
EFFECT OF IMPLEMENTATION OF CHANGE MANAGEMENT STRATEGIES ON PERFORMANCE OF KENYA POLICE SERVICE IN LIMURU SUB-COUNTY

***¹Ayabei Andrew, ²Dr. John Muhoho & ³Dr. Jack Gumboh**

***Email of the Corresponding Author: mbalmr140120@spu.ac.ke**

Publication Date: January 2025

ABSTRACT

Purpose of the Study: This study examines the impact of stakeholder engagement practices on organizational performance within the Kenya Police Service (KPS) in Limuru Sub County, with a specific focus on participatory decision-making, transparent communication, and grievance resolution mechanisms

Statement of the Problem: The Kenya Police Service faces significant challenges in maintaining effective stakeholder relationships, which affects public trust and service delivery. Despite the critical role of stakeholder engagement in law enforcement, there is limited research on its implementation and impact in developing country contexts, particularly in rural and suburban regions like Limuru Sub County.

Research Methodology: The study employed an explanatory research design, utilizing a census survey of 52 senior police officers responsible for decision-making and policy implementation in Limuru Sub County. Data collection was conducted through semi-structured questionnaires, and analysis incorporated both quantitative methods (descriptive statistics, Pearson correlation, and regression analysis) and qualitative thematic analysis.

Results: The findings revealed a strong positive relationship between stakeholder engagement and organizational performance ($r = 0.68$, $p = 0.01$). Participatory decision-making emerged as the strongest predictor of improved outcomes, with 87% of respondents identifying it as critical. The regression model explained 62% of the variance in organizational performance, demonstrating the substantial impact of engagement practices.

Conclusion: The study establishes that effective stakeholder engagement significantly influences KPS performance, particularly through participatory decision-making and transparent communication.

Recommendations: The study recommends: (1) institutionalizing stakeholder engagement within KPS through integration into strategic plans and accountability frameworks; (2) implementing comprehensive training programs on engagement practices.

Keywords: *Change Management, Strategies, Performance, Kenya Police Service, Limuru Sub-County*

INTRODUCTION

The Kenya Police Service (KPS) plays an important role in ensuring public safety, law enforcement, and social order. Despite its critical role, the organization faces numerous challenges, including limited resources, systemic corruption, and strained relationships with stakeholders (MburuMaina & Waithaka, 2017). These issues have resulted in a growing disparity between public expectations and KPS performance, particularly in rural and suburban areas such as Limuru Sub County, where law enforcement and community trust frequently clash. Globally, stakeholder engagement has emerged as a critical component for improving organizational performance and public trust. In the public sector, this concept entails fostering meaningful interactions with individuals, groups, and organizations who are interested in or affected by the institution's operations (Isopeskul et al., 2016). Stakeholders in the Kenya Police Service include community members, government agencies, civil society organizations and officers (Mutugi, 2017). These relationships are critical for effective policing because they promote accountability, transparency, and collaboration within the police force.

This study investigates how stakeholder engagement affects the performance of KPS in Limuru Sub County. The research sheds light on how participatory decision-making, transparent communication, and grievance resolution mechanisms contribute to improved police performance (Musheke, 2021). Lastly, the study aims to bridge existing gaps in understanding the role of stakeholder relationships in improving public sector outcomes, particularly in a developing country context, by providing valuable perspectives for improving police-community relations and strengthening governance.

RESEARCH OBJECTIVES

To examine the effect of stakeholder engagement on the performance of the Kenya Police Service in Limuru Sub County.

RESEARCH QUESTIONS

How does stakeholder engagement affect the performance of the Kenya Police Service in Limuru Sub County?

