategy formulated but not implemented is just but a fantasy. Performance for any organization is a measure of how effective an entity is in achieving its objectives. According to (Miner, 2015) organizations exist with a purpose of seeking growth and performance. Organizations must constantly align themselves with their environments either by reacting to external event or by proactively shaping the businesses in which they operate.

The Kenya Police Service envisions to be a dignified Service, therefore, through sound strategic transformation management practices, it is able to achieve this (NPS Strategic Plan, 2018-2022). For instance extensive training on the Constitution of Kenya enables the officers to be fully informed about Bill of Rights of the citizenry this helps them serve Kenyans in a

professional and satisfactory manner. Reforms have also brought in a new dawn in the service and it is anchored on four pillars; organizational culture, people management, inter-institutional partnerships and linkages and infrastructural gaps. According to the Strategic Plan, this tends to do away with the corrupt nature of the service and bring in accountability, it also strives to look into the welfare of the officers so that they are able to deliver their services efficiently, the service partners with institutions of higher learning so that they can offer police tailor made courses for the officers so that they are more efficient, a case in point is Tangaza college in Karen and Kenyatta University. To deal with infrastructural gaps, the Service has leased vehicles to ensure that they are able to reach citizenry with ease and respond to incidents promptly.

The NPS refers to train officers entrusted by the government to be in charge of prevention and investigation of crime, maintaining law and order, taking action on those who break the law as well as conducting regular patrols within the residential and commercial areas to combat crime. The vision of the NPS is to be a dignified World class Police Service, meaning that, it strives to serve with dignity by ensuring that it observes the international set standards (NPS Strategic Plan, 2018-2022). The Mission is to provide professional and people-centered police service through community partnership and upholding rule of the law for a safe and secure Kenya. Therefore, the NPS strives to offer its services in a professional manner and partners with community members with a view to getting information regarding the criminals and acting on the same. The Motto of the Kenya Police Service is to serve with dignity. Further, the NPS observe core values which include: justice, integrity, equity, participation, accountability, openness and civility The Kenya Police Service has over the years served as the state's main organ of oppression and principal violators of Human Rights operating in a culture of low accountability. Police forces have been charged with corruption and misuse of force and this has

made the police image in the public domain to deteriorate; they are viewed as hostile, corrupt, abusive and ineffective. The police also lacked adequate infrastructure to carry out their work. There was poor coordination between the two forces; Kenya Police Force and Administration Police Force. This definitely brings a dire need for positive transformation from the force which is largely marred with brutality to a Service that is largely marked with high levels of professionalism and integrity. Studies have shown that, the push for multi-party democracy in the early 1990's brought greater pressure for Police Reforms in the country.

The 2010 Kenya Constitution is geared towards laying a platform for social, political and economic transformation in the country, where it begins by declaring "The sovereignty of the people". Therefore, the Kenya constitution is fundamentally geared towards altering the structure, framework and governance of all Public Organizations through far reaching reforms. This Constitution thus aims at providing an overhaul in the leadership, structure, operation and governance of the Kenyan Police Service. Since the adoption of the new constitution, the Service has been rebranded as the Kenya Police Service from its former name, The Kenya Police Force. The recently created Kenya Police Service is headed by a Deputy Inspector-General and the Divisions of its functions are organized to take into account the devolved structure of the government of Kenya. These changes have seen the former Kenya Police Force slowly start transforming itself into a friendly and more humane organization which is geared towards serving the interests of the general public.

Auerbach (2003) observed that, just like all organizations, Police institutions need to invent new ways in their operations in order to remain relevant in the modern world. Like other transformational initiatives, public sector reforms entails the government redesigning its public institutions in order to enhance the service delivery to the members of the public. Recently as

studies have shown, the world has witnessed an upsurge in criminal activities influenced by numerous factors ranging from economic, political, technological to social cultural factors this aspect has forced the Kenya Police department to adopt new strategies in combating crimes and conducting its daily administration functions. With the implementation of the reform program, the Service has faced numerous challenges both emanating from within and outside in regard to the process of transforming itself from a Police Force to a Police Service.

As a result of reforms instituted in the Police Service, the constitution requires the police officers to be professional, to prevent corruption, to promote transparency and accountability and apply these principles in practice. The Constitution of Kenya 2010 seeks to make police officers more effective and more accountable than before, as it establishes independent oversight institutions, and creates a strong, unified command. To bring Kenyan laws into line with the new constitution, a raft of legislation have been adopted. With regards to the Kenya Police Service, three key laws were passed that is, the Independent Police Oversight Authority Act, the National Police Service Act and the National Police Service Commission Act. There are other developments that may serve to accelerate police reforms such as the opening of space for public discussion on policing and police accountability that has created a momentum for reforms and people have become bolder in calling for public inquests, making numerous calls for accountable policing in the media. Calls for reform have also come from within the police where junior officers are now less willing to accept poor working conditions (Amnesty International 2013).

Significance of organizational transformation

In order to improve the internal and external functionality the organizations need transformation and it is the demand of time (Carneiro, 1999). An organization that does not adopt changes cannot survive long in market (Boston, 2000). This means that such an

organization is adaptive and can stand test of the times. Organizational transformation provides different significant benefits e.g. it improves competitiveness, improves performance, enhances employees and customer satisfaction and most important is that it leads organization towards continuous improvement and sustainability. These are organizational benefits and not every individual in any organization can get benefits personally from these changes but every individual working in an organization, usually have common goals and objectives and these changes made the organization as a whole stronger (Boston, 2000).

Therefore, Boston (2000) argued that, the change process is very challenging and important for organizations and can lead an organization towards a path of success. It can also make them capable to meet future demands. (Sahni, 200). Ulrich (1998) also highlighted that, change for organizations is necessary to deal with the diversities and the complex market situations (Ulrich, 1998). There are different forces that influence organization transformation and these forces may create expectations of improved efficiency and better services, usually external forces leads towards innovation. When organizational changes are well planned and carried in a structured way it leads to continuous improvement (Boston, 2000).

Organizational transformation process must be managed in order to keep organizations moving toward organizational new vision and its stated goals and objectives (Boston, 2000). Nowadays business trends are changing rapidly and quickly in the globe and the organizations that don't change cannot survive (Hage, 1999). Now organizations are facing both internal and external forces pressure that makes change inevitable. There is always a pressure on organizations to balance these forces (Senior & Fleming, 2006). It is also very important for the organization to manage the demands and expectations of the customers, employees and management; therefore there is always a need for change to meet these expectations.

The Kenya Police Service

The Kenya Police has its small beginnings in the period between 1887 – 1902, tracing its foundation on the Imperial British East Africa (I.B.E.A.) Company, and a businessman Sir William McKinnon, who in the interest of his business found it necessary to provide some form of protection (security) for his stores along the coastline of Kenya. It is from this origin that the concept of constituting a real police service was formed in Mombasa. Generally, police activities centered on protection of the business of the I.B.E.A. Company where the strength was mainly of Indian origin with a skeleton staff of some Africans otherwise referred to as 'Askaris'. During those early stages of the small police force, its duties were negligible.

The construction of the Kenya - Uganda Railway provided for the growth of this infant force inland from our coastline, and by 1902 there existed police service units at Mombasa, Nairobi and Kisumu for the purpose of safeguarding the railways property and materials as well as the manpower engaged in constructing the railway. In essence, peace, law and order had to be maintained despite the fact that the personnel employed then had little training. The laws in force were from India including the Indian Criminal Procedure Code, the Indian Evidence Act and Police Ordinance.

It is notable that up to 1907, the Kenya Police was organized along military lines and the training was military in nature. In 1906, the Kenya Police was legally constituted by a Police Ordinance. In 1926, the Criminal Intelligence Unit was established with the sole responsibility of collecting, tabulating and recording the history and data of criminals, undesirable and suspicious persons. Special sections like fingerprint bureau and C.I.D. were created starting with a skeleton staff composed of former police officers from Britain and South Africa. This was the foundation of today's Kenya Police Force.

In the same year, the Railway Police Unit was also established to deal specifically with prevention and detection of offences in the railways from the coast to Kisumu, including Kilindini Harbour and branch lines. As the years progressed, the scope of police activities increased and it was called upon to deal with traffic problems such as accidents and parking. The police were also called upon to deal with cattle rustling in the countryside. As a preparation for the Second World War, police recruits were deployed in Northern Frontier Districts to counter the threat from Italian Somali Land and Ethiopia. In addition to fighting alongside regular soldiers, the Kenya Police acted as guides, interpreters and carried out reconnaissance missions in the enemies' territories.

In 1946, the Police service was placed under the office of the Attorney General. The police officers' powers were increased, and to cope with the new development, a new Police Training Depot was opened in Maseno. In 1948, several important developments were made in the Force. The Kenya Police Reserve was formed as an auxiliary of the Force. This Unit used armored cars and was deployed in trouble spots. In order to improve the effectiveness of crime control, a dog section was also introduced in 1948 and the General Service Unit established and deployed in troubled areas in emergency situations. In 1949, the Police Air wing was formed to carry out duties as communication and evacuation of sick persons to hospitals and was made part of the permanent Police service in January 1953. After the declaration of the state of emergency in 1952, there was an immediate increase in personnel to cope with the situation and in response to the Mau Mau insurgency. In 1953, a commission was formed to review the organization, administration and expansion of the Force.

In 1957, the Police Headquarters building the present Vigilance house, was opened and in 1958 the Force was integrated within the Ministry of Defense. In the period prior to

independence, the Kenya Police was greatly involved in the maintenance of law and order during political meetings and at the height of the independence election period. After Kenya gained her independence from Britain on 12th December 1963, there was a need to make some drastic changes in the Administration of the Force. This led to the replacement of the expatriate officers in the senior ranks by Africans. Since then, the Force has realized tremendous achievements in various fields of operation. The Police Service is established in the Republic of Kenya to maintain law and order, preserve peace, protect life and property, prevent and detect crime, apprehend offenders as well as enforce all laws and regulations with which it is charged. In addition, due to the increase in criminal activities and in line with the Police resolve to effectively deal with security threats and to bring down crime to minimal levels, various specialized units have been formed. They include the Anti-Stock Theft Unit, Anti-Motor Vehicle Theft Unit, Tourism Police Unit, The Anti-Corruption Police Unit, Presidential Escort Unit, and the Anti-Terrorism Police.

This Formations, Units and Components are established to support the functions of the Service. The Kenya Police Service is comprised of the following Formations, Units and Components. Traffic Laws Enforcement Unit, Tourist Police Unit, Railway Police Unit, Presidential Escort Unit, Marine Police Unit, Kenya Airports Police Unit, General Service Unit, Diplomatic Police Unit, Kenya Police Dog Unit, Anti-Stock Theft Unit, Kenya Police Air wing, Kenya Police College, Kenya Police Staff Training College.

The Kenya Police Service is an organization which is recognized and established in accordance to the constitution of Kenya which was promulgated in 2010. Therefore, it is an entity that has been established by an Act of Parliament in accordance to chapter fourteen of the Kenyan constitution. In addition, the leadership of the Kenya Police Service has taken a bold

step as it plans the ongoing Police reforms which is being championed by the National Police Service which largely aims at transforming the entire National Police Service into an organization that will ultimately 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 2018-2022). Therefore, this perspective is a paradigm shift in policing in the history of independent Kenya.

Subsequently, 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, in the Strategic Plan, it is observed that, Police officers are willing to engage in institutional democratic reforms. In post-independent Kenya, this is the first time that this important security organ has demonstrated such a dramatic shift as it is stated in The Kenya Police Service Strategic Plan (2018-2022). The plan recognizes that, institutional unaccountability, impunity and corruption are endemic within the Service and therefore, it gives these fundamental and contextual issues a priority. There are specific plans and strategies designed to implement change in the organizational corporate culture within the institution by dealing with impunity, corruption and unaccountability (National Police Service Strategic Plan, 2018-2022).

In their studies, Koech (2016) and Kingori (2013) found out that, failure to implement effective change leadership strategies in the KPS 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 impossible without strong leadership (Wright & Pandey, 2009).

Subsequently, this study sought to establish the effect of change leadership, leadership efficacy and organizational culture on the transformation of the Kenya Police Service.

Other studies conducted like the one which was done by Walker (2010) have also shown similarities in terms of the performance of police officers globally. For instance, American police officers used any degree of force during the job; there was no pattern or control. As a result, police abuse was an endemic practice, in addition to corruption. Thus, citizens had little respect for the police (Alpert, 2004). Reforms in America according to Alpert (2004) involved making police department a more systematic organization where use of force was regulated and an internal control mechanism was established. This according to Carey (2001) helped in improving the service delivery.

In Latin America, police reforms followed five areas that led to improved ability to fight transnational crime (Ungar, 2012). Structural reorganization was done to streamline militarized hierarchies, long-centralized agencies was broken up into regions according to their function of prevention and investigation units (Ungar, 2012). Control mechanisms was enhanced toward greater oversight of police activities, from general ombudsmen to internal affairs agencies. In Asia for instance, the police reforms involved the need to shift from colonial policing systems to a more democratic structure where the police worked for the community and not for the ruling elite or an influential group in the society (Shahjahan, 2006). Efforts that were made included the restructuring of the police organization, the review of laws and regulations and also change of the organization culture. Shahjahan (2006) reports that the efforts improved the service delivery of police officers. During the last 50 years of independence and statehood for its countries, Africa has experienced massive cases of violations of basic human and people's rights associated with police enforcement of law and order during civil unrest, civil conflict, and military coups in

many states (Gambino, 2008). According to Bayley (2001), post-independence political history of Africa has been one of authoritarian regimes and institutions, ranging from military dictatorships to the ubiquitous one-party state. Police forces have operated within that political culture. Only in the early 1990s, when many African states embraced democratic reforms, did some began human rights training within police forces.

Police Reforms in Kenya

The Kenya police force was used to safeguard the interest of political leaders and those in power (Kagari, 2006). As a result, according to Kagari (2006), a culture of corruption, impunity and violence pervaded the police force, undermining citizen trust and respect for the rule of the law. The need for police reforms was recognized by Kenyan government as far back as the early 1990s when Kenya amended its constitution to allow a multi-party system. In 2001 the constitution of Kenya review commission acknowledged the public perceptions that police behavior was corrupt and violent, with reference to the United Nations standards for exercise of police powers (Kagari, 2001). Due to this the government took an initiative in the year 2003 by setting up of a police task force to examine the role and reform of the police. The task force introduced community policing program and negotiated for salary increment in 2004 (Kagari, 2001).

In Economic Recovery and Wealth creation strategy 2003-2007, the security priorities that required reforms was the introduction of codes of conduct, establishments of independent complaints and oversight mechanisms, improving police responses to corruption, improving police local service delivery through the shift from reactive to proactive policing and improving crime reporting procedures. These reforms were largely operational and administrative as they did not address the structural policy and legislative reforms that were fundamental in

transforming the Police. In March 2002, the office of the president mandated the establishment of a national steering committee on community policing as an attempt to reform police. The Economic Recovery and Wealth Creation Strategy for 2003-2007 outlines the following security priorities: Increase the police officer-to-population ration, Improve trust between the police and the population, Enhance police effectiveness through utilizing and training around modern technology and the need to operate within the law, Resource the police with modern technology and equipment, Improve conditions of service and housing provision of police officers, Review and enact appropriate laws to deal with modern crime challenges such as money laundering, cybercrime, terrorism and tax evasion, Develop and enforce a framework for cross border and territorial waters policing and collaborative security management.

The 2003 –2007 Kenya Police Strategic Plan made provision for effective performance management through a range of structures and processes, including the establishment of a Police Service Commission and an independent police oversight body. The Plan also identified the need for a national policy on policing, clear operational guidelines and a finite period of service for the Police Commissioner. In addition to police governance issues, the Strategic Plan also made recommendations around the need for increased and improved resources and terms and conditions of service.

Following the 2007 elections, Kenya was on the brink of economic, political and social collapse as widespread violence broke out after the announcement of election results (Amnesty 2013). The National Peace Accord (2008) prioritized police reforms as a means of return to the rule of law. The inclusion of police reforms under 'Agenda Four' stemmed from a strong feeling that the level of post-election violence and destruction would have been minimized had the police responded in a professional and in non-partisan manner. These feelings came out strongly

in the Waki Commission Report (2012). Judge (Rtd) Philip Ransley, to recommend proposals for police reforms in the country. The task force came up with a report which categorized reforms issues into three key divisions; Institutional, policy and legal reforms; Police image, accountability and partnership; Operational preparedness, tooling and logistical capacity and terms and conditions of service (Ransley, 2009). Therefore the study sought to establish whether the recommended efforts have been implemented and their effects on service delivery.

Police Reforms Implementation Committee (PRIC) was set up by the President to fast-track and coordinates the implementation of the 200 recommendations of the Ransley Task Force in line with the new Constitution. Significant reform affected the management of the Police Service, through the introduction of a single police command structure. The police, effectively transformed from a force into a service, to reverse decades of a police culture characterized by impunity, secrecy and brutality into one that is more transparent, humane, responsive and proactive rather than reactive (Ndungu, 2011). The reforms also addressed the issues of capacity within the police service. Gaps in terms of manpower and training fostered by years of malignant corruption, nepotism and lack of resources contributed to poor service delivery by the police (Ndungu, 2011). Police morale as a result of poor pay, deplorable living and working conditions and an unsympathetic public, (which finds it hard to appreciate some of the good work of the police) also challenged the efficient and effective police performance.

Efforts made in Kenya to enhance police accountability includes, improving the capacity of government institutions to hold police accountable, improving the capacity of the police to collect and analyze information, creation of an oversight body to ensure that alleged wrongdoing by police is investigated effectively and supporting the development of research capacity and research access in relation to the activities of the police (Ransley, 2009). It became clear that the

current structures can no longer sustain an efficient police service, taking into account the increased population, the state of insecurity in the country, the emerging security challenges occasioned by national and international threats, and the increasingly well-informed and sophisticated Kenyan community. The Taskforce established that the structure of the Kenya Police is outdated and needs to be changed as a matter of urgency if police performance is to be enhanced. A centralized police management structure is inappropriate for the country (Ndungu, 2012). It leads to inefficiency, bureaucracy and low morale. Policing structures must be designed to enable communities to constantly engage with the police in order to enable them to identify what they want from their police service, what they think about the service that is delivered, and how it can be improved. It is further important that the structures support a process in which there is a Policing Plan formulated from the national level and cascading to the lowest level of the country and vice versa. Therefore the centralized structure must be replaced with a devolved one at lowest level. They shall have operational and financial autonomy in carrying out their functions and responsibilities.

Problem Statement

The Kenya Police Service as an organization has been undergoing through a process of transformation with the aim of becoming a more accountable, transparent, humane and responsive body. According to Transparency International Kenya Bribery Index Report (2011), the performance of the National Police Service remains manifested by inefficiency and lack of transparency and accountability. Further, the study found out that, the Kenya Police Service is characterized by low morale, poor discipline and widespread bribery which affect the performance of her employees. Irrespective of the real causes of the low morale, poor discipline and the experience of widespread bribery, a study that was conducted by the Republic of Kenya

Economic Survey (2005) indicated clearly that, the wage, remuneration and compensation policy that the government of Kenya is pursuing is a contributing factor.

Subsequently, change leadership, leadership efficacy and organizational culture have a strong impact on an organizational transformation which arises from its nature as well as content. Organizational culture as it was defined by Janićijević (2011), consists of a shared system where assumptions, values, norms, and attitudes which are manifested through symbols as mutually developed and adopted by the members of an organization. This organizational culture helps people in determining the meaning of the world around them as well as shaping their worldview or philosophy and how to behave in it.

Prior research on leading organizational change had generally dealt with change as a response mechanism to the emerging global trends in technology, innovation and competition. Marcovic (2007) highlighted change leadership as a key pillar in terms of the survival of an organization which intends to grow in today's global economy. He further highlighted that, restructuring, information age and competition as key drivers of change today. Additionally, he stated that, "The challenge we face is to learn to move through this wave of transition as easily and creatively as possible" Marcovic (2007, p. 120).

However, there is nothing much regarding attention that has been given to the role change leadership, leadership efficacy moderated by organizational culture play in transforming an organization. This position explains why many organizational transformation initiatives have failed to yield their desired results (Kotter, 1999). Further, Burns (2004, p. 17) described change as a "constant feature of an organizational life and the ability to manage it is seen as a core competence of successful organizations". The contemporary world as Robin and Langton (2010) observed, is constantly changing and generally, organizations that intend to remain competitive

are going through significant changes which include restructuring, rebranding, outsourcing, downsizing/rightsizing, reengineering, self-managed work teams, flattening and doing routine jobs as their systems are automated in order to manage the fast wind of global change.

