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**Full Length Research**

# Management of Strategic Change at National Crime Research Centre in Kenya

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## Abstract

*The environment is constantly evolving; this has forced organizations to find ways of coping in order to survive. This study was set out to determine strategic change management practices and the challenges that face the implementation of strategic change management at the National Crime Research Centre. The study implemented a case study research design where raw data was collected with the help of an interview guide. Data collected was analyzed using content analysis. It was found that among the stakeholders, the employees play a significant role in implementing strategic change management practices. Failure to involve employees in strategic change management planning contributed to resistance to change. Lack of public involvement in decisions contributed to their failure to participate in giving information about crime. The lack of confidence in their skills is also a factor that may lead the employees to resist change. To eliminate resistance to change, organizations may consider involving employees in strategic change management planning and equipping them with the skills needed to successfully complete their tasks. Apart from employee resistance, the success of strategic change management practices was affected by organisational politics, resulting in conflicts in the organisation. Other factors that hindered effective implementation of change strategies included financial constraints and inadequate employees. The recommendation put forward is that more funds should be channeled to support the organization's implementation of strategic changes and improve the quality of its services. This will assist in conducting elaborate crime investigations while taking into account the nature of crimes and the way they manifest themselves. Constraints on time and cost limited the scope of this study. The research's findings cannot be generalized to other organizations or semi-autonomous agencies within the Attorney General's office. In the future, it would be worthwhile for researchers to do a duplicate of this study in the private sector in order to make a comparison of findings on key areas, for instance, the commonly used strategic change management practices and the challenges that they face. This will inform a better way of handling these challenges and borrowing some of the best practices in strategic change management.*

**Keywords:** Management, Change, National Crime Research Centre, Kenya

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## 1. INTRODUCTION

### 1.1 Background of the Study

The business environment is constantly changing, and hence organisations should conform to these changes in order to cope and survive in this environment. Hussey (2008) posits that the adoption of strategic change management is one of the ways that the organisation should utilise to effect change in the organisation. Grundy (2009) indicates that strategic change management should be aligned with behavioural

and organisational adjustments that will accommodate change now and sustain it well into the future. The way the organisation manages change and how successful that change is largely depends on the nature of the business, the change, and the people involved. This also depends on how well the organisation and its people understand the need for change and the processes involved (Holman, 2005).

The study was anchored by two theories that included Lippitt's Phases of Change Theory and Social Cognitive Theory. Lippitt, Watson, and Westley (1982) came up with seven steps to explain the duties of the change agents when implementing strategic change. He further argued that the seven steps were key drivers towards effective implementation of the change process (Lippitt et al., 2010). Social cognitive theory holds that an individual might learn about change through direct experiences and interaction with people (Robbins, 2002).

The public sector in Kenya is investing a lot in research and development on criminal matters with a view to establishing the main causes of crime. To effectively perform its roles, the National Crime Research Centre (NCRC) has set out a strategic plan for the period (2018–2022) whose aim is to contribute to the country's development agenda as per Kenya's Vision 2030 (UNODC, 2012). This strategic plan is aimed at transforming Kenya into an industrious, middle-income economy with improved quality of lifestyle for all Kenyans in a safe and secure environment (Public Sector, 2012).

### 1.1.1 Concept of Strategic Change

Paton and McCalman (2000) define strategic change as a change in an organisation's strategy. Burnes (2007) defines strategic change as the restructuring of the firm's business that is aimed at achieving a specific goal. Examples include a change in the firm's policy, target market, or organisational structure. In simple terms, strategic change is a way in which the organisation changes its objectives to realise greater success. To succeed in the implementation of strategic change, the organisation should have a clear strategic plan on how the implementation of this change will take place and ensure that the organisation shares in the same goals. Managers aiming to succeed in the implementation of strategic change should consider integrating a number of factors into their strategic plans. These include cultural settings, organisational resources, and employees' rewards and recognition. Implementing change requires adequate communication between the top management and the employees. The top management should explain to the employees why change is necessary and how it will affect them. Strategic changes must be integrated into the vision and mission of the organisation to ensure that the change drives the organisation in the right direction (Burnes, 2007).

Strategic change is an initiative that is driven by the need for the organisations to reposition themselves in the face of changing competitive conditions such as technology and changing needs of the customers. To increase the chances of success in change implementation, change should be designed to fit the current needs of the organisation. Because of the nature and complexity of change, it is important that

management should influence the employees to conform to the new change by changing their ways of doing business. This requires considerable investment, for instance, in communication, education, training, and support (Hitt & Hoskisson, 2007).