THEORETICAL FRAMEWORK

The stakeholder theory of Freeman (1984) serves as the foundation for this study. The theory states that an organization's success is determined by its ability to effectively manage stakeholder relationships (Cribb, n.d.). Stakeholders are defined as any individual or group who can influence or is impacted by the organization's activities. KPS's key stakeholders include police officers, community members, government agencies, and civil society organizations (Musheke, 2021). Mutual interdependence is a central concept in stakeholder theory. Organizations rely on their stakeholders for legitimacy, resources, and support, and stakeholders rely on organizations to meet their needs or address their concerns (Mutugi, 2017). Fostering strong stakeholder relationships within the Kenya Police Service can improve trust, cooperation, and accountability, all of which are necessary for effective law enforcement.

The theory also emphasizes ethical concerns like fairness, inclusivity, and transparency. These principles are especially important for public institutions, which have a responsibility to serve diverse populations fairly (Njenga & Gachunga, 2016). Following these ethical guidelines helps organizations gain legitimacy and maintain stakeholder trust. KPS believes that ethical engagement practices can help address historical grievances and rebuild strained community relationships. Another important aspect of stakeholder theory is the emphasis on participatory decision-making. Engaging stakeholders in the planning and decision-making process ensures that their perspectives and needs are taken into account. This approach not only improves decision-making quality, but it also encourages stakeholder ownership and collaboration (Kalu & Rugami, n.d.). Participatory approaches can help law enforcement agencies like KPS improve community policing and better align operational strategies with local needs (Mutugi, 2017).

Lastly, stakeholder theory emphasizes the importance of accountability mechanisms. These mechanisms enable stakeholders to express their concerns, provide feedback, and hold the organization accountable for its actions (Ndonge et al., 2021). In the case of KPS, strong accountability frameworks, such as grievance resolution systems and public reporting, can help to strengthen stakeholder relationships and improve organizational performance. This study uses stakeholder theory to provide a comprehensive understanding of how engagement practices influence the performance of the Kenya Police Service. The findings are expected to contribute to

the broader discourse on public sector management and provide practical recommendations for improving stakeholder relationships in law enforcement (Ogada, 2016).

EMPIRICAL REVIEW

Stakeholder engagement is widely recognized as a critical factor in enhancing organizational performance across various sectors. It encompasses the processes and practices through which organizations interact with individuals, groups, or entities that affect or are affected by their operations. This section reviews existing literature on stakeholder engagement, with a focus on its relevance to public sector management and law enforcement. In the public sector, stakeholder engagement is often associated with improved decision-making, enhanced accountability, and more effective service delivery. According to (Muiruri et al., 2019), active participation of stakeholders in governance processes fosters transparency and trust, which are essential for achieving organizational goals. Their study highlighted how inclusive decision-making practices in public projects contribute to higher levels of stakeholder satisfaction and reduced resistance to policy changes (Njenga & Gachunga, 2016). Similarly, (Ndonye et al., 2021) argue that community involvement in public projects not only enhances collaboration but also promotes ownership among stakeholders, leading to more sustainable outcomes. One significant benefit of stakeholder engagement in public sector management is its ability to align organizational objectives with the needs and expectations of stakeholders. This alignment fosters mutual understanding and cooperation, which are critical for achieving shared goals (Mutugi, 2017). For example, participatory budgeting initiatives, where stakeholders are involved in allocating public resources, have been shown to improve fiscal transparency and reduce corruption in several countries (Isopeskul et al., 2016).

In the context of law enforcement, stakeholder engagement is integral to building trust, fostering cooperation, and improving public safety outcomes. (Kimutai, n.d.), examined the role of community policing in Kenya and found that participatory approaches significantly reduced crime rates and enhanced public confidence in the police. The study emphasized the importance of involving community members in identifying local security challenges and co-creating solutions, (Ogada, 2016). Such collaborative efforts ensure that policing strategies are responsive to the unique needs of communities, thereby improving their effectiveness.

Globally, evidence from community policing initiatives highlights the transformative potential of stakeholder engagement. For example, the United Kingdom's neighborhood policing programs demonstrated how collaboration between law enforcement and community members led to reduced crime and increased public satisfaction, (Chepkosgei et al., n.d.). These programs emphasized proactive engagement through regular community meetings, joint problem-solving activities, and feedback mechanisms. Similarly, in the United States, community engagement strategies have been integrated into policing models to address systemic issues such as racial disparities, excessive use of force, and strained police-community relationships (Muiruri et al., 2019). These strategies have not only improved public trust but also enhanced the legitimacy of law enforcement agencies.