However, in order to consider and implement a solution in line with the broad reforms proposed in the Kenya Police Service, it is 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, leadership efficacy and organizational culture have impacted the transformation of the Kenya Police Service. This research problem was addressed along conceptual, contextual and methodological research and knowledge gaps.

General Objective

To determine the impact of change leadership, leadership efficacy and organizational culture on organizational transformation.

Research Objectives `

- To investigate the effect of change leadership on the transformation of the Kenya
 Police Service
- II. To determine the effect of leadership efficacy on the transformation of the KenyaPolice Service
- III. To examine the moderating effect of organizational culture on change leadership in the transformation of the Kenya Police Service
- IV. To determine the moderating effect of organizational culture on leadership efficacy in the transformation of the Kenya Police Service

V. To investigate the moderating effect of organizational culture on change leadership and leadership efficacy in the transformation of the Kenya Police Service

Hypotheses

- H₀1 There is no significant relationship between change leadership and the transformation of the Kenya Police Service
- H_02 There is no significant relationship between leadership efficacy and the transformation of the Kenya Police Service
- H_03 organizational culture does not significantly moderate the relationship between change leadership and the transformation of the Kenya Police Service
- H_04 organizational culture does not significantly moderate the relationship between leadership efficacy and the transformation of the Kenya Police Service
- H_05 organizational culture does not significantly moderate the relationship between change leadership, leadership efficacy and the transformation of the Kenya Police Service

Justification of the study

Dinwoddie, Pasmore, Quinn and Rabbin (2015) opined that, organizations have felt the effects of change upwards, downwards and around. Thus, change has been viewed as either positive or negative, exciting or demoralizing, vital or unnecessary, easy or difficult or often all of the above. Change is therefore a critical factor for the success of any organization. In addition, leadership efficacy plays a pivotal role in any change leadership initiative. The Kenya Constitution of 2010 requires all Public Institutions to change for the purpose of aligning themselves with the changed constitution, which is greatly advocated in it.

Therefore, in response to the call of this new Constitution, the Kenya Police Service has embarked on this transformational journey. Subsequently, the need for the study in order to establish the efficacy of change leadership in the transformation initiative. Consequently, organizational culture determines how effective and efficient change leadership initiatives will be. This perspective depicted the fact that, all these factors are crucial in transforming any organization. Therefore, this study was very relevant to the Kenya Police Service because it examined how the above factors could contribute to the success of the transformational efforts in the organization.

Significance of the study

The study provides useful information to the top Police leadership and Policy makers in order to address change leadership issues within the Kenya Police Service effectively.

Additionally, this study is of great significance to various stakeholders who include Public Sector Management Researchers and future scholars. Further, the Kenya Police Service will be using the findings as it endeavors to enhance its efforts in the ongoing reforms within the institution. This study will further be used to evaluate the extent of change leadership and its effect in organizational transformation within the Kenya Police Service as well as suggesting how change leadership can be crucial to leading organizational transformation effectively. In addition, the study will be used by future researchers for the purpose of building literature review in organizational transformation in the context of security sector.

Therefore, this study focused on the assessment of the extent to which leadership efficacy plays in change leadership in organizational transformation. It determined how effective change leadership could have been crucial to organizational transformation and by forming a conceptual

framework in which change leadership was considered as a vital component in terms of its contribution to effective organizational transformation.

Scope of the study

This study sought to examine the change leadership initiative within the Kenya Police Service within the Nairobi City County, where the researcher collected data from the officers based at Police headquarters, Vigilance House which is situated along Harambee Avenue. The study was conducted within Nairobi County because the researcher was based at Police headquarters within Nairobi County. This perspective addressed the costs and time which was taken because the two resources are very key as far as any research is concerned. The researcher collected data so as to understand the effect of change leadership and leadership efficacy when modified or moderated by organizational culture in the transformation of the Kenya Police Service.

Limitations and Delimitations of the study

In the process of the study, some challenges were encountered because there were some respondents who were reluctant in providing information. This was as a result of some respondents who felt that, the subject of the study was sensitive as it touched on a security organ. This prompted the researcher to convince the respondents in order to understand that the information which was being gathered would be treated with a lot of confidentiality. Additionally, the researcher assured the respondents that the information gathered was to be used specifically of academic research only.

Additionally, the study targeted some members of the top leadership within the Kenya Police Service by virtue of them being respondents. This was prompted the fact that the top members in the leadership of the Kenya Police Service were endowed with the required information about change leadership within the Service. Consequently, that scenario informed the researcher to remain prepared in terms of embracing persistence and relentlessness in visiting the senior officers with a view to obtaining the required information.

Organisation of the study

This dissertation is organized in five chapters; chapters one, two, three, four and five. Chapter one has the following sections; background to the study, statement of the problem, purpose of the study, objectives of the study, research hypotheses, significance of the study, scope of the study, assumptions of the study, limitations of the study and definitions of terms. Chapter two discusses the literature reviewed and the theory that guide the study. Chapter three comprises of the research design, target population, sampling and sampling procedure, data collection methods, the pilot study, validity, reliability, data analysis and presentation, ethical considerations and the operationalization of variables. Chapter four has the data analysis and presentation of demographic information and findings on the relationship between dependent and independent variables. Chapter five comprised of the introduction, summary of the findings, discussion of the findings, conclusions, recommendations and recommendations on areas of further studies

Chapter Summary

In this chapter, the researcher introduced the background of the study on change leadership, leadership efficacy, organizational culture and transformation of the Kenya Police Service. Additionally, the researcher was able to define the variables of the study which included

change leadership, leadership efficacy, organizational culture as well as organizational transformation.

More so, the researcher presented the statement of the problem for the purpose of identifying why the study was carried out, the research knowledge gaps which were addressed, general research objective, specific research objectives as well as the five null hypotheses. It was also imperative for the researcher to state the significance of the study because it was felt that, the results attained at the end of it would benefit scholars, the leadership within the Kenya Police Service, Policy Makers and any other stakeholder in terms of ensuring that Kenya Police Service and other organizations could benefit in change leadership by realizing effective organizational transformation.

Further, the chapter presented the scope of the study and its limitations together with the delimitations. Subsequently, the study examined change leadership initiative within the Kenya Police Service within the Nairobi City County, where the researcher collected data from the officers based at Police headquarters, Vigilance House which is situated along Harambee Avenue. Consequently, the researcher collected data so as to understand the effect of change leadership and leadership efficacy when mediated or moderated by organizational culture in the transformation of the Kenya Police Service. Nevertheless, some respondents who were senior Police officers and who the researcher believed to have had important information were unwilling to give the information but the researcher relentlessly pursued them for the purpose of obtaining the information which was important for the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

It is worth reviewing literature in order to have an insightful understanding of the concepts which are being studied. Therefore, in this chapter, the study identified the relevant literature and studies which had empirical relationship to change leadership, leadership efficacy, organizational culture and organizational transformation. Subsequently, in this chapter, the study highlighted what other researchers have been able to establish about the effects of change leadership, leadership efficacy and organizational transformation. In addition, the study reviewed the existing literature with a view to establishing both the available research and knowledge gaps.

Empirical Review

In this section of Empirical Review, the researcher looked at the literature which the previous scholars had written. Specifically, the literature which the researcher reviewed concerned how organizational transformation had been impacted by change leadership, leadership efficacy and organizational culture.

Theoretical Review

A Theoretical Framework is a collection of concepts which are interconnected and it is therefore key to any research or study. Researchers such as Defee, Randal, Thomas and Williams (2010) pointed out that, it is used for the purpose of guiding a researcher in determining the constructs or parameters to be measured as well as the statistical relationships to be looked for.

As Esper, Mentzer and Stank (2008) have argued, an effective research should be grounded on a theory or theories. Subsequently, this study was built on the underpinning theories which included Kurt Lewin's Three Stage change Theory, Social Cognitive Theory and Edgar Schein's Theory of organizational culture.

Kurt Lewin's 3 Stage change Theory

Lewin's Three Step change model as cited in Kritsonis (2005) introduced the three-step change model. Lewin who was a social scientist likened behavior with a balance of forces which work in the opposing directions advanced that, driving forces enable change because they push employees toward the direction which is desirable. The restraining forces inhibit change in the sense that employees are pushed in the opposite direction. In this case, these opposing forces should be analyzed, whereby, Lewin's Three-Step model can be used with a view to helping in terms of shifting the balance geared toward the direction of the planned change.

Lewin's ubiquitous Three-Phase model (1958) is highly influential, it underpins many change management models and techniques today (Burnes, 1996; Dawson, 1994). The main thrust of this model is that an understanding of the critical steps in the change process increases the probability of successfully managing change. Lewin (1958) also argues that any improvement in group or individual performance could regress unless active measures are taken to institutionalize the improved performance level. Any subsequent behavioral or performance change must involve the three-phases of unfreezing the present level, moving to a new level and re-freezing at the new level.

Arguably, Lewin asserts that, changing behavior starts the process of changing the existing behavior by unfreezing the situation which is the status quo. According to Kritsonis (2005), the status quo is the imbalance state or the stable state. The phase of unfreezing is important for the purpose of overcoming the strains of an individual's resistance as well as a group's conformity. Achieving unfreezing can be realized using three methods. In the first step, a leader increases the driving forces which pull the behavior away from the prevailing situation or status quo. After the first step, a leader decreases the forces which affect negatively the movement from the existing equilibrium. Thirdly, a leader puts together the two methods listed above. Additionally, Robbins (2001, pp.564-565) pointed that, there are some activities that can assist in the unfreezing step which include "motivating participants where they are prepared for change, building trust and recognition for the need to change and start participating actively by recognizing problems and brainstorming solutions within a group".

The second step of Lewin in the process of behavior change is the movement. In this step, Lewin observed that, a leader should endeavor to have the target system shifted to another stage of equilibrium. He noted that, there are three actions which should be considered for the purpose of assisting in this movement which involve the persuasion of employees in accepting the fact that status quo is not beneficial to them and therefore inspiring them to have a different viewpoint of seeing the problem from a new standpoint by working together on a venture information that is new and relevant in terms of linking the views of the group to well-respected and powerful leaders that also support the change.

Lewin's third phase in the three-step change model is refreezing. This step takes place once change has been implemented so that, that change can be sustained or anchored over time. If this phase is not taken, chances are that, the change may not take long, a situation that may

prompt the employees to return to their old behaviors. Therefore, as Robbins (2001) observed, the second phase is where actual assimilation of the new values and traditions into the community or organization takes place. Refreezing acts as a stabilizer or solidifier of the new equilibrium which is the end product from the change when both the driving and restraining forces are balanced or solidified.

Additionally, in his argument, Robbins (2001) posited that, Lewin's posited that, the three steps patterns are institutionalized through formal and informal mechanisms that include policies and procedures. Thus, Lewin's Theory is used to demonstrate effects of forces that either uphold or inhibit change. Precisely, the change is brought about by driving forces as opposed to restraining that oppose it. This therefore, according to Robbins (2001), change will take place immediately the combined strength of one force is greater than the combined strength of the opposing set of force.

Drucker (2002) posited that, for successful change, organizations should follow the steps of unfreezing the status quo, movement to a new state and refreezing the new change to make it permanent. The status quo can be considered to be an equilibrium state. To move from this equilibrium, he noted that, there is need to overcome the pressure of both individual resistance as well as group conformity, unfreezing is necessary. It can be achieved in one of three ways where the driving forces which direct behavior away from the status quo can be increased and the restraining forces which hinder movement from existing equilibrium can be decreased or a combination of first two approaches (Robbins, 2003). Burnes (1996) argued that, this model merely represents a logical extension to the AR model as unfreezing and moving respectively equate to the research and action phases of the AR model. The implications of this concept are that an understanding of planned organizational change cannot be gained by simply

understanding the processes which bring about change, it is also necessary to understand the states that an organization passes through before attaining the desired future state (Burnes, 1996).

Further, in their study, Lippitt, Watson, and Westley (1958) modified Lewin's Three-Step change Theory by creating what they called a seven-step Theory. This theory according to them focuses more on the role and responsibility of the behavior of the change agent as opposed to the development of the change itself. In this process which was advanced by Lippitt, Watson, and Westley (1958), information is continuously exchanged through a seven steps' process as follows: diagnosing the problem, assessing the motivation and capacity for change, assessing the resources and motivation of the change agent which is coupled with the change agent's commitment to change, power, and stamina and choosing advanced change objects in terms of where the plan of action is developed by establishing the strategies.

Further, the three also factored in the responsibilities of the change agents where they said it should be selected and clearly understood by all parties so that expectations are clear. These expectations in the change process include the roles of a supporter, facilitator, and expert by maintaining the change through communication, feedback, and group coordination which are viewed as essential elements in this change process phase. In addition they argued that, gradually, these change agents terminate their role of helping relationship by ultimately withdrawing from their role. Subsequently, as Lippitt, Watson and Westley (1958) asserted, change happens or takes place when it becomes part of the organizational culture.

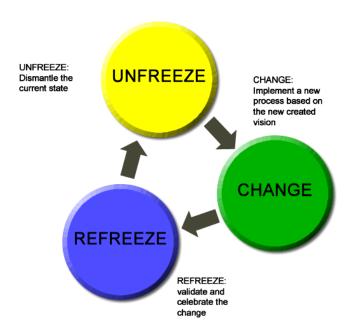
Lippitt, Watson, and Westley (1958) further pointed out that, for changes to become more stable, they should spread to the neighboring systems or to subparts of the system which are immediately affected, and impliedly, the changes become better rooted. For instance, the individual meets other problems in a similar way where several businesses adopt the same

innovation or the problem spreads to other departments of the same business. Therefore, if there is a widespread imitation of behavior, it is regarded that the behavior is normal (Lippitt, Watson & Westley, 1958). Thus, as the change Theory by Lewin who was a German-American psychologist in the 1950s generally postulate, stagnation brings decline in many dynamic organizations.

Subsequently, this is why reorganizations, adjustments and other changes take place 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).

Consequently, the study was privy to the fact that, the leadership of the Kenya Police Service has dwelt on changing the behavior of the officers as well as embarking on restructuring as well as reorganization of the Service as it was observed by Koech (2016) and Kiraithe (2011). Further, in his study, Nyongesa (2013) pointed out that, the best strategy in implementing change leadership within the Kenya police Service was by moving from business as usual to business unusually. This is an initiative which is ongoing, where sensitization exercise is taking place with a view to having the officers of the Service embrace the transformative agenda so that they can start conducting their businesses differently.

Figure 2.1 Lewin's diagrammatic Representaion of change Theory



Source: Mulder (2012)

Other theories of change leadership process

In addition to Kurt Lewin's three stages change theory, there are also other theories which talk about how change is initiated, implemented and finally anchored for the purpose of embracing the new organizational behavior. These theories include Kotter's 8-Step change Process Model, Logical Incremental Model and McKinsey's 7S change Management Model among others.

Kotter's 8-Step change Process Model

Kotter (1996) came up with the eight-stage change process which includes establishing a sense of urgency, creating a guiding coalition, developing a vision and strategy, communicating the change vision, empowering broad based action, generating short term wins, consolidating the gains and creating more change and finally anchoring the new approaches into the organizational culture.

Establishing a sense of urgency is crucial because when urgency is low, it is difficult to put together a group with enough power and credibility to guide the effort or to convince key individuals to spend the time necessary to create and communicate a change vision. Creating the guiding coalition is necessary to mobilize and spearhead the desired change. Kotter (1996) recommends that the coalition must have the right composition, level of trust and shared objective he identifies their key characteristics as position power, expertise, credibility and leadership. Building such a team is always an essential part of the early stages of any effort to restructure, reengineer, or retool a set of strategies.

The third step is developing a vision and strategy. Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future. In a change process, a good vision serves in clarifying the general direction for change, it motivates people to take action in the right direction and it helps coordinate the actions of different people. A strategy provides both logic and a first level of detail to show how a vision can be accomplished.

The fourth step is communicating the change vision since the real power of a vision is unleashed only when most of those involved in an enterprise or activity have a common understanding of its goals and direction. That shared sense of a desirable future can help motivate and co-ordinate the kind of actions that create transformations. The fifth step is empowering broad-based action to develop action of the people by removing as many barriers to the implementation of the change vision as possible at this point in the process. The biggest obstacles that often need to be attacked are structures, skills, systems and supervisors.

Generating short terms wins is the sixth step, this is necessary as major change usually take a lot of time. There is need to have convincing evidence that all the effort is paying off

especially to non-believers who require even higher standards of proof. They want to see clear data indicating that the changes are working and that the change process isn't absorbing so many resources in the short term as to endanger the organization. Running a transformation effort without serious attention to short-term wins is extremely risky. Seventh step is consolidating gains and producing more change since the first major performance improvement will probably come well before the halfway point, the guiding coalition should use the credibility afforded by the short term win to push forward faster, tackling even more or bigger projects. The final step is anchoring new approaches. According to Kotter, culture changes after successfully altering people's actions and the new behavior produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement.

Logical incremental model

Logical Incremental Process Closely related to this is logical incremental process developed by Mintzberg, Quinn and Ghosal (1999) which advocates for managing change incrementally in order to manage complex strategy shifts. It involves a number of steps starting with being ahead of the formal information system by using multiple internal and external sources to assist managers 'sense' the need for change before the formal systems do. The second step is to build organizational awareness which is essential when key players lack information or psychological stimulations to change. The third step is building credibility or changing symbols which help managers signal to the organization that certain types of changes are coming, even when specific solutions are not yet in hand. The fourth step is legitimizing new viewpoints while the fifth step is the technical shifts and partial solutions. These are typical steps in developing a new strategic posture, especially when early problem resolutions need to be partial, tentative or experimental. The sixth step involves broadening of political support which is done through

committees, taskforces or retreats. The seventh step is to overcome opposition to change done by persuasion, co-option, neutralization or moving through zones indifference, which can be done by pushing portions of the project that are non-controversial. The eighth step is consciously creating structured flexibility by active horizon scanning, creating resources buffers, developing and positioning champions. The ninth step incorporates trial balloons and systematic waiting to attract options and concrete proposals which assist the executive to mobilize organization's creative abilities without making a commitment to any specific solution.

The tenth step is creating pockets of commitment in which executives try to get organizations to adopt entirely new strategic directions. Small projects, deep within the organization, are used to test options, create skills or build commitments for several possible options. The eleventh step is crystallizing the focus whereby once executives develop information or consensus on desirable ways to proceed, they may use their prestige or power to push or crystallize a particular formation. The final step formalizes commitment whereby the decision is announced publicly, programs and budget are formed, and control and reward systems are aligned to reflect intended strategic emphases.

McKinsey's 7S change management model

Robert Waterman, Thomas Peters and Julien Philips (1980) who were consultants working for McKinsey and Company in the early 1980s developed the McKinsey 7S Model. The McKinsey 7S Model is different from the other two models to change in that it addresses the role of co-ordination rather than structure in organization effectiveness. Tom Peters and Robert Waterman created the model in the late 1970's. Their goal was to show how seven different elements of the company could be aligned together to achieve effectiveness in the workplace.

The seven key areas of the model include; structure, strategy, skills, staff, style, systems and shared values.

The model has been widely applied by professionals and academicians in reviewing hundreds of companies. The model was designed as identifiable and simple to recall in the realm of business. The author recognizes seven variables which all commence with letter S and take account of structure, strategy, systems, skills, style, staff and share values. It is based on the premise that, for a company to compete successfully, the seven variables must be well aligned and mutually reinforcing. These seven variables are grouped as either hard or soft elements are easily defined and controlled by the management of the organization and they include strategy, structure and systems. 'Soft' variables are not easy to define and are less tangible and are more impacted by organizational culture and they include; skills, style, staff and shared values. Strategy refers to the plan devised by an organization to help it realize competitive advantage and give it an edge over other organizations, structure refers to arrangement of and relations between business departments and consists the details of who reports to whom, systems are the processes and procedures of the organization, and they reveal the organizations day-to-day activities and how decisions are arrived at, shared values forms the core values of the organization and they are embedded in the organizational behaviors, style is the manner in which an organization is managed by the executives, their interactions, the measures in order to ensure that the organization runs effectively, staff is the human resources employed by an organization to run its affairs successfully while Skills entails the competencies that employees of an organizations have that enables them to carry out the roles assigned to them.

Waterman and Peters (1980) believe the framework is best used in five steps. They first believe it is important to identify the elements of the framework that are not aligning properly.

This step also includes recognizing inconsistencies between the relationships of the element. In the second step, the organization should determine the optimal organizational design. It is important to note that this will be different for all organizations. The third stage is deciding where and what changes should be made. The fourth step involves actually making the changes that are necessary. Peters and Waterman believe this implementation step is the most important stage in the organization process. The fifth and final stage is the continuous review of the 7S framework. The 7S's will constantly be changing and it is important to keep up with each element individually.