The significance of implementing change in the organisation is because of change; it enables the organisation to cope with the changes in the environment, for example, technological changes, and accommodate the changing needs of the customers. This allows the organisation to consistently perform its roles effectively and, in the process, achieve its overall corporate goals. Hitt et al. (2007) indicate that the world of business is changing very fast, and firms have to devise strategies to survive in the environment, which is full of risks and uncertainties.

### 1.1.2 Strategic Change Management

According to Burnes (2000), strategic change management is a systematic way of handling change both from an organisational and an individual perspective. It also includes tools and techniques for managing employees in the workplace in order to successfully implement change in the workplace. Change management can also be looked at as a strategic program that acts as a roadmap in guiding the organisation into the future. Strategic change management sets standards for how an organization's planned change can be carried out effectively. This makes the implementation of strategic change more likely to be successful. This is achievable through effective cooperation between the top management and the employees (Westover, 2010).

Dawson (2004) explains that strategic change management involves effecting change in a way that is adoptable and sustainable to positively impact the set goals in the long term. Change is effective when its impact can be felt in the long term; sustainable change management is essential in guaranteeing the firm's survival in the long run. This is because most critical goals of the firm are long-term; hence, sustainable strategic change can effectively accommodate the set goals and objectives of the organisation.

Grundy (2009) posits that the importance of strategic change management is that it enables the organisation to maximise its core competencies and realise expected outcomes. Strategic change management consists of an understanding of the distinct traits of the change, a supporting organisational structure, and a keen consideration of the risks of the change and potential resistance to change. When an organisation has a change management strategy in place, it has to first formulate the change management strategy, which provides direction and decision-making throughout the change process. A well-formulated strategy describes who it is and how it impacts the organisation (Grant, 2007). Strategic change management is meant to bring

positive change to the organisation, which can create an enabling environment for the organisation to effectively achieve its strategic goals.

### 1.1.3 National Crime Research Centre

The National Crime Research Centre (NCRC) is a semi-autonomous government agency under the office of the Attorney General that is mandated to carry out the functions stipulated in section 5 of the Act, which is to investigate the causes of crime and ways of preventing crime. This institution seeks to disseminate its research findings and recommendations to government agencies that deal in matters of the administration of criminal justice and other stakeholders. NCRC seeks to be a world-class crime research centre by providing quality and reliable research on the basis of crime and prevention measures with a view to assisting agencies responsible for the administration of criminal justice in their policy formulation, planning, and implementation (Public Sector Review Committee, 2010).

The institution has to do a coordinated study and look at the results of the programs run by the agencies that are in charge of criminal justice. They have to also collect all crime-related information and do research on criminal activities that have to do with the causes of crime and how to stop it, as well as group or culture-related crimes and the socio-political and economic causes of criminal behaviour, such as drug trafficking, peddling, or addiction. The techniques used by criminals, juvenile delinquency, carrying out research into deviations from the criminal justice system with a view of enhancing awareness and community responsibility in the rehabilitation of criminal offenders, conducting research into the efficacy and adequacy of criminal investigation and prosecution agencies, the penal system and treatment of criminal offenders; distribute its research findings through workshops and seminars, communicating its research findings and recommendations to government agencies concerned with criminal justice administration with a view of aiding them in formulating of policies and planning, liaising with other research bodies within and outside Kenya in pursuit of a similar or a related research including performing functions which are convenient for the institutions (KNA, 2016). NCRC is expected to play a leading role in crime research and advisory to the council. This is aimed at informing policy not only in the administration and reform of criminal justice but also in the achievement of the objectives articulated in the Vision 2030 ten foundations (Public Sector, 2012).

### 1.2 Research Problem

Change management is an important part of the change process that influences the success of change implementation. Organisations that aspire to change their ways of doing things and work towards the realisation of their set goals consider adopting and implementing

change. However, implementing change is a difficult task; some organisations succeed while others fail. Edmonds (2011) indicates that the challenges that hinder adoption of change management practices include resistance to change, poor leadership, and a lack of adequate resources and facilities to support implementation. Burnes (2007) contends that to successfully implement change management, the firm should ensure effective communication by involving employees in key decisions and motivating them to participate in change implementation.