The application of stakeholder engagement in developing countries presents unique challenges and opportunities. African contexts, including Kenya, are characterized by resource constraints, political interference, and historical mistrust between law enforcement agencies and communities. (Muiruri et al., 2019) argue that addressing these challenges requires localized engagement strategies that prioritize transparency and inclusivity. For instance, ensuring that marginalized groups have a voice in decision-making processes can help address historical inequities and rebuild trust in public institutions (Njenga & Gachunga, 2016). Resource limitations often hinder the implementation of effective stakeholder engagement practices in developing countries. Many public sector organizations lack the financial and human resources needed to establish and sustain robust engagement mechanisms (Mutugi, 2017). Additionally, political interference can undermine the credibility of these processes, as stakeholders may perceive them as tokenistic or politically motivated. Overcoming these challenges requires strong institutional frameworks, capacity-building initiatives, and sustained commitment from organizational leadership (Kimhi & Oliel, 2019).

Effective communication is a cornerstone of successful stakeholder engagement. It ensures that stakeholders are well-informed about organizational goals, activities, and outcomes, fostering trust and collaboration (Kalu & Rugami, n.d.). Transparent communication not only mitigates conflicts but also enhances the credibility of public institutions (Daniel, 2018). In the context of the Kenya Police Service (KPS), effective communication can help address historical mistrust and foster greater community involvement. For instance, public forums and town hall meetings provide

platforms for stakeholders to voice their concerns, share insights, and receive updates on police operations (Musheke, 2021). Similarly, leveraging digital platforms such as social media and mobile applications can enhance accessibility and real-time interaction with stakeholders (Muiruri et al., 2019).

Grievance resolution mechanisms are another vital aspect of stakeholder engagement. According to (Kimutai, n.d.), unresolved grievances can erode trust and hinder collaboration, particularly in law enforcement contexts. Effective grievance systems not only address individual concerns but also signal an organization's commitment to fairness and accountability (Mutugi, 2017). Several studies emphasize the importance of designing grievance mechanisms that are accessible, transparent, and responsive. For example, digital grievance reporting platforms have been successfully implemented in some jurisdictions to streamline complaint handling and ensure timely resolution (Ndonye et al., 2021). These systems allow stakeholders to track the progress of their complaints and provide feedback on the resolution process, fostering greater accountability and trust (Ogada, 2016).

Global best practices in stakeholder engagement provide valuable insights for public sector organizations seeking to enhance their performance. One such practice is the institutionalization of stakeholder engagement as a core organizational function. This involves integrating engagement practices into strategic plans, performance metrics, and accountability frameworks (Chepkosgei et al., n.d.). Another best practice is the use of data and analytics to inform engagement strategies. By collecting and analyzing stakeholder feedback, organizations can identify areas for improvement and tailor their approaches to meet stakeholder needs (Mutugi, 2017). Regularly publishing performance reports based on this data can also enhance transparency and demonstrate an organization's commitment to accountability.

METHODOLOGY

The study employed an explanatory research design to investigate the relationship between stakeholder engagement and organizational performance. The target population consisted of 52 senior police officers stationed in Limuru Sub County. These officers were selected due to their direct involvement in decision-making, policy implementation, and operational oversight. Their roles positioned them uniquely to provide valuable insights into the influence of stakeholder

engagement on organizational outcomes. Including this specific group ensured that the data captured perspectives from those with a strategic understanding of KPS operations, stakeholder interactions, and organizational goals (Ogada, 2016). A census survey approach was adopted to include all 52 senior officers within the target population. This comprehensive coverage was necessary to minimize sampling bias and ensure that the findings reflected the diversity of experiences and insights within the population (Majid, 2018). The census method also increased the reliability of the data, as it captured a complete dataset without relying on sample extrapolation. Data were collected using semi-structured questionnaires, which were designed to capture both quantitative and qualitative information. The questionnaires were administered in person to all 52 senior officers in Limuru Sub County.