Most effort at change fall short of their goals. Ron Ashkenas in "Beyond the Fads: How Leaders Drive change with Results" writes that only 25-30 percent of change efforts actually succeed. Then came James Champy who shares similar findings about his work on "Reengineering Management: The Mantle of leadership", reported success rates of about 25 to 33 percent. Clearly, interventions – no matter how well intentioned and carefully thought out – are far more difficult to put into action than we may think.

Many writers on change believe that change measurements matters and that genuinely will create the needed change. These writers believe that expressing enormous initial interest in the measurement approach to change, conduct a workshop or two about how to use these measurements, begin to sort out which measurement tools matter most, and track them once or twice. Soon they discover that the commitment to the change was more rhetoric and hope than reality and action. In most cases, the "Q", or technical aspect, of the change is manageable. (Executives can identify the right measures and create indices to assess them.) But high-quality thinking about the change as the scorecard as a change program never occurs. Much has been written about how to ensure that the desired changes actually happen.

Social cognitive theory

As Compeau and Higgins (1995) described, Social Cognitive Theory is a learning theory based on the ideas that people learn by observing others. According to them, these learned behaviors can be central to one's personality. While social psychologists agree that environment in which one grows up contributes to behavior, the individual person and therefore cognition is just as important Bandura (1986) noted that, people learn by observing others, with the environment, behavior, and cognition all as the chief factors in influencing development in a reciprocal triadic relationship. For example, each behavior witnessed can change a person's way of thinking or cognition. Similarly, the environment one is raised in may influence later behaviors, just as a father's mindset will determine the environment in which his children are raised (Bandura, 1986).

Compeau and Higgins (1995) found out that, there are five core concepts associated with the social cognitive theory framework. These core concepts include earning/modeling, outcome expectations, self-efficacy, goal setting and self-regulation. It is important to note that learning can occur without a change in behavior. According to Ormrod's general principles of social learning, while a visible change in behavior is the most common proof of learning, it is not absolutely necessary. Social learning theorists say that, because people can learn through observation alone, their learning may not necessarily be shown in their performance. Therefore, motivation is influenced by interaction of three elements which include work environment itself, what the performer thinks, and what the performer does (Bandura, 1986). Strong performance requires positive self-beliefs of efficacy in addition to appropriate skills and abilities. Self-efficacy influenced computing performance through positive influences about ability and learning by observation (Compeau & Higgins, 1995). In addition, it also includes model affect,

anxiety, and usage measured personal outcome expectations and behavior toward the use of technology. Performance outcomes influenced affect and use which emphasize the means by which individuals exercise personal agency and extra-personal factors in career development. These learning experiences about career interests are mediated by self-efficacy (Lent at el., 1994). Individual's success or failure in past experiences can be indexed in social cognitive theory by the psychological construct self-efficacy. Studies have shown that, self-efficacy is an important factor in Web search accuracy which include model complex managerial decision making to test causal structure (Kuo at el., 2004). Further, Wood at el., (1989) posited that, performance influences managers' perceived self-efficacy and personal goals, which influence analytic strategies and subsequent performance

Skinner (1971) observed that, Socio cognitive theory advances that, people are selforganizing, proactive, self-reflecting, and self-regulating who do not just react, but whose
behavior is shaped and shepherded by external events. He further articulated that, for people to
have the capacity of producing the desired results, they should have the power for influencing
their own actions. Thus, as Skinner (1971) further argued, the ability of controlling individual's
thought processes, motivation, affection, and action operates a mechanism which is personal
agency. Impliedly, human activity has been abstracted in at least three key different ways which
include independent agency, involuntarily reactive agency or developing collaborative agency.

Therefore, Skinner (1971) articulated that, the fact that human beings operate as entirely independent agents has few serious advocates although it is sometimes invoked in misrepresentations of intellectual theories that are part of human behavior. The Social Cognitive theory holds it that, generally, people are agentic operators. People are therefore hosts of some mechanisms which are internal and coordinated by events or activities that take place within the

environment. These activities are emotional agents of experiences as opposed to simply under goers of understanding. In support, Harré and Gillet (1994) argued that, people use the sensory, motor and cerebral systems as the tools which are designed in accomplishing the tasks and goals that give meaning and direction to their lives. Subsequently, Kolb and Whishaw (1998) in their observation argued that, the development of agentic action is shaped by the brain and functioning all lifelong.

Therefore, agentic action manipulates the environment which is key as opposed to the fact that exposure to stimulation affecting social cognitive. Kolb and Whishaw (1998) opined that, for the purpose of regulating their own motivation and the activities, people pursue and produce their experiences which form the neurobiological substrate of symbolic, social, psychomotor and other skills. Thus, Bandura (1986; 1997a) articulated that, this Social Cognitive Theory is an attribute of a model of emergent agency that should be as interactive as possible. This indicates that, persons are not self-sufficient agents. In addition, it shows that, people are not simply mechanical conveyers of an environment which is animating in terms of influencing mental procedures and activities of the brain which are not immaterial entities that exist apart from neural systems.

However, Bandura (1986; 1997a) observed that, impliedly, materialism is not reductionism of psychology to biology, but rather, he viewed it in terms of understanding how the biological machinery works in a way of telling one how he or she is supposed to coordinate that machinery psychosocially for diverse purposes. Subsequently, the knowledge of the brain is an integrated circuit which is involved in learning little about how best to devise conditions of learning in terms of the levels of abstractness, innovation, and challenge as well as providing incentives with a view to getting people to attend to the course as well as organizing relevant

information in what modes to present information and whether learning is better achieved independently, cooperatively, or competitively.

Therefore, as Bandura (1986) asserted, the psychological principles which are not derivable from neurophysiological theory should address optimal conditions in a specified manner because it does not contain the relevant psychosocial factors in its subject matter.

Therefore, the agentic software cannot be reduced to the biological hardware. This is so because according to Bandura (1986), each is governed by its own set of principles which require some clarification in its own right and in a no dualistic mentalism as thought processes are emergent brain activities that are not ontologically reducible.

The analogy by Bunge (1977) stated that, the properties that emerge uniquely from water such as fluidity, thickness, and transparency are not simply the aggregate properties of its micro components of oxygen and hydrogen but instead, he argued that, these properties are collaboratively transformed into a new phenomenon. This therefore translates to the fact that, one must differentiate between the physical basis of thought and its functional properties.

Therefore, cognitive processes are not only emergent brain activities but they are meant to exert determinative influence as human being is not only reactive, but also generative, creative, proactive, and self-reflective. As Bunge (1997) argued, the dignified burial of the dualistic Descartes often brings to the fore the more formidable explanatory challenge for a theory which is physical of human agency because it explains how people operate as thinkers of the thoughts that serve determinative functions. People construct thoughts about the future courses of action with an aim of sitting ever changing situations by assessing their likely functional value, organizing and deploying strategically the selected options and evaluating the adequacy of their thinking which is based on the one that was advanced by Sperry (1993) which states that,

cognitive downward causation regulate actions of agents in an upward action through the stimulation of a sensory activation.

Therefore, as Sperry (1993) emphasized, in the exercise of personal agency, people stimulate or trigger the brain processes for the purpose of realizing selected intentions. These Theorists that seek explanations of human behavior at the neurophysiological level must therefore address such agentic activities as forethought, intention, aspiration, proactivity, reactivity, self-appraisal and self-reflection and their functional neural circuitry. Triadic Reciprocal Causation of Human behavior has often been explained in terms of one-sided determinism. In such modes which include unidirectional causation, both environmental and internal outlooks are seen as key factors in shaping the behavior of an individual.

Subsequently, according to Bandura (1996), psychosocial functioning of Social Cognitive Theory is explained by triadic reciprocal causation. Bandura (1986) described the term causation as a functional dependence between events where reciprocal causality are internal personal factors in the form of interacting determinants that influence one another. This theory was attributed to the manner in which the leadership within the Kenya Police Service was influenced by the prevailing change of wave where all public institutions have to change and align themselves accordingly. Failure by any public institution to change will make it irrelevant and less competitive as it is alluded by both the Kenya constitution of 2010 and the Kenya Police Service Strategic Plan 2018- 2022.

Edgar Schein's Theory of organizational culture

Edgar Schein's Model of organizational culture has three elements which are basic underlying assumptions, artifacts, and espoused values. Artifact consists of the physical

components of an organization that reflects cultural definition like furniture and dress code.

Bellot (2011) described artifact as the physical aspect of the business culture divided by employees and recognized by all organizational stakeholders. He further described exposed values as the second culture which explains how the organization is represented by the members. These include shared beliefs, code of conduct, strategies and set standards, values and norms set by the leaders of the organization. They also include the shared values and norms of the individuals within an organization's culture.

Subsequently, Schein (2004) described culture as a concept and yet again, he viewed it as an abstraction where forces which are created in both social and organizational situations develop from culture in a powerful manner. Therefore, Schein (2004) observed that, people become victims when in their ignorance in understanding how these forces which are a source of cultural organizational situations. Further, he posited that, culture manifests itself at the level of observable artifacts which are shared espoused beliefs and values despite the fact that the significance of a group's culture is depicted in the shared pattern and assumptions that are taken for granted and which are basic.

When a person is analyzing a certain culture, Schein (2004) more importantly posited that, one should identify the fact that, these artifacts are observed easily, although they are quite difficult for the purpose of interpretation and therefore, they become embraced beliefs and values which are most likely a reflection of reasoning or desires. Therefore, in the spirit of a person's understanding culture of a certain group, a person should endeavor to get at its shared basic assumptions by understanding the process of learning which such basic assumptions come to be (Schein, 2004). As Schein (2004) further argued, leadership is the original source of the beliefs and values that will get a group moving as it deals with both its internal and external problems.

Subsequently, if what has been proposed or suggested by leadership works and continues to work, then, what once was only the assumptions of the leadership gradually come to be shared assumptions. When a set of shared basic assumptions is arrived at through such a process, it can then function as a mechanism that cognitively defends both the members individually as well as the group generally.

Schein (2004) opined that, individuals as well as groups will look for stability and meaning. Once the stability has been achieved, it becomes easier to distort new data by denial, projection, rationalization, or other defense mechanisms than to modify the basic assumption variously. Schein (2004) therefore noted that, in the sense of changing basic assumptions, changing culture is therefore difficult, time-consuming, and highly anxiety-provoking, reaching a point which is essentially relevant for the leader who sets out to change the culture of the organization. More importantly, a leader should be in a position of ensuring that the levels of anxiety that are released when assessing the functionality of the assumptions of how to get at the deeper levels of a culture are challenged in an effective way.

Further, Linnenluecke and Griffiths (2010) argued that, organizational culture is not a one-day event because employees need some time to adapt to it over time. This is so because they are required to adapt to change while they familiarize themselves with the organization's structure and the external environment. Culture is one of the critical features in transforming outlasting services in the organization, products, leadership and leaders and all physical feature of the organization. Organizational culture analyzes achievement made by the organization in handling the customer demand by remaining committed to its values (Schein, 2010). Therefore, culture is a continuous process, and it is necessary forced on the organizational framework because forcing of certain traits in the organization can result in negative performance.

Other theories on organizational culture

In addition to Edgar Schein's Theory of organizational culture there are also other theories on organizational culture. These theories include double S cube model and Charles Handy's Model of Organization culture among others.

The double S cube model

Organization culture is broadly classified into two according to Sun and Scott (2003) which are solidarity and sociability. Nonetheless, from this two classification, four types of organization culture comes out thereof. According to Sun and Scott (2003), solidarity by default refers to the scenario where people with similar thoughts and interests come together purposeful and motivated by logic to do so. When solidarity is at its peak in an organization, cooperation is realized, and work gets done smoothly. On the other hand, when solidarity levels are low, people value individuality and there is less concern for others and disagreements are bound to happen frequently.

Additionally, Griffin and Moorhead (2011) defined sociability as the nature of friendliness in an organization amongst staff factoring in social concern and emotions of the diverse pool. Therefore, sociability is parallel to success since it motivates people to help each other and therefore win together. High level of sociability is needed. On the contrary, they asserted that, low sociability tends to have an inverse relationship with progress since people cover up or are ignorant of others mistakes within the system even when their performance is low. Stemmed from Sociability and solidarity dimensions, organization culture further gets subdivided into four aspects which include communal, networked, mercenary and fragmented cultures.

According to Griffin and Moorhead (2011), communal culture refers to a friendly people with common goals who have grown to be a big family. This bond allows for free communication, with junior employees being allowed to partake in both formal and informal matters that relate to the organization. This as they argued, has the attribute of the overall commitment to organizational objectives. In networked cultures, sociability is high, and hence people can connect and reach out to each other easily. Subsequently, the organizational environment becomes favorable to all allowing people to have the relaxed conversation with each other free of intimidation.

Dalkir (2005) described mercenary culture as a combination of self-motivated individuals whose desire is to achieve organizational goals. Those who do not perform or are not driven by these goals are cut off from the organization's workforce. Ideally, formal communication is recommended in such cultures, and idle talk is highly discouraged. Finally, fragmented culture is characterized by low sociability and solidarity implying people work independently of each other (Dalkir, 2005; Griffin & Moorhead, 2011). Therefore according to them, employees identify themselves by their profession and find it of no need to identify with the organization making the organization difficult to control or govern.

Charles Handy's Model of Organization culture

According to Seel (2000), culture refers to the people's lifestyle and the conscious adherence to rules and norms unwritten. Handy (1985) stated that, culture is formed by principles and beliefs held within an organization. Culture comes from four fundamental functions and can be grouped into task, power, role, and person culture. According to Handy (1985), power culture is a situation where power is in the hands of specified persons who carry the role of decision making and enforcing activities. Such persons are ranked high and customarily accorded much

respect. Subordinates are required to strictly adhere to their senior's instructions and have no room to voice their concerns Seel (2000). However, decisions made thereof that are not rational or in the best interest of the organization will hurt it.

Task culture is formed by the operative team tasked with a particular obligation to ensure an activity is performed and performed well. People communal sharing a particular purpose, agenda, and interests are brought together to have tasks completed (Handy, 1985). Team dynamics is the most resourceful thing for the project's completion and is, therefore, the most central point in this culture. Skills, expertise and a blend of personalities are highly needed. He also articulated that, role culture is where employees are delegated work based on their qualifications and experience. The roles are defined and have well laid out procedures. In this case, each employee is accountable for their assigned duties and is challenged to perform duties accordingly (Handy, 1985).

Finally as Patnaik (2011) posited, person culture is somewhat selfish since it focuses more on individual interest at the expense of the organizational objectives. Thus, the organization suffers thereof as it is primarily designed that the employee self-actualization needs are motivated by the compensation and not the organization's success. Subsequently, employees in person culture are not keen on what the leadership requires because they are less loyal and often find themselves more significant.

Change leadership and organizational transformation

Adler (1997) observed that, the service industry is evolving rapidly and thus, the desired results expected by the owners are becoming more difficult to reach in an always-competitive market. In the same note, Senge (1990) argued that, maintaining market share or attempting to expand markets share is critical to the very survival of an organization. This is so because the

cost of organizational operations are under constant scrutiny as the expectations of the customers are becoming harder to meet. In addition, both Adler (1997) and Senge (1990) noted that, traditional corporate culture is being influenced by globalization and the very core of business strategy and execution is at the hands of technology in every aspect. With this turmoil and constant change, Senge, Roberts, Ross, Smith and Leiner (1994) in their study opined that, it was imperative for individuals to look for strategies which will take the contemporary organizations remain competitive by ensuring that they are competitive and have their share in the market

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 leadership depends on the enactment of leadership. According to 360° (2017) citing Kotter (1996), 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 transformational efforts.

Kotter (1996) observed 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. It is imperative to appreciate the fact that, wanting to change and the actual implementation of 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

transformation masterfully requires leadership and consultancy that 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).

In addition, we live in an era of uncertainties, where change is indisputable and inescapable (Holling & Gunderson, 2002). According to their study, everything is undergoing change and the way the contemporary leaderships respond to change determines the organizations' ability to grow, learn, and thrive. Therefore, Dooley (1997) observed that, in order for any organization to survive, there is a great need for its leadership to focus on the future resiliently by embracing life's change. Subsequently, Dooley (1997) noted that, Resilience is not limited to the human condition only because as Holling and Gunderson (2002) observed, in ecological systems, resilience as is the magnitude of disturbance that can be absorbed before the system changes its structure by changing the variables and processes that control behavior. This implies that, organizational systems that embrace resilience in terms of their ability to negotiate and navigate disturbance, will undergo change at multiple points and scales effectively. Organizations, such as the Kenya Police Service, often struggle to retain their structure and culture in the face of disturbances (Dooley, 1997), whether that disturbance is social, political, or ecological in nature. Therefore, entrusted with the welfare of our nation's natural resources, it is vital that organizations such as the Kenya Police Service are able to adapt to disturbances and continue to carry out or adapt their missions effectively and efficiently.

Leadership efficacy and organizational transformation

Existing leadership literature indicates that, leadership efficacy has not received a lot of attention although leadership which is effective calls for influence that is exerted deliberately. Avolio and Luthans (2006); Hooijberg, Hunt and Doge (1997); Lord and Hall (2005) argued that, the twenty first century's leadership face unprecedented challenges because organizations' struggle so as to adapt to the rate that environments change both externally and internally. These challenges as they posit, surround the knowledge, skills and abilities of leaders and more importantly, the self-conceptualization of their leadership capabilities and psychological resources so as to raise the demands of their roles which are on the increase.

Therefore, with these challenges, it may not be possible for leaders who do not accept such challenges to influence their followers positively. Avolio and Luthans (2006) observed that, leadership efficacy is specifically associated with the level of confidence in terms of the knowledge, skills and abilities in leading others. Subsequently, leadership efficacy can be clearly differentiated from confidence as far as knowledge is concerned, skills and abilities that an individual holds which is related with other social roles which include teacher efficacy or politics in a politician. They have again observed that, the contemporary conditions call leaders to continually "step up" with a view to meeting these challenges which are complex in order to have the required urgency for influencing their followers and the organization's culture, climate, as well as performance positively.

Bandura (2000) posited that, in order to mobilize groups toward collective performance, a leader should be in a position of delivering personal agency and also creating similar levels of agency which are very high in those individuals who they lead by proxy. As Bandura (1997) stated, efficacy is the most prevalent construct among the mechanisms of agency which offers a

foundation for all other aspects of agency in order to operate. Further, Bandura and Locke (2003, p. 87) noted that, "the beliefs of leadership efficacy affect whether individuals' think in self-enhancing or self-debilitating ways how well they motivate themselves and persevere in the face of difficulties, the quality of their well-being and their vulnerability to stress and depression, and the choices they make at important decision points."

Further, Hannah, Woolfolk and Lord; Hannah and Luthans (2008) proposed that, effective leader engagement is built on positive mental states such as efficacy, flexibility and adaptability across the varying challenges which characterize complex organizational contexts. This, as Carver and Scheier (1998); Cropanzano and Citera (1993); Lord and Brown (2004); Mischel and Shoda (1998); Shamir, House and Arthur (1993) observed, higher levels of self-efficacy deliver the direction internally because they drive toward the creation of the required agency which are for pursuing tasks that are challenging together with the available opportunities successfully. Beyond this, Carver and Scheier (1998); et al., opined that, in developing the strategy for improving leadership, one should put into consideration both the leaders' and followers' efficacies purposely to take on the challenges of an organization's development and performance.

Organizational culture and organizational transformation

Hood (2013) defined organizational culture as a pattern of behavior which an organization develops as it learns to cope with its external problems so as to attain adaptability as well as to integrate the internal environment. Additionally, the culture of an organization is termed as the worldview and behavioral patterns which members of the organization share in common. Thus, within an organization as Hood (2013) observed, people are involved in sharing experiences with one another overtime as they construct a joint understanding of the world

around them. Subsequently, these shared beliefs are emotionally charged because they include the values and norms of the organizational members which offer them a domineering sifter with which to make sense of the constant stream of uncertain and ambiguous events around them.

As Ponder (2001) articulated, organizational culture which is manifested in various human resource practices, becomes an important predictor of service delivery within an organization. However, several studies have found out that there is a positive relationship between positive organizational culture and various measures of organizational success in performance. For instance, the Kenya Police Service has its corporate culture which all its members are familiar with, a culture that the members accept as part of their way of transacting business within the Service. However, it is believed that, the challenges affecting organizational change leadership within the Kenya Police Service requires redesigning the leadership of the Service with a view to aligning it with best global practices toward realizing global competiveness (Osakina, 2013).

Subsequently, this is an indication that corporate culture is one of the components that the leadership of the Kenya Police Service should look at with a view to achieving the global perspective as organizational culture is key in terms of organizational transformation (Schein, 2004). This perspective is imperative as clinging to an outdated corporate culture can impede the delivery of services by becoming a contextual issue in this competitive twenty first century. The leadership that is in place should therefore understand and embrace the effectiveness of the corporate culture in terms of how it affects organizational transformation (Ponder, 2001).