To effectively perform its role, NCRC has adopted modern technology to strategically cope with the changing nature and dynamics of crime. This technology is intended to strategically change the manner in which NCRC conducts its research so as to unearth the causes of crime in the country. This will minimise crime and boost the effectiveness of government agencies in the administration of justice (National Crime Research Act, CAP 62). Though this is not easily achievable, NCRC needs to integrate strategic change into corporate goals and influence employees to work towards the set targets.

Paton and McCalman (2004) investigated change management in European firms; the findings found that the majority of corporate change efforts failed as a result of resistance. The other challenge that affected the implementation of change management was the lack of cooperation between the top management and the workers. Verspaandonk and Horne (2010) assessed the impact of strategic change management on the organisational performance of the public sector. The results found that strategic change management improved the quality of services in the public sector. The results found a positive link between strategic change management and performance. Chapman (2005) studied the influence of change management in European service firms in Europe. The findings revealed that change management contributed to improved efficiency and cost reduction.

Marete (2011) and Musyoka (2012) found that to succeed in the implementation of strategic change management, the top management should involve the employees in key decisions. Njuguna (2014) investigated change management practices at Kenya Commercial Bank. The results found that the main challenges facing change management practices were technology, a lack of training, and organisational culture. The study found that the key challenges of implementing change management included scarcity of finances, resistance to change, and cultural diversity. These studies have limited themselves to challenges facing strategy implementation and strategic change practices in the private sector. This study sought to find an answer to the question: what is the management of strategic change at the National Crime Research Centre in Kenya?

### 1.3 Research Objective

The objectives of the study were to:

- i. Determine the strategic change management practices adopted by National Crime Research Centre in Kenya
- ii. Establish the challenges of facing implementation of strategic change management at National Crime Research Centre in Kenya

### 1.4 Value of the Study

The study findings will be useful to NCRC in Kenya; they will understand the importance of the adoption of change management practices and its contribution to improving the quality of its services. The public sector in Kenya will understand the challenges of implementing change management and how to deal with them. Policymakers such as the government might use the study findings to formulate policies that will encourage public institutions to adopt and embrace change management practices to boost the quality of their services and efficiency. Students will increase their understanding of the concept of change management.

They will also increase their knowledge about the theories that support change management and their importance to this study. Researchers with an interest in this area of study might use the study findings as a base for further research.

## 2. LITERATURE REVIEW

### 2.1 Introduction

This section provides the theoretical foundation for the study, which includes two theories that align with the strategic change management concept. The chapter will cover the following subheadings: the theoretical basis, the management of strategic change practices, and the challenges of implementing strategic change in organizations.

### 2.2 Theoretical Foundation

This section provides a discussion of relevant theories that are in line with strategic change management practices. These theories include Lippitt's Phases of Change Theory and Social Cognitive Theory.

#### 2.2.1 Lippitt's Phases of Change Theory

Lippitt, Watson, and Westley (1958) were in agreement with the three-step Change Theory that was posited by Lewin. Lippitt et al. (1958) outlined 7 important steps to explain the duties of the change agents in facilitating successful implementation of change

management. The theory has given a discussion of seven significant steps concerning change that a firm should follow during the change implementation process. These steps entail identification of the problem, evaluation of motivation, and capacity to change; the third step is an evaluation of resources and the impetus of the change agents. This involves the management's commitment to effect change, power, and energy. The fourth step is choosing progressive change objects. In this step, action plans are crafted and established. The fifth step involves ensuring that the employees understand the functions of top management clearly. Examples include guiding, providing direction, facilitating, and expertise. The sixth step is upholding the change; this can be achieved by communicating, feedback, and group coordination as key elements in this step of the change process. The seventh step entails termination; top management should gradually step down from their roles after a certain period of time, once they are confident that the organisation has successfully embraced and managed the new change (Lippitt et al., 2003).

At this point, the management can delegate the work to their juniors; this is because change becomes part of the organisational culture. Lippitt et al. (2010) posit that change is effective if it is implemented gradually, from a few functional areas of the organisation to the entire organisation. This theory adds value by demonstrating why an organisation needs to cope with implementation challenges in order to introduce change. Examples include technological change and evolving customer needs. Furthermore, he suggests that in order to successfully implement strategic change, the organisation should develop a strategic plan that can serve as a guide for its implementation.