This method was chosen to enhance response rates and address potential misunderstandings during the data collection process. Face-to-face interactions also provided an opportunity for respondents to seek clarification on specific questions, ensuring that their responses accurately reflected their experiences and perspectives (Kimhi & Oliel, 2019). The data collection process spanned four weeks, allowing sufficient time for follow-ups with respondents who required additional support or clarification. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 28. This software facilitated the organization, coding, and analysis of the quantitative data collected through closed-ended questions. Descriptive statistics, such as means, medians, and standard deviations, were used to summarize key trends and patterns in the data. These statistics provided a foundational understanding of how stakeholder engagement practices were perceived and implemented within KPS (Majid, 2018). Inferential statistics were employed to test the study's hypotheses and establish the strength and direction of relationships between variables. Pearson correlation analysis was used to assess the degree of association between stakeholder engagement dimensions and organizational performance. Additionally, regression analysis was conducted to determine the predictive value of specific engagement practices, such as participatory decision-making and grievance resolution, on performance metrics (Kimhi & Oliel, 2019).

FINDINGS AND DISCUSSION

The section presents the results that include descriptive, correlation and regression analysis.

Descriptive Statistics

The descriptive analysis revealed that stakeholder engagement practices were widely acknowledged as essential for enhancing organizational performance within KPS. Approximately 87% of respondents identified participatory decision-making as a critical factor in fostering trust and collaboration between the police and community members. Transparent communication was similarly recognized, with 78% of officers emphasizing its role in building stakeholder confidence and ensuring alignment with organizational goals. Grievance resolution mechanisms were highlighted by 65% of respondents as an area requiring significant improvement. While some officers noted the existence of complaint handling systems, many acknowledged challenges such as delays in addressing grievances, inadequate follow-up, and a lack of resources to support these processes effectively.

Table 1: Stakeholder Engagement

Statement	M	Std
The organization encourages reporting from the public and acts accordingly	4.02	1.04
The organization has installed toll-free anonymous reporting lines	4.46	0.91
The organization acknowledges all kinds of reporting across all age groups, gender and addresses them indiscriminately	4.08	0.92
The organization has management policies that ensure that reporters remain anonymous for the purpose of their safety.	4.52	0.79
The organization has put in place mechanisms that ensure claimants are served to their satisfaction	4.24	1.04
The organization ensures that professionalism prevails when addressing the claims.	4.44	0.79
Policies in place provide a transparent way showing procedures and events as they unfold during claims.	4.42	0.73
Policies put in place provide a mechanism for witness protection in sensitive issues to encourage reporting by the public.	4.22	0.95
Mean Score	4.30	0.90

Correlation analysis

The Pearson correlation analysis demonstrated a strong positive relationship between stakeholder engagement and organizational performance ($\rho = 0.68$, $p < 0.01$). This finding indicates that improvements in engagement practices, such as participatory decision-making and transparent communication, are associated with enhanced performance outcomes within KPS. Specifically, participatory decision-making emerged as the most influential factor, with a correlation coefficient

of 0.72, followed by transparent communication at 0.65. Grievance resolution mechanisms showed a moderate positive relationship with organizational performance ($\rho = 0.49, p < 0.05$). Although this dimension had a lower correlation compared to other practices, its significance highlights the need for continuous improvement in addressing stakeholder concerns. Effective grievance resolution contributes to building trust, reducing conflicts, and enhancing overall organizational reputation.