Subsequently, Sekaran (2000) enumerated attitudes, values, beliefs, norms, rituals and symbols as the paradigms which are primarily the key pointers of culture within an organization and subsequently worth for a study. He further alluded that, organizational culture affects

organization's decisions in a significant manner, being the cultural strength because a strong work ethic or highly ethical beliefs enhance organizational transformation. He however observed that, if the organizational climate is not supportive, strategies which enhance its performance may be ineffective or even counterproductive. Thus, if an organization's culture becomes incongruent to new strategies, it will result to confusion and disorientation. This means that, organizational culture should impart individuals with zeal for delivering service which is geared toward transforming the organization to a competitive outfit.

Best Practices of organizational transformation

Table 2.1: Best practices of organizational transformation

Name of the Author and Area of the study	Variables of the study
Christopher (2008)	• Planning
Achieving organizational transformation	Defined Governance
through values alignment	Committed leadership
	Informed Stakeholders
	Aligned workforce
Keller & Aiken (n.d).	Establish Vision
The Inconvenient Truth About	Involve Senior leadership
organizational transformation leadership	Develop a change leadership Plan
	Engage stakeholders
	Communicate at all levels
	Create infrastructure to support adoption
	Measure Progress
Cisco Systems (2008)	organizational transformation Initiator
organizational transformation leadership	organizational transformation leadership
	organizational transformation
	Implementation
Raps (2005)	Alignment with employee characteristics
Adaptations for change management in	Communication adaptations
Health Care	_
	 leadership action planning
Ashkenas (2013) and Maciang (2013)	Aligning the training plan to the
Successful organizational transformation	transformation plan
Practices in the Public Sector	 change plan to support the change
	Gap assessment by identifying what needs
	to change and the impacts
	Cascading communications at every level
	of the organization
	Aligning the change effort to mission-
	critical goals

Summary of Research and Knowledge Gaps

While the researcher was studying the literature, some gaps pertaining to research and knowledge were identified. The research gaps which were exposed included contextual, methodological as well as conceptual. Some other knowledge gaps that related to the relationship

of change leadership efficacy and organizational culture on organizational transformation were identified. The conceptual gaps included those identified in the literature relating to the relationship between the constructs that are being studied. Further, the contextual gaps relate to the Kenya Police Service, where the research studied Police officers at Police headquarters which is along Harambee Avenue within the Nairobi city county as its target population while the methodological gaps included the population, sample size, research design as well as data analysis.

Table 2.2: Summary of Research and Knowledge Gaps

Researchers	Focus of the	Methodology	Findings	Knowledge	How Current study addressed the Gaps
	study			Gaps	
Lamarleni, Ochieng, Gakobo and Mwaura (2017)	Organizational culture as a moderating variable that influences resource allocation within the Kenya Police Service.	This study adopted a Descriptive Research design. The researcher targeted 56 police officers in the positions of OCPDs and OCSs in 13 Divisions and 42 Police Stations. Data was collected using questionnaires	The study found out that there was significant influence of organizational culture within the Kenya Police Service	The study focused on strategy implementati on as an important component of strategic management.	This study focused on change leadership, leadership efficacy, organizational culture and transformation within the Kenya Police Service. It used a Descriptive Explanatory design where the data was collected using a questionnaire, and where the researcher deployed a stratified sampling method at Police headquarters where the target population was 1349 Police officers and the sample size was 309 respondents
Koech (2016)	The constructs of organizational culture and leadership as internal factors that influence service delivery within the Kenya Service	The study used exploratory descriptive study. He targeted all ranks of Police officers within Kitui County but the sample size was 138, which was 30 % of the population. The researcher used a questionnaire as a tool of data collection with both open and closed ended questions.	The study observed that, there was a great need in the Kenya Police Service to embrace allocation of resources. At the same time, the study found out that there was a great need to allow various leaders to make decisions at their levels.	The study focused internal factors that influence service delivery within the Kenya Police Service.	This study targeted Police officers who were based at Police headquarters, Vigilance House Nairobi. The study dwelt on change leadership, leadership efficacy, organizational culture, and the transformation of the Kenya Police Service. The sample size was 309 respondents where the researcher used a questionnaire as a tool of data collection and the research design was a Descriptive Explanatory. The study adopted a stratified sampling method.

Nyongesa (2013)	Challenges facing strategy implementatio n in the Kenya Police Service	The study adopted a case study design because as the unit of analysis was one organization. Thus, the researcher used qualitative data collection method, through ethnographic methods which included observation and face to face interviews where the data was analyzed using conceptual content analysis.	The study found that there was lack of cooperation from senior officers especially those in the field, rampant corruption within the system, inadequate finance and political interference in the leadership and management of the Kenya Police Service	This paper was on the challenges which are faced by leadership in implementin g strategies once they have been formulated	This study focused on change leadership, leadership efficacy, organizational culture and transformation of the Kenya Police Service. It majorly used quantitative data with a few qualitative data which were analyzed both quantitatively and qualitatively
King'ori (2013)	Factors that influence Police officers' perception on Police reforms	The study used a descriptive design by using mixed data collection methods where questionnaires were distributed to 313 respondents who formed 10 % of the population within Nairobi county. A case study design was used	The study found out that there was significant relationships between training, terms of service, welfare and staffing, and Police reforms	The study focused on factors that influence Police perception on Police reforms, which was a case study of police officers within Nairobi county.	This study focused on change leadership, leadership efficacy, organizational culture and the transformation of the Kenya Police Service. In the study, the researcher looked at how organizational culture moderates transformation within the Kenya Police Service. He used a population of 1349 officers with a Descriptive Explanatory design where he targeted sample size of 309 which arrived at through stratified random sampling
Osakina (2013)	The challenges affecting	The study used a descriptive design by	The study established that the	This study looked at the	This study focused on change leadership, leadership efficacy,

	organizational change management in the Kenya Police Service within Mombasa	distributing questionnaire to 168 respondents who represented 10% of the study population within Mombasa county headquarters. The data	Kenya Police Service should keep on redesigning its leadership strategies by aligning them with	challenges affecting organization al change management in the Kenya Police	organizational culture and the transformation of the Kenya Police Service in general. It was conducted at Police headquarters with a target population of 1349 officers whose sample size was 309 respondents, which was 22.8% of the target population
	county	collected was analyzed using SPSS method where the information was represented graphically and by use of bar charts	global competitiveness with a view to remaining competitive	Service, this being a case of Mombasa County	G T T
Mboroki (2012)	Factors affecting the Service delivery within the Kenya Police Service by exploring constructs of training and occupational stress management	The study used descriptive research design, where the researcher deployed a mixture of both quantitative and qualitative data collection methods. In this case, the researcher made use of a questionnaire for data collection, where the data were collected from a sample size of 102 respondents. These respondents were sampled from a target population of 1749 Police officers were analyzed using SPSS	The study observed that, the key variables of service delivery amongst training and occupational management have been ignored	The study focused on the factors that influence service delivery by the Kenya Police Service, a case study of the then Nairobi Area Province	This study was based on change leadership, leadership efficacy, organizational culture, and the transformation of the Kenya Police Service. The researcher targeted 309 respondents who formed the sample size from a target population of 1349 Police officers who were based at Police headquarters in Vigilance House along Harambee Avenue within the Nairobi City County

		software to come up			
		with bar and charts.			
Kiraithe	Management	The study used a case	The study found	The study	This study focused on change
(2011)	of strategic	study design, which is	out that	focused on	leadership, leadership efficacy,
	change within	exploratory and where	the Kenya Police is	the	organizational culture and
	the Kenya	the researcher used it	an	management	transformation of the Kenya Police
	Police Service	for the purpose or	Organization which	of strategic	Service. In addition, the study did not
		intensively to	inevitably attracts	change	use secondary data as the researcher
		investigate other	an array of	within the	used primary data where questionnaires
		situations which were	extremely powerful	Kenya Police	were distributed among 309 respondents
		similar to the study and	stakeholders.	Service	who made the sample size out of the
		had an in depth	Unfortunately, the		1349 officers who were the target
		analysis of the unit	organization did		population at Police headquarters. At
		which represented the	not appreciate this		the same time, the researcher deployed
		larger social unit for	and therefore failed		mixed methods in the collection of data
		the purpose of	to put in place an		
		generalization. The	astute stakeholder		
		study was purposive in	management		
		collecting data from the	strategy and		
		respondents. The study	consequently the		
		used both primary and	plan did not		
		secondary data and	achieve a hundred		
		interviews and finally	per cent success		
		used content data			
		analysis to analyze the			
		qualitative data.			

Conceptual Framework

The study conceptualized the relationship between change leadership, leadership efficacy, organizational culture and organizational transformation. According to the conceptualization, both change leadership and leadership efficacy while moderated by organizational culture were theorized to have independent empirical roles in influencing organizational transformation. Therefore, operational indicators of change leadership were human capabilities which included visioning, setting smart goals, having a sense of urgency and being a capable champion while those for leadership efficacy were efficiency, meeting deadlines and setting appointments as the literature reviewed.

Organizational transformation was the dependent variable as the organizational culture played the role of a moderating variable as it modified the relationship between the independent variables which included change leadership and leadership efficacy respectively, and the dependent variable which was organizational transformation. The sub variables for organizational culture included norms, practices, beliefs, attitudes and artifacts. Thus, the study looked keenly at these propositions as they have subsequently been presented in a detailed conceptual model in Figure 2.2.

Figure 2.2 Conceptual Framework

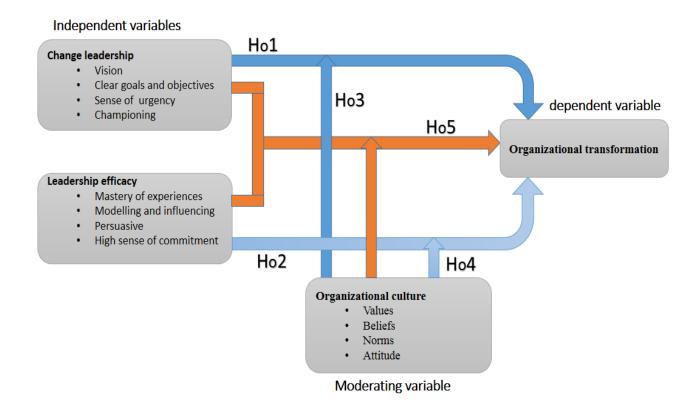


Figure Source: Developed from the Reviewed Literature by the Author (2018)

Chapter Summary

In this chapter, literature was reviewed for the purpose of having an insightful understanding regarding the variables which were under study. Subsequently, relevant literature was identified together with studies whose relationship was empirical to change leadership, leadership efficacy, organizational culture and organizational transformation. Therefore, in this chapter, the researcher was able to pinpoint what other researchers have been able to establish about the effects of change leadership, leadership efficacy and organizational transformation. In

addition, the chapter has reviewed the existing literature with a view to establishing the available conceptual, contextual as well as methodological research and knowledge gaps.

Further, in this chapter, the study looked at the Theories which had a relationship with the two independent variables which were change leadership and leadership efficacy as well as the moderating variable which was organizational culture as scholars have argued that, an effective research is grounded on a Theory or Theories. Those Theories were Kurt Lewin's Three Stage Theory, Social Cognitive Theory and Edgar Schein's Theory for change leadership, leadership efficacy and organizational culture respectively. The variables of the study were represented in a conceptual Framework as the researcher had hypothesized that, both change leadership and leadership efficacy while moderated by organizational culture had an independent influence on organizational transformation which was the dependent variable.

Finally, within the chapter the study looked at the literature on the relationship between change leadership and organizational transformation, leadership efficacy and organizational transformation as well as organizational culture and organizational transformation. The study also looked at the best practices resulting from an organizational transformative initiative.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter discusses the methodology which the study adopted. Subsequently, the steps, procedures and approaches which were followed while executing the study have been described. The chapter further explores research philosophy, research design and target population. In addition, data collection methods, reliability and validity of measurement together with operationalization of research variables have been discussed which include data collection instruments, methods of data analysis as well as its presentation.

Research philosophy

As Saunders, Lewis and Thornhill (2009) posited, research philosophy involves developing of new knowledge, the nature of that knowledge and important assumptions pertaining the worldview that researchers embrace. Thus, Harvey (2006) named two main research philosophies in social sciences which inform how people gain knowledge which include ontology and epistemology. Ontology was described by Harvey (2006) as an area of study in philosophy in terms of being, becoming, existence or reality, as well as the basic categories of being and their relations. Saunders, et al., (2009) pointed out that, ontology entails answering questions about which things exist or can be said to exist and how such things can be grouped according to their hierarchy, sub division in terms of their similarities as well as differences.

Further, Harvey (2006) described Epistemology as the paradigm of knowledge whose branch of philosophy deals with the nature and scope of knowledge. As he stated, epistemology

largely focuses on acceptable knowledge in any given field and how that knowledge develops or is acquired. Epistemological branches in social sciences research are two and they include positivism and phenomenology. Positivism philosophy seeks facts of social phenomena without abstraction or subjecting individuals to perceptions or opinions (Cooper & Schindler, 2006). Further, Saunders, et al. (2009) argued that, positivism increases objectivity, neutrality including how valid the results are and attempts to test theory which eventually increases predictive understanding of phenomena.

Additionally, Pfeffer (1993) and Babbie (2005) pinpointed out that, positivism advances the continued use of real facts, logical, dominant and relevant framework and it is based on deductive approach where a number of proposals are generated in terms of testing which are complemented by empirical verification and this positivism uses an approach which is quantitative as well as objective being a reality which is explanatory and predictive.

On the other hand, Saunders et al., (2009) observed that, phenomenology advances the fact that, knowledge depends on experience from the perspectives of individuals and thus, such knowledge is subjective. According to them, phenomenology dwells on the immediate experience, personal knowledge and individual interpretations and it favors the use of qualitative approach where humans make sense of the world around them as it depends on perception or what is perceived by these human beings. Subsequently, this study followed the positivism philosophy which considers observable and measurable phenomena as knowledge only.

Hence, the study adopted both epistemology and positivism philosophies by testing the objective facts of the relationships among variables of the study 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 either rejected or accepted.

Research design

While describing a research design, Mugenda and Mugenda (2003) observed that, it is a plan that a researcher uses in guiding the research process in the collection, analysis and interpretation of data. Further, he described research design as the researcher's blueprint for the methods and instruments which are used in gathering information and the evaluation of that information in order to respond to the research questions of the study. Thus, a research design is a roadmap indicating how a researcher goes about when answering the research questions. Further, Kothari (2004, p. 31) described a research design as "the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure".

Subsequently, the research design for this study was Descriptive-Explanatory. Kothari (2004, p. 37) posited that, "Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or group". Therefore, a Descriptive-Explanatory study was chosen for the purpose of collecting data across a large organization which is carried out once as it represents a snap shot of one point in time. Cooper and Schindler (2006); Nachmias and Nachmias, (2004) observed that, a Descriptive Study assists a researcher in establishing if significant associations existed among variables at some point in time. Additionally, Richey and Klein (2007) explained Descriptive-Explanatory research as more of a fact finding exercise which concentrates on relatively few dimensions of a well-defined entity. Thus, it describes as well as giving explanations and interpretation of individuals, objects,

settings, conditions or events being the design which is used in examining a phenomenon as it exists and by seeking to give complete and accurate description of a situation at hand (Mertler, 2006).

According to McDaniel and Gates (1998), Descriptive-Explanatory studies are conducted for the purpose of answering the question who, what, when, where, and how. Kothari (2004) asserted that, Descriptive-Design must be rigid as opposed to being flexible in order to state what the study is all about, why it is being done, designing the data collection methods, sample selection, data collection and processing including analysis and reporting of the findings.

Descriptive-Explanatory research can either be qualitative or quantitative in nature. Therefore, this study applied both quantitative and qualitative design of study because it had an intention of describing change leadership, leadership efficacy and organizational culture in the transformation of the Kenya Police Service. This research design has previously been used successfully by other researchers who included Machuki and Aosa (2011) and Koech (2016) respectively. The two studies focused on the influence of external environment on the performance of public institutions of which the Kenya Police Service is among them as well as factors which influence police officers in regard to their perception on the ongoing police reforms.

The study population

Kothari (2004) asserted that, in any field, all items of inquiry constitutes a universe or population whose assumption is that, when all items are covered, there is no element of chance which is left and subsequently, a researcher is able to obtain highest level of accuracy. Mugenda

and Mugenda (2003) described population as the entire number of objects which the researcher wants to generalize the results of a study.

Therefore, population for this study was all Police officers within the Kenya Police Service. The Service had a total of 53,134 officers according to the Data Center of the Kenya Police Service at Kenya Police headquarters. The Kenya Police Service constitutes all Police officers who perform general duties within the eight regions of the Republic of Kenya and Police Formations. These Police Formations included the General Service Unit, Railways Police, Kenya Airports Unit, Anti-Stock Theft Police Unit, Diplomatic Police Unit, Tourist Police Unit, Traffic Department and Marine Police Unit.

Target population

This is the entire group of objects or individuals which a researcher is interested in for the purpose of generalizing the conclusion or where the sample is drawn from. The target population for this study was drawn from all ranks of officers at the Police headquarters with a view to getting a holistic or an all-inclusive representation of the views of all the actors in the Police Service. These included:- Stratum One which consisted of the Inspector General of Police (IGP), Deputy Inspector General (DIG), Senior Assistant Inspector General (SAIG), Assistant Inspector Generals of Police (AIG) and Commissioners of Police (CP), Stratum Two comprising of senior Superintendents of Police (SSP), Superintendents of Police (SP), Assistant Superintendents of Police (ASP), Chief Inspectors of Police (CI), Inspectors of Police (IP) while Stratum Three consisted of Senior Sergeants (S/SGT), Sergeants of Police (SGT), and Constables of Police (PC). This made a total of 1349 respondents.

Due to time factor and financial constraints, the study targeted to sample Police officers who were based at the headquarters of Kenya Police in Nairobi County, which is along Harambee Avenue. The researcher sampled these officers by the virtue of their proximity and involvement in the current Police reforms and change leadership initiatives because they were located within the Kenya Police Service headquarters where most change leadership as well as policy implementations are initiated.

Table 3.1: Target population

Kenya Police Service	Target population	Percentage per stratum
Top level leadership	78	5.782%
Mid-level leadership	403	29.874%
Low cadre	868	64.344%
Total	1349	100%

Source: KPS data centre 2018

Sampling method and sample size

A Sampling method is a scientific and objective procedure of selecting units from a population and provides a sample. It also provides procedures for the estimation of results that would be obtained if a comparable survey was taken on all the units in the population. A sample design as it is described by Kothari (2004) involves a plan which is definite with a view to obtaining a sample from a given population. It is a technique that a researcher deploys in selecting items for the sample where the number of items to be included in the study is laid down. This sample design is determined before the collection of the data (Kothari, 2006).

Further, Cramer and Howitt (2004) defined a sample as a set of entities which have been taken

from a population purposely to estimate the nature of a population. According to Kothari (2004), the sample should neither be too large nor too small. Therefore, the size of the sample should be optimum, fulfilling the requirements in terms of efficiency, representativeness, reliability as well as flexibility.

Further, Kothari (2004) recommended that, a researcher should put the size of the sample into consideration in view of costs and parameters of interest which include the information that will be required from the respondents. Thus, as Gay (1981) who is cited by Mugenda and Mugenda (2003) recommended, the sample size should also be greater than 10% and up to 30% which is the minimum and maximum samples respectively. When a researcher is selecting a sample design, Kothari (2004) recommended that, such a design should be a true representative of the target population. Stratified random sampling technique was used to select respondent population into various strata, and to pick the individual respondents who participated in the study.

Stratified sampling

Stratified random sampling is a technique which attempts to restrict the possible samples to those which are less extreme by ensuring that all parts of the population are represented in the sample for the purpose of increasing efficiency (Lucas & Donnellan, 2012). According to Lucas and Donnellan (2012), the target population is first separated into mutually exclusive, homogeneous segments (strata), and then a simple random sample is selected from each segment (stratum). The samples selected from the various strata are then combined into a single sample. This sampling procedure is sometimes referred to as "quota random sampling." An important objective in any estimation problem is to obtain an estimator of a population parameter which can take care of the salient features of the population. If the population is homogeneous with

respect to the characteristic under study, then the method of simple random sampling will yield a homogeneous sample and in turn, the sample mean will serve as a good estimator of population mean. Thus, if the population is homogeneous with respect to the characteristic under study, then the sample drawn through simple random sampling is expected to provide a representative sample. Moreover, the variance of sample mean not only depends on the sample size and sampling fraction but also on the population variance. In order to increase the precision of an estimator, we need to use a sampling scheme which can reduces the heterogeneity in the population. If the population is heterogeneous with respect to the characteristic under study, then one such sampling procedure is stratified sampling.