#### 2.2.2 Social Cognitive Theory

This theory was first described in the work of Robbins (2002); it discusses several ways that employees cope with change, for instance, their own experiences, human dialogue, interrelating, and making observations. Behavioural change is attributed to personality traits of an individual, among other factors. In an effort to accommodate change, the individual must show self-efficacy, which insinuates the capability to adapt to certain behaviours to accommodate change.

Employees are motivated to adopt and cope with change if they are motivated; the top management can recognise and reward employees who record exemplary performances in order to motivate them and inspire other employees to work extra harder in the implementation of change management. This is supported by McCalman (2000), who insists on the importance of motivating the employees to contribute positively towards the implementation of change. Most employees work harder

when they are motivated. Demotivated employees are less motivated; hence, their performance is poor. Social cognitive theory contends that employees react based on how they perceive the consequences of their behaviour; when the employees are aware that there is an incentive for better performance, they are more likely to perform better to get incentives (Hassard, 1991).

To successfully implement change management, the organisation should provide clear instructions on how the process of implementation should take place. Training and development programs improve employees' knowledge and skills so they can participate in the implementation process. There are four processes that are followed to ensure that strategy is successfully implemented. These include attention and retention processes, reproduction processes, and reinforcement processes.

The first step is the attention process, which posits that employees can only adapt to change that they can understand. The top management is charged with the responsibility of communicating change to their employees and how it would affect them. The second step is the retention process, which explains the degree to which employees can relate to changes in their ways of doing things in the organisation. The third step is reinforcement processes; this includes things such as incentives and rewards. They are meant to motivate and encourage employees to work harder towards the implementation of change to improve organisational performance. Vann (2004) argues that the top management should give incentives and rewards to their employees to entice them to participate positively in the adoption and implementation of change. In view of this, Robbins (2007) put more emphasis on the fact that incentives and rewards should be aligned to change to ensure its effective implementation through employees' behaviours, creating a platform where change can be effectively implemented to realise corporate goals.

## 2.3 Change Management Practices

Change management practices are key components that enable the organization to effectively implement strategic changes. The study discusses various change management practices utilised by organisations to match change into organisational goals; these practices influence the successful implementation of change. They include leadership, organizational structure, organizational resources, and reward and recognition.

### 2.3.1 Leadership

Leadership plays a crucial role in the implementation of change; leaders serve as key proponents or change agents. The initiative change, set direction, and provide guidance on the direction that the organisation should

take to successfully implement change. Leaders motivate employees to participate in change implementation by explaining what the change is about and how it may affect their duties. Leaders determine the direction that the organisation takes and its commitment to implementing change. In view of this, Aosa (2008) contends that the kind of leadership approach adopted by the organisation greatly determines its success in the implementation of strategy. Further, he emphasises the importance of involving employees in key decisions to enhance success in the implementation of strategies. The form of leadership adopted by organisations strongly determines the success or failure of strategy implementation.

Mulube (2009) observes that a democratic form of leadership participation and involvement of all the members reduces the chances of resistance since all the interests of the members are adequately represented. The implementation of a strategic plan aims to achieve strategic goals; this requires effective leadership that can inspire, motivate, and reward employees. Leaders should unite the employees in a common vision, shaping focus and direction and working towards achieving strategic goals. Curtin (2009) argues that leaders act as key pillars in fostering change; they influence employees to work in the same direction to realise the organization's vision and mission.

Leaders should be actively involved in turning strategic plans into workable activities with effective results. Strong leadership influences employees to embrace and commit their efforts to change implementation. Mintzberg (2006) argues that a leader should set an example by diligently and effectively supervising their subordinates to maintain focus and direction in the implementation of change. They should ensure that their subjects have all that they need to participate fully in strategic change implementation.

### 2.3.2 Communication

The top management should adopt a bottom-up approach management style to ensure that all the employees participate in every step of the implementation process. In view of this, a decision on a course of action should be made by all employees. A bottom-up style approach allows the top management to communicate their set goals and objectives through planning. This form of communication encourages the employees to develop a positive attitude in strategy implementation. This approach empowers team members to think more creatively.

In a top-down approach, all the directions come from the top; the management's expectations are clearly communicated to all the employees. The top management does not show keen interest in the employees' participation in decision-making (Hussey, 2008).