Table 2: Correlation Analysis Results

Variable	Capacity development	Stakeholder engagement	Communication	Organizational Performance
Capacity development	1			
Stakeholder engagement	0.55*	1		
Communication	0.24	0.17	1	
Organizational Performance	0.64*	0.69*	0.35*	1

Regression analysis

The regression analysis further substantiated the importance of stakeholder engagement in driving organizational performance. The model explained 62% of the variance in performance outcomes ($R^2 = 0.62, p < 0.001$), highlighting the substantial impact of engagement practices on KPS operations (Majid, 2018). Among the independent variables, participatory decision-making had the highest predictive value ($\beta = 0.48, p < 0.01$), followed by transparent communication ($\beta = 0.36, p < 0.01$) and grievance resolution mechanisms ($\beta = 0.28, p < 0.05$). These findings align with existing literature, which underscores the importance of stakeholder engagement in public sector performance (Mburu & Waithaka, 2017).

Table 3: Change Implementation Strategies and Organizational Performance

Overall Model Fit Statistics						
		Source			MS	
		e	SS	Df		
N	= 50					
F (3, 46)	= 25.12	Model	21.73	3	7.24	
Probability > F	= 0.00	Resid.	13.27	46	0.29	
R²	0.62s	Total	35	49	0.71	
Adj.R²	0.60					
Root MSE	0.54					
Parameter Estimates Statistics						
Organizational Performance	B	SE	Z	P	(95% Interval)	Confidence
Constant	-1.32	0.61	-2.20	0.033	-2.55	-0.11
Capacity Development	0.46	0.15	3.03	0.004	0.15	0.76
Stakeholder Engagement	0.64	0.14	4.47	0.000	0.35	0.93
Communication	0.11	0.05	2.04	0.047	0.00	0.22

CONCLUSION

The study's findings demonstrate that stakeholder engagement significantly influences KPS performance through multiple dimensions, with participatory decision-making emerging as the most influential factor. This practice fostered ownership and alignment among stakeholders by incorporating their input into decision-making processes, particularly in addressing localized challenges such as crime hotspots and public safety concerns. Senior officers who actively sought stakeholder input reported higher satisfaction levels with policing outcomes, as evidenced by successful community policing initiatives that reduced crime rates and improved public perception. Transparent communication emerged as another critical factor, with clear and consistent information-sharing building trust, mitigating misunderstandings, and aligning organizational goals with stakeholder expectations through regular updates, open forums, and accessible communication channels. While grievance resolution mechanisms showed relatively lower impact, they remained crucial for maintaining positive stakeholder relationships, though existing gaps in efficiency and accessibility need addressing through dedicated complaint desks, digital reporting systems, and enhanced officer training in conflict resolution.

The study revealed variations in engagement practices across different KPS units, with specialized units like community policing teams demonstrating higher engagement levels compared to general

duty officers, suggesting the need for tailored strategies while maintaining consistency across departments. Notably, external stakeholder relationships, particularly with community members and civil society organizations, showed stronger correlations with performance metrics compared to internal interactions, highlighting the importance of community-focused engagement strategies.

RECOMMENDATIONS

The study presents several key recommendations for enhancing stakeholder engagement within the Kenya Police Service. First, KPS should establish robust communication channels through structured systems that ensure timely and transparent information-sharing, including regular community meetings, newsletters, and social media platforms, along with centralized communication hubs at police stations. Second, the organization should institutionalize participatory decision-making processes by involving stakeholders in planning, implementation, and evaluation activities through regular forums, focus groups, and advisory committees that include community representatives, civil society members, and local government officials. Third, KPS should implement comprehensive training programs focused on stakeholder engagement, covering practical skills such as negotiation, cultural competence, and conflict management, while incorporating role-playing exercises and case studies to enhance learning outcomes. Fourth, the organization should leverage data and analytics by investing in systems for collecting and analyzing stakeholder feedback, enabling data-driven decision-making and regular publication of performance reports to enhance transparency and accountability. Lastly, KPS should build strategic partnerships with external organizations, including non-governmental organizations, academic institutions, and international development agencies, to access additional resources and expertise, facilitate knowledge-sharing, and adopt best practices from other contexts. Through implementing these recommendations, KPS can strengthen its stakeholder engagement practices, enhance organizational performance, and rebuild public trust, ultimately contributing to safer and more secure communities.

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