The basic idea behind the stratified sampling is to divide the whole heterogeneous population into smaller groups or subpopulations, such that the sampling units are homogeneous with respect to the characteristic under study within the subpopulation and heterogeneous with respect to the characteristic under study between or among the subpopulations. Such subpopulations are termed as strata. Treat each subpopulation as separate population and draw a sample by SRS from each stratum.

When the population is heterogeneous one uses stratified random sampling. In stratified random sampling, before drawing the random sample, one divides the population into several strata or sub-populations which are relatively homogeneous within themselves and the means of which are as widely different as possible. Then draw a sample from each strata according to different allocation plans equal, proportional, neyman and optimum. This study used proportional allocation which involves dividing a sample among the strata in a stratified sample survey. According to Hair, et al., (2015), a sample survey collects data from a population in order to estimate population characteristics. A stratified sample selects separate samples from

subgroups of the population, which are called "strata" and can often increase the accuracy of survey results.

According to Kothari (2004), where the population from which a researcher wishes to draw a sample does not constitute a homogeneous group, then he or she should apply stratified technique generally with a view to obtaining representativeness. Under stratified sampling, the population is usually divided into several sub-populations (strata) which 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. Therefore, this study deployed Yamane (1967) formula to arrive at the sample size. Where n is the sample size, N is the population size, and e is 95% confidence level.

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

Therefore, this study adopted stratified random sampling where the researcher adopted this sampling design because one may learn a great deal in terms of focusing on in-depth understanding in a small number of carefully stratified samples. Stratified sampling is a method of probability, where the data are divided into strata, then items are randomly selected from each stratum to form the sample (Mugenda & Mugenda, 2003). Thus, the respondents from each stratum were selected using proportional allocation technique (Lavrakas, 2008). This implies that, if there are H strata with population size N_h , in stratum h, h = 1, 2... H, and sample size is n units, then the proportional allocation sample size for the stratum h is

$$n_h = n \frac{N_h}{N}$$

Where:

N= The total population size

n= Sample size

 n_h =Stratum sample size

 $N_h = Strata$ population size

Computation for the Sample size

$$\frac{1349}{1 + 1349(0.05)^2} = 308.52 \approx 309$$

Computations for the strata

In order to get the size for each strata, the researcher computed as follows;

Stratum One

$$309 \left(\frac{78}{1349} \right) = 17.87$$

Stratum Two

$$309 \left(\frac{403}{1349} \right) = 92.31$$

Stratum Three

$$309 \left(\frac{868}{1349} \right) = 198.82$$

Therefore, the calculated strata sample size was 17.87+92.31+198.82 = 309. Since we cannot express a stratum's sample size of a study population in decimal place, the researcher rounded up the value calculated in order to get the actual strata sample size where the total strata

sample size gave the final sample size population which was considered for this study as 309 respondents.

Table 3.2: Sample size

Kenya Police	Target population	Calculated strata	Strata sample size
Service		sample size	
Top level	78	17.87	18
leadership			
Mid-level	303	92.31	92
leadership			
Low cadre	968	198.82	199
Total	1349	309	309

Source: The researcher (2018)

Data collection instrument

The researcher formulated questionnaires which were guided by the research objectives with a wide range of questions with a view to collecting divergent views from various respondents. Therefore, the data were obtained by the researcher using semi-structured questionnaires which were used in this research. The advantage of using questionnaires is that, one can reach a large number of people relatively easily and economically (Mugenda & Mugenda, 2003). The questionnaire was divided into two sections. Section "A" collected data on the demographics of the respondents of the Kenya Police Service while Section "B" collected data on the variables of this study. In order to capture all the relevant variables related to this study, the researcher was guided by the concepts of the study objectives and other previous studies in order to develop a questionnaire with both closed and open ended questions. In this view, a Five Point Likert Scale ranging from 1= Strongly Disagree to 5= Strongly Agree was used for the purpose of addressing some of the items. Likert Scale questions were frequently used in this tool to test the opinion, perception or attitude of the respondents. This scale exhibits

favorable perception on one extreme and unfavorable perception on the other towards an aspect of the study.

Additionally, the researcher used open ended questions for the respondents to provide further clarification supporting the quantitative data. This research questionnaire collected data on the variables of the study. These variables included change leadership, leadership efficacy and organizational culture as related to organizational transformation.

Type of data and data collection procedure

The researcher used primary data which was largely quantitative in nature. Cooper Schindler (2003) argued that, data collection procedure specifies the details of the task with its focus on the data to be obtained and their sources. Further, Newbert (2007) advised that, key informants should be knowledgeable about issues under study and should be willing to respond to the questionnaires. Therefore, this tool of data collection was administered through drop and pick method by the researcher who was assisted by two research assistants.

Instrument pretesting

Instrument's pretesting was conducted before embarking on data collection using the said instrument for the purpose of ascertaining its viability. Cooper (2009) argued that, pretesting of an instrument is a small scale kind of research project which is aimed at collecting data from respondents who are similar to the ones that are used in the main research. Pre-testing of an instrument acts as a guide in examining some aspects of research which are specific in order to see whether procedures which have been chosen would work as intended. Thus, instrument's pretesting is meant to test clarity as well as understanding of questions to check if the questions yield as expected. In this respect, Cooper and Schindler (2006) agreed that, pretesting is used by

a researcher in order to detect weaknesses in terms of design and implementation for the purpose of providing a representation for data collection of a probability sample.

Additionally, Sekaran (2008) asserted that, pretesting is imperative as it is used by a researcher for testing the reliability of instruments and the validity of a study. In this study, the researcher used a questionnaire which was the tool for data collection and was tested on 10% of the 309 sample of the questionnaires, making a total of 30. 9 questionnaires which was scaled down to 30 questionnaires so as to make sure that it was relevant and effective. In this case, the researcher picked officers who were based at Jogoo House "A" which is the headquarters of the National Police Service for the pilot study. The study picked officers from NPS headquarters at Jogoo House because logistically it was economical and the important decisions concerning the transformative agenda of the National Police Service are made there. Thus, the officers at the NPS headquarters were assumed to be well acquainted with the ongoing transformation within the KPS. Further, as Kothari (2004) observed, a study should conduct a pilot project bearing in mind that such pretesting will include relevance to the research purpose with economy in procedure. However, those respondents did not include the ones for the final study sample for the purpose of controlling the ultimate biasness in the final study.

Validity

Validity is the degree to which a measure precisely represents what it is supposed to.

According to Creswell (2006), validity is the degree to which results acquired from the process of analysis of the data actually embodies the phenomenon which is being studied. There are two types of validity namely, content validity and face validity. Face validity refers to probability that a question is misinterpreted or misunderstood. According to Cooper and Schindler (2006), pretesting is a suitable way which is used to enhance the prospect of face validity. On the other

hand, content validity which is also referred to as logical validity, is the degree to which a measure depicts all facets of a given social construct.

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are (Golafshani, 2003). It is critical to ensure that the researcher uses quality instruments while carrying out the study because the conclusions that the researcher make will be drawn on the information obtained using these instruments (Zohrabi, 2013). For this particular study, the researcher will apply content and internal validity. Content validity is whereby research instruments are reviewed by experts in the field of research (Gregory, 1992). Validity is not determined by a single statistic, but by a body of research that demonstrates the relationship between the test and the behavior it is intended to measure (Hunt & Sendhil, 2011). There are two main dimensions of validity namely internal and external validity.

In this study, the content validity was improved by seeking the opinions of experts in the field of the study, particularly the supervisors as well as other scholars. In addition, the face validity of the research instrument was improved by carrying out a pilot.

Reliability

Reliability is defined as the consistency of measurement or the degree to which an instrument gives the same results each time it is used on the same subjects under the same condition (Hair, Black, Babin, & Anderson, 2015). In this study, reliability of the research instrument was accessed by measuring the internal consistency of the responses. Brown (1997) observed that, there are three strategies for estimating reliability namely, test-retest reliability which is deployed in calculating a reliability estimate by administering a test on two occasions and calculating the correlation between the two sets of scores), equivalent forms reliability

which is used where reliability is calculated by administering two forms of a test and then calculate the correlation between the two sets of scores) and internal consistency reliability where reliability estimate is based on a single form of a test administered on a single occasion using one of the many available internal consistency equations.

Therefore, this study deployed Cronbach's Alpha Technique which was used to measure the internal consistency technique where Alpha values range from 0 to 1, with the reliability increasing as the alpha value increases. The commonly used coefficient in the acceptance of reliability is 0.6 to 0.7, with greater than or equal to 0.8 signifying a good reliability (Kothari, 2004). Nonetheless, the data which was obtained from the pilot test was not included in the actual study.

Operationalization of the study variables

The independent variables were change leadership and leadership efficacy while organizational culture was the moderating variable tested as described in Table 3.2. The dependent variable for this study was organizational transformation and were measured on a 5-Point Likert Scale according to the respondent's perceptions.

Table 3.3: Operationalization of the study variables

Construct	Nature of variable	Operational variable	Supporting Literature	Measurement scale	Scale	Questionnaire Items
Vision	Independent	Clear vision which is well casted	Kotter (1996), Eisenbach, Watson and Pillai (1999), Anderson and Anderson (2001)	Infer from questionnaire on 5- Point Likert scale	Ordinal	Question 12a
Goals and Objectives	Independent	Specific, measurable, attainable, realistic and time bound	Kotter (1996), Eisenbach, Watson and Pillai (1999), Anderson and Anderson (2001)	Infer from questionnaire on 5- Point Likert scale	Ordinal	Question 12b
Sense of Urgency	Independent	Capturing attention of key stakeholders	Kotter (1996), Eisenbach, Watson and Pillai (1999), Anderson and Anderson (2001)	Infer from questionnaire on 5- Point Likert Scale	Ordinal	Question 12c
Championing change	Independent	Communicating, taking risks and values driven	Kotter (1996), Eisenbach, Watson and Pillai (1999), Anderson and Anderson (2001)	5-Point Likert Scale	Ordinal	Question 12d
Mastery of experiences	Independent	Overcoming obstacles, resilient and perseverant	Bandura (1994), Carmer and Scheier (1998)	5-Point Likert Scale	Ordinal	Question 13a

Modeling and	Independent	Competences,	Bandura (1994),	5-Point Likert	Ordinal	Question 13b
influencing		capabilities	Avolio and	Scale		
			Luthans (2006)			
Persuading	Independent	Development of	Bandura (1994,	5-Point Likert	Ordinal	Question 13c
		social skills and	Mischel and	Scale		
		personal efficacy	Shoda (1998)			
Commitment	Independent	Dedicated and	Bandura (1994),	5-point Likert	Ordinal	13d
		involved	Shamir, House	Scale		
			and Arthur (1993)			
Values	Moderating	Morals, principles,	Schein (2004),	5-Point Likert	Ordinal	14a
	_	and standards	Ponder (2001)	Scale		
Beliefs	Moderating	Assumptions and	Schein (2004),	5-Point Likert	Ordinal	14b
		convictions	Osakina (2013)	Scale		
Norms	Moderating	A general model,	Schein (2004),	5-Point Likert	Ordinal	14c
		pattern, and standard	Sekaran (2000)	Scale		
Attitude	Moderating	Tendencies, feelings,	Schein (2004),	5-Point Likert	Ordinal	14d
		and disposition	Hood (2013)	Scale		

Data analysis

After collecting the data, they were coded to Statistical Package for Social Sciences (SPSS version 22). Thereafter, correctness of the data was checked through data cleaning process before proceeding with the analysis. The scale based variables were checked for internal consistency after which the scores were aggregated to obtain mean scores for each respondent per scale variable measure. The study used Descriptive and Inferential Statistical Techniques for the data analysis. Descriptive statistics provide the techniques of numerically and graphically presenting information that give a general depiction of the data which have been collected (Amin, 2005).

The study used descriptive statistics mainly in the performance of the demographic variables for the purpose of describing the respondents. These statistics included percentages, measures of central tendency (mean) and measures of dispersion (standard deviation) which were presented using frequency distribution tables and figures. In inferential statistics, correlation analysis and multiple regression analysis was used to assess relationships between dependent and independent variables. Pearson's correlation coefficient was used to test for Multicollinearity among the predictor variables.

As it is argued by Hair, Black, Babin, and Anderson (2015), multicollinearity is present when the model has multiple factors that have a correlation and not just to the response variable, but to each other. Therefore, this is an indication that one variable can be linearly predicted from the others. The correlation coefficient value (r) range from 0.10 to 0.29 and is considered weak, as from 0.30 to 0.49 is considered medium while that one from 0.50 to 1.0 is considered strong. The researcher was therefore to drop the variables which were strongly correlated. Scatter plot was used to check whether there was a linear relationship between the independent variables and

the dependent variable in the multiple regression models. If the relationship depicted in the scatter plot was not linear, the researcher had to either run a non-linear regression analysis or transform the data using logarithm of the original values. Further, to make inferences from an analysis, the assumption of normality for independent variable is important. Therefore, the study used quantile-quantile test plot (Q-Q plots) and Shapiro-Wilk test for normality test (Kothari, 2004).

A Q-Q test is a plot of percentile of a standard deviation against the corresponding percentile. The resulting plot should show an approximately straight line with a positive slope as a sign of normality (Keraro, 2014). Both the Q-Q and Shapiro Wilk tests are used to check whether residuals (errors) are approximately normally distributed. The test of normality is purposely conducted to ensure that all predictor variables are normally distributed before being subjected to a regression model. As Kothari (2004) posited, multiple regressions assume normal distribution and thus the predictor variables ought to be normally distributed.

Subsequently, the study carried out factor analysis on all items in each variable with an aim of controlling Common Method Variance. Chang, Van Witteloostuijn and Eden (2010) attributed Common Method Variance (CMV) which is the amount of unauthentic correlation between variables that are created by using the same method such as questionnaires to measure each variable to inflated or deflated findings. They argued that, CMV may lead to what they termed erroneous conclusions about relationships between variables. According to them, items which possess a factor loading that is below 0.4 does not meet the threshold for regression analysis and it should therefore be dropped.

Therefore, for the purpose of yielding the coefficient of determination (R^2) by indicating the degree of variance in the independent variables as a result of a combination of a number of predictors the study used the following regression model:-

$$y = a_0 + a_1 x_1 + a_2 x_2 + a_3 m + a_4 x_1 m + a_5 x_2 m + a_6 x_1 x_2 m + \varepsilon$$
(3.1)

Where:

y = Dependent variable (organizational transformation)

 a_0 = Constant term

 x_1 = change leadership (Independent variable 1)

 x_2 = leadership efficacy (Independent variable 2)

m = organizational culture (Moderating variable)

 a_1 = Coefficients of variables x_1, x_2, m , where i = 1, 2, ..., 6

 ε = Error term

In addition to the analysis that the study carried out, it aimed at establishing the moderating effect of organizational culture on change leadership and leadership efficacy on organizational transformation. In this case, the moderating variable was treated as a stabilizer variable. The relationship between the predicted variable and predictor variables was measured using multiple regression analysis presented as a model. The results of the measurement were then interpreted using Coefficient of determination (R²) to explain the percantage of dependent variable explained by the specific independent variable. In addition, the coefficients of the regression was used to show which predictor variable had a higher effect on the dependent variable. Further, T-test and F-statistic coefficients of variables and significance levels were used to test all the hypotheses using regression model as shown in table 3.4.

Table 3.4: Objectives, hypotheses and data analysis model

	Research objective	Hypothesis	Regression analysis model	Interpretation
1	To investigate the	H ₀ 1: There has been no	$y = a_0 + a_1 x_1 + \varepsilon$	R ² assessed how much change in
2	effect of change leadership on the transformation of the Kenya Police Service To determine the	significant relationship between change leadership (CL) and the transformation (T) of the Kenya Police Service H ₀ 2: There is no significant	y= transformation (T) a_0 = Constant term x_1 =change leadership (CL) a_1 = Coefficient of CL ε = Error term	transformation was in change leadership. F-test assessed the overall robustness significance of the regression model while T-test was used to test statistical significance R ² assessed how much change in
	effect of leadership efficacy on the transformation of the Kenya Police Service	relationship between leadership efficacy (LE) and the transformation (T) of the Kenya Police Service.	y= transformation (T) a_0 = Constant term x_2 =leadership efficacy (LE) a_2 = Coefficient of LE ε = Error term	transformation was due to leadership efficacy. F-test assessed the overall robustness significance of the regression model as the T-test was used to test statistical significance
3	To examine the moderating effect of organizational culture on change leadership in the transformation	H ₀ 3: organizational culture (OC) does not significantly moderate the relationship between change leadership (LC) and the	$y = a_0 + a_1x_1 + a_3m +$ $a_4x_1m + \varepsilon$ $y = \text{transformation (T)}$ $a_0 = \text{Constant term}$ $x_1 = \text{change leadership (CL)}$ $a_1 = \text{Coefficient of CL}$ $m = \text{organizational culture (OC)}$	R^2 assessed the percentage of y explained by x_1 and m . F-test assessed the overall robustness significance of the regression model while T-test was used in testing statistical significance

	of the Kenya Police Service.	transformation (T) of the Kenya Police Service.	a_3 = Coefficient of OC a_4 = Coefficient of CL*OC ε = Error term	of the moderating variable (OC) when combined with CL
4	To determine the moderating effect of organizational culture on leadership efficacy in the transformation of the Kenya Police Service.	H ₀ 4: organizational culture (OC) does not significantly moderate the relationship between leadership efficacy (LE) and the transformation (T) of the Kenya Police Service.	$y = a_0 + a_2x_2 + a_3m + a_5x_2m + \varepsilon$ y = transformation (T) $a_0 = \text{Constant term}$ $x_2 = \text{leadership efficacy (LE)}$ $a_2 = \text{Coefficient of LE}$ m = organizational culture (OC) $a_3 = \text{Coefficient of CC}$ $a_5 = \text{Coefficient of CL*OC}$ $\varepsilon = \text{Error term}$	R^2 assessed the percentage of y explained by x_2 and m . F-test assessed the overall robustness significance of the regression model. T-test was used to test statistical significance of the moderating variable (OC) when combined with LE
5	To investigate the moderating effect of organizational culture on change leadership, leadership efficacy in the transformation of the Kenya Police Service	H ₀ 5: organizational culture (OC) does not significantly moderate the relationship between change leadership (CL), leadership efficacy (LE) and the transformation (T) of the Kenya Police Service.	$y = a_0 + a_1x_1 + a_2x_2 + a_3m + a_6x_1x_2m + \varepsilon$ $y = \text{transformation (T)}$ $a_0 = \text{Constant term}$ $x_1 = \text{change leadership (CL)}$ $a_1 = \text{Coefficient of CL}$ $x_2 = \text{leadership efficacy (LE)}$ $a_1 = \text{Coefficient of LE}$ $m = \text{organizational culture (OC)}$ $a_3 = \text{Coefficient of OC}$ $a_6 = \text{Coefficient of OC}$ $\epsilon = \text{Error term}$	R^2 assessed the percentage of y explained by x_1, x_2 and m . F-test assessed the overall robustness significance of the regression model. T-test was used to test statistical significance of the moderating variable (OC) when combined with LE and CL

Assumptions of multiple linear regression

The purpose of screening data was to check all assumptions of the multiple linear regression model to include any residual plots, histograms, and normal P-P plots. Diagnostic tests assist in verifying the nature of the data and aids in specifying the model applicable for the study in order to ensure that the regression results are unbiased, consistent and efficient (Yihua, 2010). This study carried out relevant diagnostic tests before embarking on model estimation. The diagnostic tests were designed to check the assumptions relating to the ordinary least squares (OLS) panel regression model. The diagnostic tests relevant for this study were tests concerned with testing for violation of panel error assumptions relating to normality, heteroskedasticity, linearity and multicollinearity.

Testing for normality

An assumption of the OLS regression model that impacts the validity of all tests is that residuals behave normal (Oscar, 2007). Field (2009) describes Normality as a shape of the distribution which is symmetrical and pointy with a mean of zero and standard deviation of one. In statistics, normality tests are used to determine if the data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. It should be noted that, non-compliance normality for the study variables makes all subsequent regression statistical tests invalid (Hair et al., 2015). To determine whether the data do not follow a normal distribution, compare the p-value to the significance level. Usually, a significance level (denoted as α or alpha) of 0.05 works well. Between "non-normal" threshold of P=0.050 and P=0.100, is one more accepted than the other. This study used the Shapiro Wilk test, a non-graphical test for normality Therefore, in order to check for Normality

for the variables used in the Study, skewness and kurtosis statistics as well as the Kolmogorov-Smirnov (K-S) and Shapiro-Wilks (S-W) tests were used to check the distribution of the variables as recommended by Myoung (2008). A rule of thumb in statistics stipulates that a variable is reasonably close to normal if its skewness and kurtosis have values between -1.0 and + 1.0 (Hair, et al., 2015). Subsequently, the test rejects the hypothesis of normality when the p-value is less than or equal to 0.05 (Sharpiro & Wilk, 1965). These were used to detect departure from normality for each variable of interest (Mugenda, 2011). Normal Q-Q plot was used to give a visualized distribution of random variables.