Aosa (1988) explains that communication channels should be open and flexible; the top management should be open-minded and accommodative to lower-level employees. This makes them develop a positive attitude and a sense of belongingness to the organisations since their needs are adequately represented; this brings about harmony and motivation between strategic leaders and employees. Communication minimises operation and supervision costs since employees are aware of their leaders' expectations. This improves efficiency and increases focus in their work. This enhances coordination between activities and events, leading to successful strategy implementation. The management should consider the interests of all the stakeholders before arriving at a decision to implement a strategy; they should uphold and maintain excellent corporate governance practices that allow open communication channels for enhanced efficiency in decision-making and mutual agreements (Burnes, 2007).

### 2.3.3 Organizational Resources

Organisational resources include assets and facilities that make the environment conducive to enabling the employees to participate in the implementation of change. The top management should provide the employees with resources and facilities to enable them to comfortably participate in the implementation of change. The implementation of change is a tedious and difficult process that requires the management to provide adequate support in terms of resources and facilities to enhance its implementation. This is also supported by Hsieh & Yik (2005), who indicate that the top management must offer adequate support by providing the employees with resources and facilities to ensure that the environment is conducive for them to undertake their roles in change implementation.

Taylor (2007) argues that most firms that succeed in implementing change equip their employees with the necessary facilities and resources to support strategy implementation. Employees who are provided resources and facilities are highly motivated to participate in the implementation of change; this is because they are more efficient and effective in their roles since they enjoy working. Robbins and Coulter (2010) indicated that resources and facilities are essential components in enabling employees to foster change; this makes it easier for the employees to adjust and cope effectively with the new change and work efficiently and effectively towards its implementation. Organisational resources and facilities allow employees to maximise their competencies to contribute positively to the implementation of change.

### 2.3.4 Rewards and Recognition

Rewards and recognition motivates employees to

perform to their full potential. The top management may feel that the employees would be more productive if they are committed, while employees might feel overworked and undervalued.

Rewards and recognition is accorded to employees who perform well. It is worth noting that employees are motivated by both intrinsic and extrinsic rewards. An effective reward system recognizes both sources of motivation. To ensure that the reward system is effective and motivates the desired behaviours, rewards should be based linked to performance (Kotter, 2002).

Rewarding and recognizing excellence is integral to change implementation in an organization. This is aimed at attracting, growing and engaging exceptional staff. Employee recognition for their talent, potential and contribution through a fair, flexible and transparent reward package is essential in change implementation. To recognize and reward employees effectively, the top management should tailor their rewards to be attractive to potential and existing staff. Staff can make individual choices in relation to their total reward package, to suit their diverse and changing needs (Pfeifer, Schmitt & Voigt 2005).

## 2.4 Challenges of Implementing Change Management

There are various challenges that are faced by organisations in the implementation of strategic change. These challenges hinder the implementation of strategic change management and have a negative impact on the organization's set goals and objectives. One of the challenges is planning and execution being interdependent.

It is worth noting that strategy formulation and implementation are two distinct parts of the strategic management process. Westover (2010) notes that strategy implementation occurs upon formulation; however, formulation and implementation are interdependent; this is part of the whole process of planning, executing, and adjusting. This interdependence implies overlap between those who plan for the strategy and those who implement; this improves the probability of execution success. Failure to involve those who are responsible for execution at the planning stage might affect knowledge transfer and commitment and have a negative impact on the implementation process.

Time constraints are a challenge that hinders strategy implementation. This is because the process of implementing strategy takes more time as compared to its formulation. This might affect the top management's attention to execution details. Edmonds (2011) argues that a prolonged time frame on implementation might detract a manager's attention and focus towards achieving strategic goals. It is therefore important to put in place proper controls and to provide feedback and keep management up-to-date on external changes. The

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process of execution must be flexible and adaptive to accommodate unanticipated events.

The other challenge is involving all the stakeholders in strategy implementation. Strategy implementation includes more people as compared to strategy formulation, and involving all these people is a challenge. Communication down in the organisation or across dissimilar functions is a challenge. Making sure that processes throughout the organisation support strategy execution efforts is a major priority for large organisations. Linking strategic objectives with day-to-day objectives at different organisational levels and locations is a difficult task. The larger the people involved, the greater the challenge to execute effectively (Goll, Johnson, and Rasheed, 2007).

Organisational structure is a factor that affects the implementation of strategic change. The manner in which the organisational structure is aligned hinders their effective execution of the managerial roles across all hierarchical levels. Some top-level managers believe the strategy implementation is not their work but the work of the lower-level employees, which is not true.

In view of this, a group of managers is involved in innovation, undertakes challenging roles, such as planning, and then hands over the work to lower-level management for execution. This view is wrong because when things go wrong, the wrong group of people will not be blamed but the management. However, the truth is that implementation requires ownership and responsibility at all levels of management. From the highest level to the lowest, people must commit to their own processes and actions, which are central to effective execution. Execution of tasks, jobs, and responsibilities varies across different levels, but they are interdependent and critical. Execution is one of the primary responsibilities of all managers, and when things go wrong, they are held accountable (Pfeifer, Schmitt & Voigt, 2005).

Managing change is such a difficult task. The execution of change in terms of structure, incentives, controls, people, objectives, and responsibilities is not a simple task; it requires commitment and hard work to ensure that change conforms to the set goals and objectives. The duties and the responsibilities of the employees must be aligned to strategic goals and objectives; the reporting relationships between the top management should be flexible in a manner that allows decentralisation of decisions to enhance efficiency in decision-making. It is also important to note that incentives are key motivators for the employees; the top management should offer bonuses to the employees to motivate them to adapt to change and give their best in its implementation. This develops a positive attitude towards change implementation, which contributes to its success. Not all change is implemented without issues of resistance from employees or a group of employees; this is a hindrance that affects its implementation (Goll et al., 2007).

Pfeifer et al. (2005) assert that employees resist change out of fear of unknown or new responsibilities that might come along with it. This occurs when top management abruptly adopts and implements change without consulting the employees. This develops resistance among the employees since they lack an understanding of how they would benefit from the change. This might derail the process of change implementation and impact negatively on its implementation. In view of this, the top management should find an approach to manage change and minimise this form of resistance to the new implementation of decisions or actions, which can affect execution efforts.

## RESEARCH METHODOLOGY

### 3.1 Introduction

Discussed in this chapter was the research methodology that was implemented to address the research problem. The chapter covered the research design adopted, data collection processes, and analysis procedures.

### 3.2 Research Design

The study employed a case study research design. A case study research design was chosen because it was considered important in executing a detailed analysis of a single unit. Creswell (2009) defines a case study as a detailed examination of an object under investigation that allows one to acquire knowledge of the phenomenon through intensive exploration of a single case.

The advantage of this approach was that it prepared the interviewer to deal with unpredicted findings and to consider multiple interrelationships for a specific phenomenon. In this study, a case study research design was effective in investigating issues of strategic change management at NCRC. The choice of NCRC was based on the nature of the institution's activities and its uniqueness in the services offered.

### 3.3 Data Collection

An interview guide was utilised in the collection of data. Raw data was gotten through interviewing four departmental heads who were the principal research officer, chief finance officer, supply chain management officer, and senior human resource officer. The main reason that led to the choosing of this category of interviewees was because they were involved in making key decisions that concerned matters of strategic change management at the National Crime Research Centre and

the challenges that they face during the implementation of change management.

The interview guide was divided into three sections: Section A covered questions concerning the demographic information of the interviewees, Section B covered questions on strategic change management practices implemented by the National Crime Research Centre, and Section C covered questions about the challenges of implementing strategic change management at the National Crime Research Centre.

A face-to-face interview was executed with four heads of department. Arrangements were made beforehand with the heads of departments to ensure interview meetings were conducted at their convenience, which ensured an adequate allocation of time for the interviewees to answer questions from the interviewer without too much hurry. Secondary sources of data were considered valuable for making inferences based on historical data about market trends and services provided. Data was collated from company records and weekly bulletins.

## 4.5 Discussion of Findings

### 4.5.1 Comparison with Theories

The interviewees affirmed that the change process was gradual. It took quite some time for top management to introduce change in the organisation. They aligned organisational resources and employees to work towards set goals and targets. This was implemented systematically over a long period, and hence much time was consumed. These results are in line with Lippitt's Phases of Change Theory, which was proposed by Lippitt et al. in 1958. The theory explained the steps that needed to be taken to bring about change in an organisation, and it was the job of the executive to make sure that the firm's resources and staff were working together to reach its goals. He asserted that the implementation of the change process should be gradual to give adequate time for the management to make the necessary preparations, including communicating to employees and convincing them to accept change to aid the organisation to address the needs of customers and enhance the chances of survival.