Test of linearity

Linearity implies the rate of change between scores on two sets of variables is constant for the entire range of scores for the variables (Bai and Perron, 2008). It is therefore the consistent slope of change that represents the relationship between an independent variable and a dependent variable. In this study linearity was fixed by removing outliers (Bai & Perron, 2008). The study assumed linearity of the variables because outliers had been dropped. Levene statistic was used to test the null hypothesis for the homogeneity of variance that the variance of the dependent variable is equal across groups defined by the independent variable that is, the variance is homogeneous. This was meant to determine the distribution of the dependent variable for the groups defined by the independent variable.

Testing for heteroskedasticity

Heteroskedasticity refers to regression disturbances whose variances are not constant across observations (Greene, 2008). Heteroskedasticity arises in numerous applications, in both cross-section and time-series data thus causing the estimation results to be inefficient (Baltagi, 2005). This study chose the Breusch-Pagan test to test for heteroskedasticity. The null hypothesis

is that residuals are homoscedastic. Therefore, if the F statistic strongly rejects the null at least at 90% or 95% level of significance, this implies presence of heteroskedasticity.

According to Stock and Watson (2003) there are two ways to deal with the problem of heteroskedasticity, one is the use of heteroskedasticity-robust standard errors, and the other is the use of the weighted least squares. However the heteroskedasticity-robust standard errors method is the most preferred (Stock & Watson, 2003). The test assumes the functional relationship: $Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \epsilon$. The Consequences of Heteroskedasticity include; Unbiasedness, inefficiency in both small and large samples of the estimators besides the inapplicability of OLS estimator variance for hypothesis testing and prediction. This study will adopt Variance Inflation Factor (V.I.F). This study, measures by how much the variances are exaggerated or inflated, and can be computed from either the simple correlation coefficient or the partial correlation coefficient, i.e. The threshold for VIF value is less or equal to 10 (Filed, 2013).

Testing for multicollinearity

Multicollinearity occurs when a high correlation between two or more independent variables in a regression model exist (Field, 2009). With high collinearity, it is difficult to find the distinct effect of individual predictor variable on the dependent variable since it increases the standard error which affects the size of regression coefficients (Field, 2009). According to Kumari (2008), the existence of a linear relationship among the independent variables is called multicollinearity. Multicollinearity can cause large forecasting error and make it difficult to assess the relative importance of individual variables in the model.

Therefore, this study sought to test the predictor variables for compliance with the assumption of no Multicollinearity among the independent variables. Subsequently, in order to test for this phenomenon, the Study adopted the Variance Inflation Factor (VIF). As it is indicated

by Hair et al., (2015), if the VIF is more than 10 (VIF \geq 10) then it shows that there is Multicollinearity.

Data analysis and presentation

Firstly, the data from the data collection instruments were compiled and edited in Excel spreadsheet using an acceptable format to enable data analysis by SPSS. The researcher then analyzed the descriptive statistics for each of the study variables so as to get their mean and standard deviation. Afterwards, the researcher run the Pearson's correlation analysis in SPSS, so as to get the pairwise correlation matrix which helped determine the direction and strength of the relationship between the study variables. The researcher thereafter, run the OLS regression models and testing the fitness of the models by use of the F-statistics. The results for the F-statistics were used to gauge whether the regression models were fit for analysis.

Thereafter, the study carried out diagnostic tests for each of the OLS regression models so as to test whether the econometric assumptions relating to the OLS regression were met. The study constructed non-graphical tests for homoscedasticity, multicollinearity, normality and autocorrelation. The problem of heteroskedasticity found present in the OLS regression models for the direct effect, was dealt with by use of the Robust Standard Errors Technique. The OLS regression models for both the direct effect and moderation effect where then estimated and their results presented in tables for efficient interpretation.

Correlation was used to explore the relationship among group of variables using the person correlation. Kothari (2004) highlights that, the Pearson correlation coefficient is a measure of the strength of a linear association between two variables and is denoted by r. This Pearson correlation coefficient ranges between -1 to +1 with a value near zero indicating that there is no association between the two variables. He further observes that, a value greater than ± 0.5

indicates a positive association meaning that, as the value of one variable increases, so does the value of the other variable. A value less than zero indicates a negative correlation, that is, as the value of one variable decreases the value of the other variable also decreases.

Finally, the researcher used the results obtained from the estimated OLS regression models to test the research hypothesis of the study. The researcher tested hypothesis for both the direct and moderated OLS regression models so as to determine the strength of the relationship between the study variables. Afterward the study gave a comprehensive summary of the estimated regression results in tables for easy interpretation of the findings.

Ethical considerations

A study is deemed successful when it provides a solution to the research problem and when all research stakeholders are satisfied (Kothari, 2011; Cooper & Schindler, 2008; Mugenda & Mugenda, 2003). Subsequently, this study looked at the various ethical issues with a view to protecting the rights and privileges of the respondents and other parties of interest. Thus, the researcher asked for permission from the authorities who were key stakeholders for the purpose of assuring the respondents that information gathered would be handled with the confidentiality it deserved before the data collection exercise started.

Moreover, this was done in order to have the respondents understand that the information that they gave would strictly be used for the purpose of the study only. For the purpose of having the researcher remain professional and ethical, a personal letter of introduction where authority was obtained and a permit from the National Commission for Science, Technology and Innovation (NACOSTI) together with a letter of introduction from Pan Africa Christian University.

Chapter summary

In this chapter, the study has discussed the methodology which was adopted by the study and the research philosophy by describing the steps, procedures and approaches which were followed while executing the study. The chapter further looked at the research philosophy, research design, population, data collection methods, reliability and validity of measurement together with operationalization of research variables. The chapter further discusses the data collection instruments, methods of analyzing data and the data presentation as well as ethical considerations. The researcher's philosophy in this chapter was to develop new knowledge through ontology and epistemology. In the chapter, the researcher used Descriptive-Explanatory research design because the study was to collect data from a large organization, the Kenya Police Service and it was to be a one snap at a particular time and the researcher wanted to establish if there was significant association that existed among variables at some point in time.

Therefore, the study targeted all ranks of Police officers who were based at Vigilance

House Police headquarters who were 1349 in number. In order for the researcher to get the
sample size of the study, stratified sampling method was used in terms of clustering ranks in three
strata or sub populations which were more homogeneous. These strata included top level
leadership, middle level leadership and the lower cadre. Subsequently, the study adopted random
sampling method in each stratum, which enabled the researcher to get the sample size of 309
respondents after computing the sample size of the three strata.

Further, the researcher used a questionnaire as an instrument of data collection because it had advantage in terms of reaching out to a large number of people in a relatively easy and economical way. Ten percent of the questionnaires making a total of 30, was pretested at Jogoo House along Harambee Avenue which is the headquarters of the National Police Service for the

purpose of testing the validity and reliability of the questionnaire although the responses of the pretesting questionnaires were not used in the final study. Further, the researcher operationalized the study variables which included change leadership, leadership efficacy and organizational culture by measuring them using a 5 Point Likert Scale. The collected data were analyzed after having been coded to Statistical Package for Social Sciences (SPSS version 22) and cleaned. The study used descriptive statistics largely in the performance of the demographic variables for the purpose of describing the respondents as well as inferential statistics. Multicollinearity was also tested using Pearson's correlation coefficient among the predictor variables. Further, the study used quantile-quantile test plot (Q-Q plots) and Shapiro-Wilk test for normality test. Scatter plot was used to check whether there was a linear relationship between the independent variables and the dependent variable in the multiple regression models.

Further, for the purpose of yielding the coefficient of determination (R²) by indicating the degree of variance in the independent variables as a result of a combination of a number of predictors, a regression model 3.1 was deployed and in addition, the coefficients of the regression was used to show which predictor variables had a higher effect on the dependent variable, T-test and F-statistic coefficients of variables and significance levels was used to test all the hypothesis using regression model as shown in table 3.4. In order for the researcher to remain professional and ethical, a personal letter of introduction for the purpose of obtaining authority and a permit from the National Commission for Science, Technology and Innovation (NACOSTI) together with a letter of introduction from Pan Africa Christian University was written.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents the findings of the study and discussions of the results as it is outlined in the research methodology. The findings are on the influence of change leadership, leadership efficacy and organizational culture on the organizational transformation in the Kenya Police Service. The chapter further presents results on the extent to which organizational culture moderates the relationship between organizational transformations with the two constructs in this organization.

Additionally, the chapter contains results on the response rate, reliability analysis of the instrument, characteristics of the study variables and the influence of the three predictor variables on organizational transformation. Inferential statistics on the findings of correlation and regression analysis are also presented in this chapter together with the testing of hypotheses in determining the direction and significance on the relationship between the variables. The chapter concludes with a summary of the results on testing of the hypotheses.

Response rate

The researcher administered 309 questionnaires at the Kenya Police Service's headquarters, Vigilance House which is along Harambee Avenue in Nairobi city. In this case, out of the 309 questionnaires which were administered for the data collection to the target population, a total of 273 questionnaires accounting for 89% were returned. After data cleaning, only 269 questionnaires accounting for (87%) were used for the final analysis. 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 postulation, 87% response rate was thus rated as very good and suitable for the analysis.

Reliability test

The main objective of this study was based on measuring three constructs namely: change leadership, leadership efficacy and organizational culture in response to their influence on organizational transformation in the Kenya Police Service. Change leadership was measured using four questions and the scale had a high internal consistency as determined by Cronbach's Alpha value of 0.780. The second construct namely leadership efficacy had four questions in the scale and it also revealed a high internal consistency with a Cronbach's Alpha value of 0.836. Finally, organizational culture which was again measured using four questions had a Cronbach's Alpha value of 0.822. The results are presented in Table 4.1.

Table 4:1 Reliability coefficient

Variable	Cronbach's Alpha	No. of items	Comment
change leadership	0.780	4	Accepted
leadership efficacy	0.836	4	Accepted
organizational culture	0.822	4	Accepted

Source: Research data, 2018

The reliability of the paradigms was acceptable based on the rule of George and Mallery (2003) who ascertained that, Cronbach's Alpha value which is greater than 0.9 is considered excellent, value of 0.8 is deemed very well, while 0.7 is rated as good. Hair et al., (2015) pointed out that, in social sciences, a reliability value of 0.7 or more is considered acceptable. Subsequently, all the three predictor variables achieved a good composite reliability which was

within the acceptable threshold stipulated in social science researches. Thus, reliability of the questionnaire was confirmed and accepted altogether.

Demographic information

The study sought to establish the demographic information in relationship to understanding the dynamics of the study population and the influence of organizational transformation to the Kenya Police Service. The demographic information of the respondents included gender, rank in the Service, and number of years in the Service as well as the academic qualifications of the respondents.

Gender distribution

The study sought for information about the gender of the respondents. Therefore, data obtained from the field regarding the gender of the respondents were statistically analyzed and results represented in Table 4.2.

Table 4.2: Respondents' gender (n=269)

Gender	Frequency	Percent
Male	169	62.8
Female	100	37.2
Total	269	100

Source: Research data, 2018

The findings presented in Table 4.2 indicated that, 169 (62.8%) of the respondents were male while 100 (37.2%) were female. These results are an indication that, the data opinion presented in the study is from both genders. It can therefore be deduced that, male gender is the dominant in the Kenya Police Service and the gender distribution was above the threshold

stipulated in the Constitution of Kenya (2010) which requires either of the gender to be a 1/3 of the total population in a government institution.

Respondents' rank in the Service

The rank of the employees in the Kenya Police Service was considered important in this study since previous studies have also highlighted direct influence of employees' rank on organizational transformation. In this study, the respondents were asked to state their rank in the Service and the results are summarized in Table 4.3 which shows that, 6.3 % of the respondents were in the rank of Commissioner of Police to Inspector General, 32.4% in the rank of Inspector of Police to Senior Superintendent of Police, while 61.3% in the rank of a Police Constable to Senior Sergeant of Police. The main reason behind this huge number of lower cadre is that, officers in the category are junior in rank and have not been in the Service for long. It takes time for an officer to rise up the ranks. Additionally, the officers in the lower cadre are the ones who perform operational duties and therefore the need for that number. Boundless (2019) posits that, most organizations have three leadership levels which include first-level, middle-level, and top-level leadership. Further, he argues that, these leaders are classified according to the hierarchy of authority because they perform different tasks and generally, in many organizations, Boundless (2019) alludes that, the number of leaders in each level give the organization a pyramid structure.

Table 4.3: Respondents' rank in the Service

Rank	Frequency	Percent
Commissioner of Police to Inspector General	17	6.3
Inspector of Police to senior Superintendent of Police	87	32.4
Constable to Senior Sergeant	165	61.3
Total	269	100

Source: Research data, 2018

Respondents' length of service

The study sought to establish the respondents' length of service in the Service. The results showed that, the age group of the majority of respondents' length of service was above 20 years. This contributes to 25.7% of the studied population, followed by 22.7% age group of respondents lying between 6-10 years. Those who have served for a period between 16-20 years contributed to 19% of the total population while those who have served for a period between 11-15 years and 0-5 years accounted for 17.8% and 14.9% respectively as shown in Table 4.4. A study carried out by Koech (2016) showed that, officers who had served for 10 years and below were 46%, 20 years and below 22%, 30 years and below 23%, while those who had served for a period of 30 years and above were 9%. The two studies used stratified sampling method as the research design, although Koech (2016) used descriptive exploratory descriptive research design while this study deployed descriptive explanatory design. There is consistent in terms of length of service as the two studies showed.

Table 4.4: Respondents' length of service

Age	Frequency	Percent
Over 20 years	69	25.7
16-20 years	51	19.0
11-15 years	48	17.8
6-10 years	61	22.7
0-5 years	40	14.9
Total	269	100

Source: Research data, 2018

Respondents' academic qualifications

This study also sought information about the respondents' level of education. Therefore, the respondents were required to indicate their level of education during the time of the study. In this case, data obtained regarding the respondents' academic qualifications were statistically analyzed and results summarized in Table 4.5. The results indicated that, majority of the respondents (29.7%) had attained high school level as their highest level of education, followed by the respondents with diploma level of education (26.4%), while those with degree (graduates) as their highest education level represented 20.8% of the studied population.

Further, the results revealed that 13.8% of the respondents were still pursuing their degree (undergraduate) while 9.3% of the interviewed respondents had postgraduate level of education. These results are justifiable since recruitment of the lower cadre level focuses on high school level of education. Subsequently, for one to be promoted to higher rank in hierarchy, higher level of education becomes an added advantage.

Table 4.5: Respondents education level (n=269)

Qualification	Frequency	Percent
Postgraduate	25	9.3
Graduate	56	20.8
Undergraduate	37	13.8
Diploma	71	26.4
High School	80	29.7
Total	269	100

Source: Research data, 2018

Variables of the study

This section provides a general descriptive statistics of both the independent and moderating variables. The respondents were asked to evaluate from their own perspective various statements regarding change leadership, leadership efficacy and organizational culture in respect to organizational transformation in the Kenya Police Service. A Five Point Likert scale of 1-5 was used, where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree respectively.

Change leadership

Table 4.6 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 had 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 had 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. These results are in line with the work of Lyerly and Maxey (2000) who pointed out that, vision is a mental image of a possible and desirable future of a successful organization. According to them, vision plays a key role in producing useful change as it helps leadership in directing, aligning and inspiring actions on the part of the followership. The two further observed that, without an appropriate vision, transformational effort can easily dissolve into a list of confusing, incompatible and time consuming projects that go in the wrong direction or nowhere at all.

Table 4.6: Change leadership descriptive statistics

Change leadership	Mean	Std. dev	C. V	Overall
				Mean
The Kenya Police Service has clear vision in the ongoing	3.05	0.29	0.422	
Police reforms and change leadership initiatives				
The Kenya Police has clear goals and objectives in its	3.13	0.17	0.375	
organizational transformation initiatives				2.97
The Kenya Police Service top leadership has created a	2.81	0.18	0.419	
sense of urgency in its reform agenda				
	• • •	0.4	0.422	
The Kenya Police top leadership has championed the	2.87	0.24	0.433	
ongoing reforms in the Kenya Police Service				

Source: Research data, 2018

Leadership efficacy

The study sought to understand the descriptive pattern of the four parameters that formed a composite variable leadership efficacy. The results indicated that, high sense of commitment by top leadership on the transformational agenda of the Service had the highest mean of 2.85

followed by the persuasiveness of the top leadership in its quest for reforms with a mean of 2.83. In addition, top leadership exhibition of mastery experience and acting as a model and influencer of the transformational agenda had a mean of 2.77 and 2.75 respectively. The results clearly indicated a moderate effect of leadership efficacy on the transformational agenda with an overall mean of 2.80 as shown in Table 4.7. The results are confirmed in the study which was conducted by Sue (1998) which showed that, leadership efficacy has a positive relationship to employee readiness for organizational transformation. This implies that, other factors being constant, the higher the leadership efficacy in an organization, the more readiness for organizational transformation and employee exert better and higher performance.

Table 4.7: Leadership efficacy descriptive statistics

Leadership efficacy	Mean	Std. dev	C. V	Overall
				mean
The Kenya Police Service change leadership team	2.77	0.27	0.457	
exhibits mastery of experiences in the transformation of				
the Service				
The Kenya Police Service top leadership acts as a model	2.75	0.17	0.425	2.80
and an influencer in the transformation agenda of the				
Service				
The Kenya Police Service top leadership is persuasive in	2.83	0.18	0.418	
its quest for the Service reforms				
The Kenya Police Service top leadership has a high sense	2.85	0.22	0.426	
of commitment in the transformation agenda of the				
Service				

Source: Research data, 2018

Organizational culture

The study sought to establish the descriptive statistics for the four sub-variables forming the composite variable organizational culture. The results revealed that, both the attitude of the officers and having norms that embrace transformational agenda had a mean of 2.96. Subsequently, officers who embraced beliefs that promoted transformational agenda had a mean of 2.89 while, the response of the officers embracing values that were congruent to the transformational agenda had a mean of 2.85. In general, the four parameters measured the influence of organizational culture with an overall mean of 2.92 as indicated in Table 4.8 below.

Therefore, these results implied that, the four constructs used to measure the organizational culture had an average influence with both attitude and norms for the officers towards the transformational agenda been the most significant parameters influencing the organizational culture amongst the employees of the Service. Kamaamia (2016) noted that, organizational culture not only establish beliefs and attitudes, but also how work is organized, monitored and performed. Therefore, this perspective enhances employees' motivation in terms of remaining focused on their set goals and performance targets and also by ensuring that the organization has immersed sustainable competitive advantage in the long run.

Table 4.8: Organizational culture descriptive statistics

Organizational culture		Std. dev	C. V	Overall
				Mean
The Kenya Police Service embrace values that are	2.85	0.13	0.396	
congruent to the transformational agenda of the				
Service				
The Kenya Police Service has beliefs that promotes	2.89	0.08	0.373	2.92
the transformational agenda				
The Kenya Police Service has norms that embrace the	2.96	0.12	0.377	
transformational agenda initiative				
The attitude of the Kenya Police Service officers	2.96	0.31	0.440	
facilitates in the transformational agenda of the				
Service				

Source: Research data, 2018

Organizational transformation

The study sought to measure to what extent organizational transformation had been achieved. Although it is not easy to quantify the achieved organizational transformation, the study sought the opinion of the respondents toward the achieved success pegged on the preset independent variables namely change leadership and leadership efficacy moderated by organizational culture. This was achieved by taking an average of the four categorical research questions from the questionnaire which were based on whether the respondent was aware of the ongoing change initiative within the Kenya Police Service, if the ongoing reforms in the Service and change leadership had affected the respondent, whether leadership effectiveness had played a role in transforming the Service and finally whether the respondent believed that the Service's reform initiative would improve the performance of the Service. The average score for the four responses for each respondent was thus termed as the measure of the organizational

transformation for the respective respondent. The summary results for the calculated variable (organizational transformation) are presented in Table 4.9.

Table 4.9: Organizational transformation descriptive statistics

Variable	N	Mean	Std. dev	C. V
transformation	269	0.233	0.349	1.499

Inferential statistics

This section presents results of the inferential statistics based on correlation analysis used to measure the strength of the relationship between the independent variables namely; change leadership and leadership efficacy combined with organizational culture termed as the moderating variable of the study. Regression analysis was also used to establish the relative significance of each variable against organizational transformation and the moderating effect of organizational culture on change leadership, leadership efficacy and the combined effect of both the two independent variables.