The results further unearthed that to succeed in the implementation of strategic changes, the executive management made efforts to ensure the employees had all that they needed to motivate and stipulate them to perform. Organisation resources and facilities were offered in an attempt to make the environment better to boost employees' efficiency and productivity. A culture of hard work and citizenship behaviour was cultivated to harness and exploit employees' skills and knowledge in realisation of corporate goals. These results align with the Social Cognitive Theory, which emphasises the significance of creating a supportive environment that

allows employees to work effortlessly towards achieving their goals (Robbins, 2002).

Apart from offering a favourable environment to work in, the executive management rewards and recognises those who record better performances; this emboldens them to work towards achieving organisational goals and vision.

### 4.5.2 Comparison with Other Studies

Strategic change management practices adopted by the organisation involve the use of information technology. This was considered an important way to enhance efficiency in executing roles and sharing information within the organisation. The results agree with the recommendations made by Grant (2007), who posited that information technology was the most effective communication tool in the organisation. A feedback mechanism was utilised to allow customers to file complaints and raise grievances as a way of expressing dissatisfaction. This way, the organisation was able to learn from its mistakes and improve in its weak areas. These results concur with Grundy (2009), who argued that the only way that an organisation can establish whether it meets its targets is through customer feedback. The organisation's top management involved the stakeholders in key decisions to ensure that all their interests were represented. In line with Mintzberg's (2006), realising success in the implementation of strategic change calls for stakeholder involvement to represent their interests.

The results showed that the challenges faced by organisations in the implementation of strategic change were resistance to change in cases where the employees felt undermined because of being excluded in important issues that affected the organisation. The public's participation in providing crime-related information, which supports the organisation in executing its crime investigation functions, was negatively impacted by the organization's failure to involve them in important decision-making processes. These findings align with Holman's (2005) suggestions, which emphasise the importance of involving the public as end-users of public services provided by public institutions.

The organisation lacked adequate employees to participate in the implementation of change; this greatly affected its efficiency and the management of strategic change. With adequate staff, it's easier for the organisation to assign duties and responsibilities to employees based on their specialised areas. This enables the organisation to align itself and work towards achieving set targets. These outcomes conform to the arguments raised by Hussey (2008) that employees are important assets of the organisation; to successfully implement strategic plans, the organisation should match their competencies with their work.



The organisation lacked the financial capacity to facilitate the implementation team's strategy implementation activities, provide organisational resources to employees, and designate a task force to oversee the implementation of strategic change. These results are in concurrence with the objections made by Mintzberg (2006) on the need to facilitate employees' and the implementation team to create an environment that can allow staff to work towards their set goals and targets. Further, political interference affected the implementation of strategic change; it brought about conflicts and diverted organisational attention away from set goals and objectives. The results agree with the observations of Marete (2010), who concluded that political factors affected the implementation of strategic change negatively.

## 5.2 Summary of Findings

The results found that the management of strategic change practices employed by the organisation involved the use of customer satisfaction surveys to enable customers to file their complaints and express their grievances in areas where they were unsatisfied. This was aimed at enabling the organisation to improve on its weak areas. The organisation had a committee responsible for carrying out monitoring and evaluations to ensure that the process of implementing strategic change management practices was successful. Control measures were put in place to ensure that the organisation and the entire management team were confined to working towards specific goals and targets. These observations conform to Hitt and Hoskisson (2007), who insisted on the significance of understanding the customer's needs and appropriate ways to address them.

The organisation was also concerned about stakeholder expectations; it made tremendous efforts to educate the public about their roles and what was expected of them. They explained to the public why they were important in helping them achieve their goals and meet the expectations of their stakeholders. This helped the organisation tailor its services to increase customer satisfaction.

The interviewees indicated that the use of information technology was inadequate; this hindered the organization's ability to easily conduct and carry out investigations concerning crime, keep records, and share important information. This made it more difficult for the organisation to effectively execute its role. These observations align with Mulube's (2009) argument that information technology plays a crucial role in enabling organisations to adapt to environmental changes.

The organisation engages its employees regularly in training and capacity-building programs to enhance their knowledge and expertise in their areas of work. This gave the employees the understanding they needed to cope

with the diverse challenges in the implementation of strategic change practices. Through training, the employees were in a better position to cater to the needs of their customers on account of priority. The results conform to Chapman (2005), who noted that training and development programs were impactful on employees' participation and contributions in the implementation of strategic change.