Test of normality

Field (2009) described normality as a shape of the distribution which is symmetrical and pointy with a mean of zero and standard deviation of one. In statistics, normality tests are used to determine if the data set are well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. It should be noted that, non-compliance normality for the study variables make all subsequent regression statistical tests invalid (Hair et al., 2015).

Therefore, in order to check for normality of the variables used in the study, skewness and kurtosis statistics as well as the Kolmogorov-Smirnov (K-S) and Shapiro-Wilk (S-W) tests were

used to check the distribution of the variables as recommended by Myoung (2008). A rule of thumb in statistics stipulate that, a variable is reasonably close to normal if its skewness and kurtosis have values between -1.0 and +1.0 (Hair et al., 2015).

As the results indicate in Table 4.10, all the predictor variables had a skewness and kurtosis coefficients between -1.0 and + 1.0. Therefore, according to the rule of thumb as argued by Hair, et al. (2015), it was thus concluded that, the variables were normally distributed. Further, Kolmogorov-Smirnov (K-S) and Shapiro-Wilk (S-W) tests indicated that the coefficients of the K-S and S-W tests were insignificant as it is recommended by Field (2009). Therefore, if the test is not significant with the p-value being greater than the chosen alpha level (0.05), it is implied that, hypothetically, the data were obtained from a normally distributed population and they cannot be rejected. In this regard, the results of the test of normality on the variables showed that all the p-values were greater than the alpha level of 0.05. Thus, the data were normally distributed as displayed in the Q-Q plot in Figure 4.1.

Table 4.10: Test of normality

Variables			Kolmogo	mogorov-Smirnov		Shapiro-Wilk		
	Skewness	Kurtosis	Statistic	Df	Sig.	Statistic	Df	Sig.
Change leadership	0.074	0.318	0.162	268	0.075	0.865	268	0.564
Leadership efficacy	0.162	0.558	0.145	268	0.062	0.784	268	0.582
Organizational culture	0.050	0.385	0.078	268	0.054	0.978	268	0.653

Source: Research data, 2018

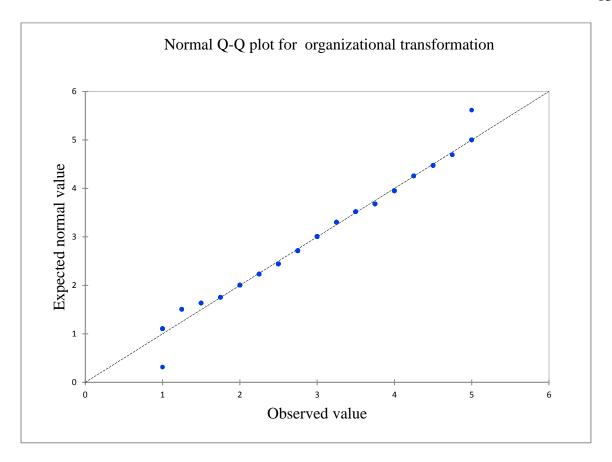


Figure 4.1: Q-Q Plot of the dependent variable

Test of multicollinearity

Multicollinearity occurs when a high correlation between two or more independent variables in a regression model exist (Field, 2009). With high collinearity, it is difficult to find the distinct effect of individual predictor variable on the dependent variable since it increases the standard error which affects the size of regression coefficients (Field, 2009). Therefore, this study sought to test the predictor variables for compliance with the assumption of no multicollinearity among the independent variables. In order to test for this phenomenon, the study adopted the Variance Inflation Factor (VIF) as stipulated by Hair, et al., (2015). According to them, if the VIF is greater than or equals to $10 \text{ (VIF} \ge 10)$, then it shows that there is multicollinearity. The results

in Table 4.11 shows that Variance Inflation Factors for all the variables in this study were less than 10, an indication that the variables did not suffer from multicollinearity.

Table 4.11: VIF test of multicollinearity

Variables	Collinearity statistic	cs
	Tolerance	VIF
Change leadership	0.49	2.02
Leadership efficacy	0.44	2.27
Organizational culture	0.51	1.96

Source: Research data, 2018

Correlation analysis

Kothari (2004) highlighted that, the Pearson correlation coefficient is a measure of the strength of a linear association between two variables and is denoted by r. This Pearson correlation coefficient ranges between -1 to +1 with a value near 0 indicating that there is no association between the two variables. He further observed that, a value greater than \pm 0.5 indicates a positive association meaning that, as the value of one variable increases, so does the value of the other variable. A value less than 0 indicates a negative correlation, that is, as the value of one variable decreases the value of the other variable also decreases.

The results in Table 4.12 are an indication that, all the predictor variables had a positive relationship between themselves at a significant level of 0.05. This implies that there was a strong positive relationship between change leadership and leadership efficacy (correlation coefficient 0.677), leadership efficacy and organizational culture (correlation coefficient 0.665) and between change leadership and organizational culture (correlation coefficient 0.612). In further support of these results, Jesus (2008) explored the relationship between change leadership and organizational

culture in a Nursing Unit at Acute care hospital and found a positive correlation. The findings clearly allude that, there is a very high similarity between organizational culture and change leadership as supported by the results from this study.

Table 4.12: Correlation coefficient analysis

		change	leadership	organizational
		leadership	efficacy	culture
Change leadership	Pearson correlation	1		
	Sig (2-tailed)			
	N	269		
Leadership efficacy	Pearson correlation	0.677**	1	
	Sig (2-tailed)	0.000		
	N	269	269	
Organizational	Pearson correlation	0.612**	0.665**	1
culture	Sig (2-tailed)	0.000	0.000	
	N	269	269	269
	N Pearson correlation Sig (2-tailed)	269 0.612** 0.000	0.665**	269

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

Source: Research data, 2018

Test of hypotheses and discussions

Change leadership and organizational transformation

The first objective was to investigate the effect of change leadership on the transformation of the Kenya Police Service. This objective had a corresponding hypothesis H_01 : There has been no significant relationship between change leadership and the transformation of the Kenya Police Service. A composite index of all change leadership aspects was computed and regressed to the combined influence of change leadership on organizational transformation. The results are presented in Table 4.13.

Table 4.13: Influence of change leadership on the organizational transformation agenda

MODEL SUMMARY								
Model	R	R square	Adjusted R square		Std. Erro estimate	r of the		
1	0.344 ^a	0.119	0.115		0.329			
	1	AN	OVA		l			
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						
	-	Coef	ficients	1				
Model	Unstandardiz coefficients	zed Std. Error	Standardized coefficient Beta					
	D	Stu. Ellol	Deta		Т	Sig		
1 (Constant)	0.609	-0.066			9.245	0.000		
change leadership	-0.127	0.021	-0.344		-5.995	0.000		

Predictors: (Constant), change leadership

Source: Research data, 2018

The results in Table 4.13 designate that, the influence of change leadership on organizational transformation is statistically significant (p<0.05). The results further show that, change leadership moderately correlates with organizational transformation with an R value of 0.344 reflecting a weak positive relationship. R squared depicts that, change leadership explains 11.9 % variation on organizational transformation. The remaining 88.1 % is explained by other factors not considered in this model. This proportion that is explained by change leadership resources was statistically significant (F=35.942, p<0.05). Thus, based on these results, H₀1 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 an inverse

negative change of 0.344 on organizational transformation agenda. The relationships are represented by the following equation:

$$y = 0.609 - 0.344x_1$$
....(i)

Where y= organizational transformation, x_1 = change leadership

In accordance to Belias and Koustelios (2014), change leadership needs to be transformational if it is aimed at serving the organization towards achieving the desired organizational vision. In many instances, the type of leadership required to change culture is transformational because culture change needs a lot of vigour and commitment to achieve the desired outcomes. This is further reflected from the results obtained from this study.

Leadership efficacy and organizational transformation

The second objective was to establish the influence of leadership efficacy on organizational transformation in the Kenya Police Service. This was supported by a hypothesis, H_02 : There is no significant relationship between leadership efficacy and the transformation of the Kenya Police Service. A composite variable for all leadership efficacy measured parameters was computed and a linear regression analysis was used to measure the collective influence of leadership efficacy on transformation in the Service. The results were presented in Table 4.14.

Table 4.14: Influence of leadership efficacy on the organizational transformation

MODEL SUMMARY									
Model	R	R squa	re	Adjusted R square		Std Error			
						of the estimate			
1	0.176 ^a	0.031		0.027		0.345			
			ANOVA						
Model	Sum of	df	Mean Square	F		Sig			
	squares								
Regression	1.015	1	1.015 8.540			0.004 ^a			
Residual	31.737	267	0.119						
Total	32.752	268							
	•	C	Coefficients						
	Unstandardize	d	Standardized						
Model	coefficients		coefficient						
	Beta	Std.	Beta		T	Sig			
		Error							
1 (Constant)	0.407	0.063			0.442	0.000			
leadership efficacy	-0.062	0.021	0.176		2.922	0.004			

Predictors: (Constant), leadership efficacy

Source: Research data, 2018

The results in Table 4.14 reflect a very weak positive correlation (0.176) between leadership efficacy and organizational transformation. R squared statistics elaborated that, 3.1% of organizational transformation variation was caused by the effect of leadership efficacy. The variation explained by leadership efficacy was statistically significant with a p-value of 0.004 at 95% confidence interval. Furthermore, this small variation is expected since leadership efficacy alone directly contributes minimal input towards organizational transformation as compared to change leadership which may result to improved service delivery by the introduction of new ideas

and techniques towards achieving the set goals and objectives. Therefore, based on the test statistics calculated, the null hypothesis H_02 was rejected and concluded that there was a fairly significant relationship between leadership efficacy and the transformation of the Kenya Police Service. Moreover, leadership efficacy had a positive coefficient value (Beta= 0.176). The study thus established that, a unit increase in leadership efficacy would lead to a direct increase of 0.176 change in organizational transformation as shown in the equation below.

$$y = 0.407 + 0.176x_2$$
 (i)

Where y= organizational transformation, x_2 = leadership efficacy

These results imply that, the leadership within the Kenya Police Service which is effective and efficient involves a demonstration of a high degree of commitment, self-motivation, persuasiveness and leading from experience. This scenario ensures that, the leadership of the Kenyan Police Service commits itself to its journey towards the transformational agenda of the Service. Further the results are consistent with the findings of Laura (2010) who concluded that, credible evidence links leadership self-efficacy (LSE) with the performance of an individual leader and the unit's collective efficacy and performance.

Moderating effect of organizational culture on change leadership

The third objective was to establish the moderating influence of organizational culture on the relationship between change leadership and organizational transformation in the Kenya Police Service. This was tested by a hypothesis, H_03 : organizational culture does not significantly moderate the relationship between change leadership and the transformation of the Kenya Police Service. Therefore, in order to establish the moderating influence of organizational culture between change leadership and organizational transformation, the effect was evaluated using stepwise regression and the results are presented in Table 4.15. The table contains summary

statistics for the respective models including ANOVA statistics for the regression analysis where model one shows the coefficient of the independent variable which is change leadership. Model two shows the statistics for the independent variable as well as the moderating variable, whereas model three shows the relationship of the independent variable and moderating variable with the interaction term.

Table 4.15 Moderating effect of organizational culture on change leadership

		I	MODEL S	SUMMARY					
Model	R		R	Adjusted R square		Std Error of the			
			square			estima	ate		
1	0.344 a		0.119	0.115		0.328	8		
2	0.345 ^b		0.119	0.112		0.329	4		
3	0.345°		0.119	0.109		0.330	0		
ANOVA									
Model	Sum of s	squares	df	Mean Square	F		Sig		
1 Regression	3.886		1	0.886	5.9	42	0.000^{a}		
Residual	28.866		267	0.108					
Total	32.752		268						
2 Regression	3.889		2	0.945	7.9	21	0.000 b		
Residual	28.863		266	0.109					
Total	32.752		268						
3 Regression	3.897		3	0.299	1.9	31	0.000 °		
Residual	28.855		265	0.109					
Total	32.752		268						
			Coeff	ficients					
		Unstand	lardized	Standardized					
Model		coeffici	ents	coefficient					

	В	Std.	Beta	Т	Sig
		Error			
1 (Constant)	0.609	0.066		9.245	0.000
change leadership	-0.127	0.021	-0.344	-5.995	0.000
2 (Constant)	0.603	0.073		8.322	0.000
change leadership	-0.130	0.027	-0.352	-4.840	0.000
organizational culture	0.005	0.027	0.013	.174	0.862
3 (Constant)	0.644	0.163		3.940	0.000
change leadership	-0.143	0.057	-0.389	-2.538	0.012
organizational culture	-0.011	0.063	-0.029	-0.174	0.862
Interaction Term	0.005	0.018	0.073	0.275	0.783

a. Predictors: (constant), change leadership

From the results in Table 4.15, model one revealed that, R squared=0.119 while the introduction of the moderating variable (organizational culture) slightly showed a significant improvement. This implies that, there is a moderating effect of organizational culture on the relationship between change leadership and organizational transformation. Thus, interaction between change leadership and organizational culture explains 11.9 percent of the organizational transformation while the remaining 88.1 percent was explained by other factors which were not included in the model. From Model three, a unit change in the interaction term yielded a 0.073 positive change in organizational transformation although not statistically significant. This can be explained by the p-value of 0.783 which is greater than the critical p-value. Further, this is supported by the t-statistic value whereby t calculated=0.275 < t critical =1.96 at a 95% confidence level which depicts that we reject the null hypothesis. Equations for the three models generated were presented below. These results are in agreement with Hitt et al., (2007) who

b. Predictors: (constant), change leadership, organizational culture

c. Predictors: (constant), change leadership, organizational culture, interaction term Source: Research data, 2018

pointed out that, organizational transformation positively contributes to the overall performance of an institution's demands. They stated that, an effective organizational culture is a means of exploiting core competencies and the establishment of ethical practices and balanced organizational controls. Thus, moderating the influence of change leadership towards organizational transformation using organizational culture significantly improves the influence as shown by the results from this study.

$$y = 0.609 - 0.344x_1$$
....(i)

$$y = 0.603 - 0.352x_1 + 0.013x_3.$$
 (ii)

$$y = 0.644 + 0.389x_1 - 0.029x_3 + 0.073x_1x_3$$
 (iii)

Where y= organizational transformation, x_1 = change leadership, x_3 = organizational culture

Moderating effect of organizational culture on leadership efficacy

The fourth objective was to establish the moderating effect of organizational culture on the relationship between leadership efficacy and organizational transformation in the Kenya Police Service using a hypothesis, *Ho4: organizational culture does not significantly moderate the relationship between leadership efficacy and the transformation of the Kenya Police Service*. Results in Table 4.16 indicated that, the independent variable which is leadership efficacy gave R squared of 0.031 while the introduction of the moderating variable in the model shows a marginal increase to 0.045. It means that, the moderating effect of organizational culture on the relationship between leadership efficacy and organizational transformation contributed to 4.5 percent of performance. This implies that, the remaining 95.5 percent is accounted for by other factors which are not considered in the study. The results further highlights that, there is an equally marginal positive increase in the correlation from 0.176 to 0.213 by introducing the moderating variable.

Further, the interaction term which defines moderating aspect was not statistically significant (p=0.585). Thus, in this case, the overall significance of the Model with moderating effect indicated a p-value of 0.006 (model two) which is less than 0.05. Therefore, it was concluded that, organizational culture has a statistically significant moderating effect in the relationship between leadership efficacy and organizational transformation in the Kenya Police Service. The coefficients of the moderation are presented in Table 4.16.

Table 4.16: Moderating effect of organizational culture on leadership efficacy

MODEL SUMMARY									
Model	R	R square	Adjusted R square	Std Error	of the				
1	0.176 ^a	0.031	0.027	0.3448					
2	0.210 b	0.044	0.037	0.3431					
3	0.213 °	0.045	0.034	0.3435					
	ANOVA								
Model	Sum of squares	df	Mean Square	F	Sig				
1 Regression	0.015	2		8.540	0.004 ^a				
Residual	1.737	267	1.015						
Total	2.752	268	0.119						
2 Regression	0.446	2		6.145	0.002 b				
Residual	1.306	266	0.723						
Total	2.752	268	0.118						
3 Regression	0.482	3		4.185	0.006 °				
Residual	0.270	265	0.494						
Total	2.752	268	0.118						

Coefficients					
	Unstandardized		Standardized		
Model	coefficients		coefficient		
	В	Std. Error	Beta	Т	Sig
1 (Constant)	0.407	0.063		6.442	0.000
leadership efficacy	-0.062	0.021	-0.176	-2.922	0.004
2 (Constant)	0.472	0.071		6.604	0.000
leadership efficacy	-0.026	0.028	-0.074	-0.919	0.359
organizational culture	-0.057	0.030	0.154	-1.914	0.057
3 (Constant)	0.393	0.160		2.453	0.015
leadership efficacy	0.003	0.061	0.009	0.054	0.957
organizational culture	-0.027	0.062	-0.073	-0.438	0.662
Interaction Term	-0.010	0.019	-0.153	-0.546	0.585

- a. Predictors: (constant), leadership efficacy
- b. Predictors: (constant), leadership efficacy, organizational culture
- c. Predictors: (constant), leadership efficacy, organizational culture, interaction term Source: Research data, 2018

The regression results for the moderating effect of organizational culture on leadership efficacy are summarized in the equations presented below.

$$y = 0.407 - 0.176x_2$$
....(i)

$$y = 0.472 - 0.074x2_1 + 0.154m.$$
 (ii)

$$y = 0.393 + 0.009x_2 - 0.073m - 0.153x_2m$$
.....(iii)

Where y= organizational transformation, x_2 = leadership efficacy, m= organizational culture.

These results showed that organizational culture plays an intermediary role between leadership efficacy and organizational transformation. The study further highlighted that, the effect of competitive culture is more than social and bureaucratic culture. Therefore, we must develop the competitive culture for an enhanced growth and excellence in order to gain effective

organizational transformation. In addition to the findings of Shoghi (2012), these results are also congruent with research findings of Cemal, Öznur, Ertosun, Zehirc, and Müceldilid (2011).

Moderating effect of organizational culture on change leadership and leadership efficacy

The fifth objective was to establish the moderating effect of organizational culture on the
relationship between change leadership, leadership efficacy and the transformation of the Kenya
Police Service using a hypothesis, H_05 : organizational culture does not significantly moderate the
relationship between change leadership, leadership efficacy and the transformation of the Kenya
Police Service. The results in table 4.17 shows that, introduction of the moderating variable
organizational culture slightly improved R squared from 0.125 to 0.126 an implication that, the
interaction of the moderating term explains 12.6 percent influence on the transformation of the
Kenya Police Service. This was further supported by p-value which was less than 0.05 depicting
that, the null hypothesis was rejected, a perspective which implied that, there was a significant
moderating effect of the organizational culture on the two defined predictor variables. In addition,
the coefficient of regression from the model depicts that, a unit increase on the Interaction Term
leads to a respective 0.032 decrease in the transformation of the Kenya Police Service.

Table 4.17: Moderating effect of organizational culture on change leadership and leadership efficacy

Model Summary								
Model R		R square	Adjusted R	Std Error of the				
				square	estima	ite		
1	0.353	a	0.125	0.118	0.3283	3		
2	0.354	b	0.125	0.115	0.3288	3		
3	0.354	С	0.126	0.112	0.3294	ļ.		
	L		ANOV	/A				
Model	Sum	of squares	df	Mean Square	F		Sig	
1 Regression	4.084	-	2		18.949)	0.00	00 ^a
Residual	28.66	58	266	2.042				
Total	32.75	52	268	0.108				
2 Regression	4.107	,	3		12.664	1	0.00	00 b
Residual	28.64	-5	265	1.369				
Total	32.75	52	268	.108				
3 Regression	4.111		4		9.474		0.00	00°
Residual	28.64	-1	264	1.028				
Total	32.75	52	268	0.108				
			Coeffici	ents				
		Unstanda	rdized	Standardized				
Model		coefficien	ts	coefficient				
		В	Std.	Beta		Т		Sig
			Error					
1 (Constant) 0		0.582	0.069			8.4	97	0.000
change leadership 0.153		0.029	-0.416		-5.3	337	0.000	
leadership efficacy 0.037		0.037	0.028	0.106		1.3	58	0.176
2 (Constant) 0.:		0.593	0.073			8.1	58	0.000
change leadership		0.149	0.030	0.405		-4.9	961	0.000

leadership efficacy	0.043	0.031	0.123	1.419	0.157
organizational culture	0.014	0.030	-0.037	-0.454	0.650
3 (Constant)	0.571	0.133		4.290	0.000
change leadership	0.146	0.035	-0.393	-4.123	0.000
leadership efficacy	0.048	0.038	0.135	1.270	0.205
organizational culture	0.009	0.037	-0.025	-0.254	0.800
Interaction term	0.000	0.002	-0.032	-0.202	0.840

- a. Predictors (constant), change leadership, leadership efficacy
- b. Predictors (constant), change leadership, leadership efficacy, organizational culture
- c. Predictors (constant), change leadership, leadership efficacy, organizational culture, Interaction Term

Source: Research data, 2018

The results in Table 4.17 show beta coefficients of moderation of organizational culture on the relationship between change leadership and leadership efficacy on the transformation of the Kenya Police Service. Model one shows the coefficient of the dependent variable (organizational transformation) and independent variables (change leadership & leadership efficacy). Model two shows the independent variables, moderator (organizational culture) and dependent variable. Model three shows the relationship of the moderator with the interaction term. The relationships were represented by the following equations:

$$y = 0.582 - 0.416x_1 + 0.106x_2...$$
 (i)

$$y = 0.593 + 0.405x_1 + 0.123x_2 - 0.037x_3...$$
 (ii)

$$y = 0.571 - 0.393x_1 + 0.135x_2 - 0.025m - 0.032x_1m$$
....(iii)

Where y= organizational transformation, x_1 = change leadership, x_2 = leadership efficacy, m= organizational culture

The essence of the relationship between organizational culture and change leadership has implications in terms of leadership as depicted by Sharma and Sharma (2010). Strong organizational culture enhance both employees' and organizational effectiveness when supported

by timely leadership efficacy since they perceive that their actions are freely chosen. Thus, organizational culture exhibits characteristics of accountability, collaboration, decentralized leadership, alignment and adaptability holding the key to successful organizational transformation. In addition, results from this study support the importance of organizational culture in moderating the factors influencing optimal organizational transformation.