The top management thought that it was appropriate to offer recognition and rewards to employees who worked extra hard in the implementation of strategic change practices. This encouraged the rest of the employees to work harder. Top management adopted a participative form of communication where all stakeholders were involved in the process of making decisions. The management found this practice important following a few incidences of resistance to adopting change by some employees, which was caused by the failure of the top management to engage the employees in making decisions. However, a few interviewees cited cases where public involvement was neglected in making key decisions, although it played a crucial role in providing information on matters about crime.

The results unearthed that the organisation had good leaders who were focused on influencing the employees and setting standards in the implementation of strategic plans. This fostered a sense of team spirit and unity among employees as they strived to achieve their set goals and targets. It was observed that culture was a hindrance in the implementation of strategic goals. Even though the leaders made great efforts to unite and guide the employees in the right direction, this was received with a lot of delays. In some extreme cases, there were instances of resistance to change when employees were not involved in decision-making. It was found that the organisation exposed its staff to training and development to improve their skills, experiences, and perspectives when dealing with issues that concern the implementation of strategic change.

## 5.3 Conclusion

Based on the research's findings, it is clear that strategic change management practices play a crucial role in enhancing organisational success. The findings also reveal that among the stakeholders, the employees play a significant role in implementing change strategies. The failure to involve employees in strategic change management planning may lead to their resistance to change. The lack of confidence in their skills is also a factor that may lead the employees to resist change.

To eliminate resistance to change, organisations may consider involving employees in strategic change management planning and equipping them with the skills needed to successfully complete their tasks. Apart from employee resistance, the success of strategic change management practices may be affected by organisational

politics, which only serve to increase conflicts in the organisation. The other factors that may hinder effective implementation of change strategies include financial constraints and a low number of employees.

#### 5.4 Recommendations

The recommendation put forward is that more funds should be raised to support the organisation in implementing several changes to support its main goals of researching crimes. This will enable the institution to conduct high-quality crime investigations that align with the dynamic and evolving nature of crimes and their manifestations.

The organisation should involve its employees and its constituents in development and training programs that can expose them to specialised knowledge and skills in crime investigations. This will perfect their skills and improve how they execute their work and impact the quality of crime research and protective measures.

It would be important for the organisation to shun destructive politics that negatively impact team spirit while diverting employees' attention from focussing on organisational objectives and setting goals. This will foster an environment where employees can strive to achieve the organization's goals.

More sensitisation should be executed to make the public aware of this institution and its functions. This will assist the public to understand why they should provide information concerning crime and why that information is useful to this organisation. Therefore, the organisation will be able to access confidential information concerning crime, which is essential for criminal research.

The organisation should hire more personnel who are adequately qualified and trained to participate in change implementation. The top management will efficiently implement change; this will save the organisation huge costs and positively impact its performance. Competent staff are resourceful and instrumental, particularly in generating ideas.

#### 5.5 Limitations for the Study

Open-ended questions only were utilised. A blend of both closed-ended and open-ended questions could have allowed the researcher to collect more detailed information that is sufficient for more quality and comprehensive results.

Constraints on time and cost limited the study scope to one organisation. The results realised in this study cannot be applied to any other organisation to make generalisations about all semi-autonomous agencies that work in the offices of the Attorney General.

The researcher could have used a descriptive survey and a factor analysis to find the main things that make it hard to implement strategic change. This would have

been useful for the organisation to identify priority areas to deal with to counter challenges of strategy implementation.

A few of the interviewees perceived the process to be non-paying and hence time-wasting. The researcher spent a lot of time trying to convince them to participate in the interviews. It took a considerable amount of time to accomplish this, as not all the interviewees were fully convinced of the need to provide information. Some senior staff opted to be represented by their juniors in the interviews.

#### 5.6 Suggestions for Further Research

Researchers in the future might consider duplicating this study in the private sector. This will help researchers compare strategic change management practices and establish the best ones. Further, they will understand the main challenges experienced by the private while implementing strategic changes.

A replica of this study should be executed using an exploratory research design to establish the causes and effects of the challenges that organisations face while implementing strategic changes. Then, suggestions can be made on effective ways of addressing these challenges.

Customers' needs and external factors like technological advancements, competition, and regulations are constantly evolving. These changes influence an organization's approach to coping with the environment. It would be beneficial for future researchers to conduct a replication of this study after a specific period of time, such as 10 years, to identify and compare the change management practices that were implemented at that time.

A study should be done in the future with the help of a cross-sectional research design; hence, researchers can do a survey of change management practices implemented by organisations. This will aid researchers in establishing contemporary strategic change practices and the evolving challenges that emanate from environmental changes..

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