Consequently, to summarize the relationship between the two independent variables combined with the moderating effect of organizational culture towards organizational transformation of the Kenya Police Service, the overall regression model for the study was presented in the equation 4.1 below.

$$y = 0.668 - 0.238x_1 + 0.112x_2 - 0.089m + 0.048x_1m - 0.009x_2m - 0.005x_1x_2m$$
 (4.1)

Where y= organizational transformation, x_1 = change leadership, x_2 = leadership efficacy, m= organizational culture

Results summary on the test of hypotheses

To summarize the findings on the objectives of the study based on the stipulated hypotheses, the summary results on the test of the hypotheses and interpretations are presented in Table 4.18. The rule of thumb was to reject the null hypothesis if the independent variable had a significant relationship with the dependent variable. This significance was tested at a critical p-value of 0.05.

Table 4.18: Summary Statistics and Interpretations of Hypotheses Testing

Objective	Hypothesis	P-value	Comment
1	H ₀ 1: There has been no significant relationship between change leadership (CL) and the transformation (T) of the Kenya Police Service	0.000	Reject the null hypothesis and conclude that change leadership has a significant relationship with the transformation of the Kenya Police Service
2	H ₀ 2: There is no significant relationship between leadership efficacy (LE) and the transformation (T) of the Kenya Police Service.	0.004	Reject the null hypothesis and conclude that leadership efficacy has a significant effect on organizational transformation
3	H ₀ 3: organizational culture (OC) does not significantly moderate the relationship between change leadership (LC) and the transformation (T) of the Kenya Police Service.	0.000	Reject null hypothesis and conclude that organizational culture moderates the relationship between change leadership and the transformation of the Kenya Police Service
4	H ₀ 4: organizational culture (OC) does not significantly moderate the relationship between leadership	0.006	Reject the null hypothesis and conclude that organizational culture has a

	efficacy (LE) and the transformation (T) of the Kenya Police Service.		significant moderating aspect between leadership efficacy and the transformation of Kenya Police Service
5	H ₀ 5: organizational culture (OC) does not significantly moderate the relationship between change leadership (CL), leadership efficacy (LE) and the transformation (T) of the Kenya Police Service.	0.000	Reject the null hypothesis and conclude that organizational culture has a moderating effect on change leadership, leadership efficacy and the transformation of the Kenya Police Service

Source: Research data, 2018

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS, AND AREAS FOR FURTHER RESEARCH

Introduction

This chapter is a summary of the findings and conclusions of the study which were arrived at as well as the recommendations for future studies. The research investigated the effects of change leadership, leadership efficacy, organizational culture and the transformation of the Kenya Police Service. In this case, summary of the key findings based on the study's objectives are presented and discussed under summary of the findings. Subsequently, the chapter draws conclusions from the findings and makes recommendations on how the transformational agenda can be enhanced in the Kenya Police Service. Finally, the chapter highlights the research gaps that call for a further research.

Summary of the findings

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 worthy to acknowledge that, transforming an organization is a process which is depended on various parameters where change leadership, leadership efficacy and organizational culture are believed to be amongst the most important paradigms in defining the magnitude of organizational transformational in any organization (Higgins, 2010). Largely, the objective of this study was to establish the influence of these three constructs on the transformation of the Kenya Police Service.

In this regard, scholars 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. The first objective was to establish the influence of change leadership on the transformation of the Kenya Police Service. The results from the study indicated that, indeed change leadership has a significant relationship as far as the 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.

Further as explained by Kottler (1998), commitment and support of the top leadership are essential elements of successful change implementation as a powerful guiding coalition begins with a powerful person in the organization. Otherwise, the intended change may not be possible. He adds that, the more people in position of power believe in the new vision, the stronger the chances are for any success since strong coalition in form of a forceful team of members who strongly believe in change and its benefits to the organization is necessary. Therefore, the support of the whole group is necessary, but the support of the most powerful who are the top management is crucial (Jones, 2004). Woodward and Hendry (2004) state that, top leadership need to earn trust of employees as their distrust may lead employees to focus on individual interests than holistically on organizational interests as the line of sight regarding change can be drastically different between leaders and employees.

Deal and Kennedy (2000) on the other hand say that through their positions, leaders may shift key players and may articulate objectives and goals but culture will filter and perhaps distort the messages so they fit within the outline accepted by the organization. Carson (1999) continued

to support this line of thought by arguing that leaders must be the ones on the frontline of change and it is their responsibility to prepare employees, frontline and midlevel leaders for the change that the organization and environment will demand for survival. They are all in agreement that top leadership involvement is crucial for change to be successful. Further, 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.

The second objective of this study was to evaluate the influence of leadership efficacy on the transformation of Kenya Police Service. Leadership Self-efficacy, as it is elucidated by Bandura (1986) is an impression depicting an individual's belief in terms of the ability which enables him or her to face specific tasks or situations effectively. In this study, this was measured by persuasiveness, high sense of commitment, experience and the ability of leadership within the Service for the purpose of influencing its transformational agenda.

Further, results in this study depicted that, high sense of commitment was the major parameter contributing to leadership efficacy as far as the transformational agenda is concerned. More so, the results largely showed that, leadership efficacy had a moderate significant influence on the transformational agenda. This can be attributed to the zeal exhibited by the leadership by leading from the front with a view to ensuring effective, quality and timely service delivery with minimum supervision.

The third and fourth objectives were evaluating the moderating effect of organizational culture on change leadership and leadership efficacy respectively. Moreover, although there has been underlying assumptions about the role of both change leadership and leadership efficacy in

an organizational setup, little is known about the mediating role of organizational culture into to its relationship with organizational transformation.

The study further evaluated the mediation effect of the organizational culture. It thus defined organizational culture as a system where assumptions, values, practices and beliefs that help individuals in understanding which behaviors are and are not appropriate within an organization are shared. It is clearly evident from the test of the statistics of the hypotheses that organizational culture had a moderating influence for the two predictor variables mentioned above. Subsequently, the inclusion of the moderating variable in the respective models proved to improve variation in which transformation of the Police Service is influenced by the two parameters which are change leadership and leadership efficacy.

The results obtained are consistent with the previous findings by Elshanti (2017) which showed that, organizational culture mediates/moderates the relationship between change leadership and organizational transformation. He further expounded that, indeed increased knowledge in organizational culture provide leaders with special insights regarding organizational culture for the purpose of ensuring that there is a continued organizational transformation.

Therefore, descriptive statistics on the feedback of the respondents regarding the constructs of organizational culture depicted positive attitude and existence of the norms that embrace the transformational agenda which significantly plays a key role of the organizational culture being amongst the driving forces towards organizational transformation. These results are supported by Hitt, Ireland and Hoskisson, (2007) who pointed out that, organizational transformation positively contributes to the overall performance of an institution's demands for an effective organizational culture as a means of exploiting core competencies and the establishment of ethical practices and balanced organizational controls.

The last objective evaluated the moderating factor of the organizational culture on the combined effect of change leadership and leadership efficacy towards the transformational agenda of the Kenya Police Service. Therefore, using simple linear regression, it was established that, the three parameters mentioned above significantly influenced the transformational initiative within the Kenya Police Service. Moreover, on introducing the moderating aspect of organizational culture, the influence was further improved, this being an indication that, the moderating factor brought a new dimension of culture in relation to change leadership and leadership efficacy. This is supported by the results of a research which was conducted by Koech (2016) which found out that, the Kenya Police Service should be rebranded for the purpose of embracing new organizational culture for the purpose of promoting improved working relationship which is geared toward enhanced service delivery.

Subsequently, owing to the results of the study, it can be established that, all the two independent variables had some influence on the transformational agenda of the Kenya Police Service. In addition, it was found out that, the introduction of the organizational culture moderated the influence further.

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 put more efforts in 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 ongoing reforms in the Service are being regarded amongst the major driving forces in terms of achieving quality service delivery.

Further, the study also concluded that, leadership efficacy is critical in organizational transformation. Thus, the effective and efficient leadership within the Kenya Police Service is a demonstration of a high degree of commitment, self-motivation, persuasiveness enhance by leading from experience. This ensures that, the leadership of the Kenyan Police Service commits itself to its journey towards the transformational agenda of the Service.

In addition, the study concluded that, organizational culture has a moderating effect between change leadership and organizational transformation. This was supported by the fact that organizational values, beliefs, attitudes and behaviors play a very significant role in determining whether an organization succeeds in its change leadership initiatives.

The study further concluded that, organizational culture has a moderating effect on leadership efficacy in the transformational efforts of the Kenya Police Service. This is based on the T-test of the study which found out that there is significant relationship between organizational culture and leadership efficacy in the organizational transformation of the Kenya Police Service.

Finally the study concluded that, organizational culture is a critical factor in making sure that both change leadership and leadership efficacy lead to successful organizational transformation endeavors within the Kenya Police Service. Therefore, it is necessary to put up measures that ensure a continued effective organizational culture that promotes best practices in embracing change leadership as well as promoting leadership efficacy. Further, this study depicts the importance of incorporating constructs of organizational culture in establishing the factors that promote organizational growth for the sake of ensuring that goals as well as objectives which are set are in alignment with the organizational strategic plan for a sustained transformation.

Recommendations

Based on the findings above, it is recommended that, in order to achieve effective organizational transformation, the leadership of the KPS should be visionary and focus on the ongoing Police reforms. The goals and objectives should remain clear and shared by all the stakeholders and a sense of urgency in the ongoing reforms should be created.

Additionally, the leadership of the KPS should exhibit mastery of experiences in the transformational agenda. This can be realized through the leadership of the Service being a model by influencing the followers in terms of showing them a clear direction and also making them understand need for taking the said direction. Further, there is need for the leadership of KPS to ensure that it exercises persuasiveness in its quest for the ongoing reforms by remaining steadfast in terms of being committed to the transformational agenda.

Further, it is very important to ensure that, the leadership of the KPS embrace values that are consistent to the transformational initiative. This should go hand in hand with upholding the beliefs, norms and attitudes that are aligned to the ongoing transformational agenda. Thus, organizational culture is a key variable which should be looked at and embraced because it plays a very critical role in creating a conducive environment for organizational transformation.

Areas for further study

The study focused on the effect of change leadership, leadership efficacy moderated by organizational culture in the transformation of the Kenya Police Service. This limits generalization of the study results to other institutions. However, there is still need for future research to explore other variables which are not included in this study such as employees' level of motivation as well as their training in relation to organizational culture which has been

highlighted as one of the important aspects in the transformational agenda. Secondly, this study was cross-sectional in nature. Therefore, future research should consider alternative approach such as longitudinal data collection method to understand the cause and effect relationship with time lags.

In addition, organizational culture played the moderating role in the study. Future study may consider looking at a specific construct which forms organizational culture with a view to establishing its moderating influence on the parameters of change leadership and leadership efficacy which are significantly attributed to the influence of the transformational initiative of the Kenya Police Service. Further, it would be interesting to introduce organizational performance as a measure towards achieving the optimal transformational agenda.

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APPENDICES

Appendix 1: Questionnaire

Dear Respondent,

This questionnaire is designed for data collection on constructs of change leadership, leadership efficacy, and organizational culture in the transformation of the Kenya Police Service. Kindly note that, the information which will be gathered shall be managed with a lot of confidentiality and it will be used strictly for academic research. Please tick the appropriate response to the best of your knowledge and ability.

Se	ction A: Demographic In	nformation				
1.	Gender Male [] Fe	male []				
2.	Rank in the Service					
	Constable to Senior Sergeant					
	Inspector of Police to Senior Superintended of Police					
	Commissioner of Police to Inspector General					
3.	Length of Service					
	0-5 years	[]				
	6– 10 years	[]				
	11–15 years	[]				
	16–20 years	[]				
	Over 20 years	[]				

4.	Level of Education							
	High School	[]						
	Diploma	[]						
	Undergraduate	[]						
	Graduate	[]						
	Post Graduate	[]						
5.	Are you aware of the	ongoing Police reforms and change Initiatives in the Kenya Police						
Service? Yes \(\subseteq \text{No} \subseteq \)								
6.	Have the Police refor	ave the Police reforms and change leadership Initiatives affected you in any way?						
	Yes No No							
7.	. The Police reforms and change leadership Initiatives will improve the performance of the							
	Kenya Police Service	Yes [] No []						
8. The ongoing Kenya Police Reforms and change leadership Initiatives will transform								
	Kenya Police Service to a more humane and modern Police Service. Yes No							
9.	Do you believe that le	eadership effectiveness has played a role in transforming the Kenya						
	Police Service? Yes \(\subseteq \text{No} \subseteq \)							
Sec	ction B: change leader	ship						
On	e aspect of organization	onal transformation in this study is change leadership. Please provide						
you	ur answers to question	s to the best of your knowledge.						
10.	Please tick ($$) your a	dergraduate [] duate [] duate [] t Graduate [] e you aware of the ongoing Police reforms and change Initiatives in the Kenya Police vice? Yes □ No □ we the Police reforms and change leadership Initiatives affected you in any way? E Police reforms and change leadership Initiatives will improve the performance of the nya Police Service Yes [] No [] e ongoing Kenya Police Reforms and change leadership Initiatives will transform the nya Police Service to a more humane and modern Police Service. Yes □ No □ you believe that leadership effectiveness has played a role in transforming the Kenya						
	Disagree, 3= Not Sur	e, 4= Agree, 5= Strongly Agree						

		1	2	3	4	5
a)	The Kenya Police Service has clear Vision in the ongoing					
	Police reforms and change leadership Initiatives					
b)	The Kenya Police has clear goals and objectives in its					
	organizational transformation initiatives					
c)	The Kenya Police Service top leadership has created a					
	sense of urgency in its reform agenda					
d)	The Kenya Police top leadership has championed the					
	ongoing reforms in the Kenya Police Service					

Section C: leadership efficacy

Another aspect of this study is leadership efficacy. Please provide answers to questions in this section to the best of your knowledge.

11. On a scale of 1-5 where 1= Strongly Disagree, 2= Disagree, 3= Not Sure, 4= Agree, 5= Strongly Agree, to what extent do the following statements apply with respect to organizational transformation

	1	1	2	3	4	5
a) The Kenya Police Service change leadership team exhibits master experiences in the transformation of the Service	y of					
b) The Kenya Police Service top leadership acts as a model and an influencer in the transformation agenda of the Service						

c)	The Kenya Police Service top leadership is persuasive in its quest for			
	the Service reforms			
d)	The Kenya Police Service top leadership has a high sense of			
	commitment in the transformation agenda of the Service			

Section D: organizational culture

The following statements relate to the effect of organizational culture on organizational transformation. Please provide answers to the various questions in this section.

12. Tick $\sqrt{}$ your appropriate answer in the scale of 1 – 5, where 1= Not at all, 2= Less Extent, 3= Moderate Extent, 4= Large Extent, 5= Very Large Extent

		1	2	3	4	5
a)	The Kenya Police Service embrace values that are					
	congruent to the transformational agenda of the Service					
b)	The Kenya Police Service has beliefs that promotes the					
	transformational agenda					
c)	The Kenya Police Service has norms that embrace the					
	transformational agenda initiative					
d)	The attitude of the Kenya Police Service officers					
	facilitate in the transformational agenda of the Service					

THANK YOU!

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Appendix II: Personal Letter of Introduction

Meshack Musyoki Mutungi, Pan Africa Christian University, Department of leadership, P.O BOX 56875-00200, Nairobi. Kenya. 25th April 2018

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To whom it may concern

Dear Sir/Madam,

RE: CHANGE LEADERSHIP, LEADERSHIP EFFICACY, ORGANIZATIONAL CULTURE AND TRANSFORMATION OF THE KENYA POLICE SERVICE.

I am a Doctor of Philosophy (PhD) student in the School of leadership, Business and Technology, Department of leadership at Pan Africa Christian University. In order for me to complete my studies, I am required to undertake an academic study on a relevant topic. I am therefore conducting my study on change leadership, leadership efficacy, organizational culture and transformation of the Kenya Police Service. In this regard, you have been chosen as a key respondent to the study and I therefore request you to participate in it by responding to the questions which are in the attached questionnaire. The information which will be gathered will be treated with utmost confidentiality and will be strictly used for the purpose of this study.

Yours sincerely,

Meshack Musyoki Mutungi,

Ph.D. Candidate

Email:musyokimutungi@gmail.com

Your support and cooperation will be highly appreciated.

Mobile Number: +254 722839166

Appendix III: Letter of Introduction from the University

20th July, 2018



P.O. Box 56875 - 00200 Nairobi, Kenya Lumumba Drive, Roysambu off Kamiti Rd, off Thika Rd Tel: 0734 400694/0721 932050 Email: enquiries@pacuniversity.ac.ke website: www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE FOR MESHACK MUSYOKI MUTUNGI REG. NO: POLD/6943/16

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Doctor of Philosophy in Organizational Leadership.

He is at the final stage of the programme and he is preparing to collect data to enable him finalise on his thesis. The thesis title is "Change Leadership, Leadership Efficacy, Organizational Culture and Transformation of the Kenya Police Service"

We therefore, kindly request that you allow him conduct research at your organization.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY

REGISTRAR

P. O. Box 56875 - 00200. TEL: 0721 932050' 0734 400694 NAIROBI.KENYA

Dr. Lilian Vikiru

dagage

Registrar Academic Affairs
Pan Africa Christian University
Lumumba Drive, Roysambu, off Kamiti Rd. off Thika Rd
P.O Box 56875-00200, Nairobi, Kenya
Tel: +254 721-932050/726-595863/734-400694

Fmail: registrar@pacumversity.ac.ke Web: www.pacumversity.ac.kc

Where Leaders are Made

Appendix IV: Research Authorization Letter



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471, 2241349,3310571,2219420 Fax:+254-20-318245,318249 Email: dg@nacosti.go.ke Website : www.nacosti.go.ke When replying please quote NACOSTI, Upper Kabete Off Waiyaki Way P.O. Box 30623-00100 NAIROBI-KENYA

Ref: No. NACOSTI/P/18/46920/24440

Date: 18th August, 2018

Meshack Musyoki Mutungi Pan Africa Christian University P.O Box 56875 – 00200 NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "Change leadership, leadership efficacy, organizational culture and transformation of the Kenya Police Service," I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 17th August, 2019.

You are advised to report to the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner Nairobi County.

The County Director of Education Nairobi County.

CONDITIONS

- 1. The License is valid for the proposed research, research site specified period.
- 2. Both the Licence and any rights thereunder are non-transferable.
- 3. Upon request of the Commission, the Licensee shall submit a progress report.
- 4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
- 5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
- 6. This Licence does not give authority to transfer research materials.
- The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
- 8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No.A 20109

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:

MR. MESHACK MUSYOKI MUTUNGI

of PAN AFRICA CHRISTIAN UNIVERSITY,
0-90100 Machakos,has been permitted
to conduct research in Nairobi County

on the topic: CHANGE LEADERSHIP, LEADERSHIP EFFICACY, ORGANIZATIONAL CULTURE AND TRANSFORMATION OF THE KENYA POLICE SERVICE

for the period ending: 17th August,2019



Applicant's Signature Permit No: NACOSTI/P/18/46920/24440
Date Of Issue: 18th August,2018

Fee Recieved :Ksh 2000



Director General
National Commission for Science,
Technology & Innovation