Moderating effect of Organizational Culture on the factors affecting Transformation of the Kenya Police Service

Meshack M. Mutungi[1], Gladys G. Njoroge[2] , David Minja[3]

[1] Department of Leadership and Governance, Pan African Christian University, Nairobi, Kenya

[2] Department of Physical sciences Chuka- University, Nairobi, Kenya

[3] Department of Public Policy and Administration Kenyatta University, Nairobi, Kenya

Abstract

The Kenya Police Service as an organization has been undergoing through a process of transforming itself with a view to becoming a more accountable, transparent, humane and responsive body. However, there is nothing much regarding attention that has been given to the role of change leadership, leadership efficacy and organizational culture in transforming an organization. This position explains why many organizational transformation initiatives have failed to yield their desired results. From this study, a random sample size of N=309, from a population of 1349 employees working within the Kenya Police Service headquarters was used to evaluate the moderating effect of organizational culture on change leadership, leadership efficacy in the transformation of the Kenya Police Service. Descriptive statistics and inferential statistics were conducted to analyze the data. The results of this study indicated a significant positive moderating effect between change leadership, leadership efficacy and organizational transformation in the Kenya Police Service. In terms of contributions and practical implications, insights   gained from the findings may be used in proposing leadership and organizational development interventions and future research.

Keywords: Change leadership, Organizational culture, Leadership efficacy, Kenya Police

1. Introduction

Organizational transformation in leadership has been theoretically and empirically linked to organizational effectiveness. Studies indicate that organizational transformation and organizational culture contain organizational and Leadership styles which are key to understanding organizational effectiveness (Ng, Ang & Chan 2008). The outcry 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 mainly focused on transforming the leadership, structure and governance of organizations to make those structures more humane, accessible and representative of the society at a large. Therefore, the cause of transforming organizations in Public sector in Kenya emanated from the promulgation of the new constitution, where a new dispensation in Kenya's constitutional, social, political and economic order was ushered in.

1.1 Change Leadership

Deal and Kennedy (2000) believe that the role of leadership is a key while addressing the issue of organizational change and sound leadership can bring effective change for an organization. Further different scholars have argued that, change leadership is not a magic that one person has while others don't have. Subsequently, it is not all about which direction the leader gives but how influential he/she is towards achieving the desired objectives. Furthermore, the leadership of an organization is instead an ability of management to get and protect an organization's benefits by realizing employees' needs as well as organizational targets by bringing them together to work in a better environment to achieve the common goals as stipulated in the organizational objectives. Therefore, according to Senior and Fleming (2006), change leadership has a central role in evolution and cultivating an organization. It can help the followers of an organization and working teams to face the challenges and to work for organizational goals in a worthy way.

Additionally, Burke and Cooper (2006) pinpointed that, this era of rapidly changing business trends and increased customer demands, the role of leadership is more crucial in our contemporary society. 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 workers and teams. This assists in adopting the aforementioned changes successfully. Further, this action by leaders is decisive not only for the effectiveness of the organization but also for its very survival (Burns, 2003). As the business goals can't be achieved without

adopting any strategic business process, likewise the success as well as sustainability of an organization can't be accomplished without a strategic role of leadership. Therefore, from allocation of resources to alignment, McGuire (2003) asserts that, from perception of decisions to make in the future focusing on commitment and motivating the teams to get the goals of an organization as well as confirming the sustainable growth of an organization is dependent on leadership whose footprints are everywhere.

Although change processes have been conceptualized in a variety of ways, the manner in which leaders treat and involve employees during change has received the greatest amount of attention and proved to be a powerful determinant of individuals' reactions to organizational changes (Gesell, 2010). In fact, there is a considerable amount of overlap between researchers and practitioners on conclusions regarding effective change leadership behaviors. For example, practice such as communicating about the change and providing individuals the opportunity for inputs are elements in both the research on justice and in practitioners' recommendations for change leadership.

1.2 Leadership Efficacy

Leadership Self-Efficacy (LSE) as it is explained by Laura (2010) is related with leaders' individual performance and their units' collective efficacy and performance. Further it is a concept depicting an individual's belief in terms of the ability which enables one to face specific tasks or situations effectively according to the Bandura's theoretical work on self efficacy. Further, 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 have the ability to think in a clear way regardless of the pressure or in stressing conditions.

Judge and Ilies (2002) link Leadership Efficacy with cognitive ability and conscientiousness with performance. Further they postulated 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. Further, Ng, et al., (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 to the accomplishment of the successful role of leadership in groups. Recently, Ng, et al., (2008) in their study 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 LSE (Barrick & Mount, 2005; Judge, et al., 2002). Further to this, Barrick et al., (2005) emphasized the role which LSE plays in explaining leadership effectiveness in connection to opening 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.

1.3 Organizational Culture

Organizational Culture is described as a system where assumptions, values, practices and beliefs that help individuals in understanding which behaviors are and are not appropriate within an organization guided by feeling of shared convictions and qualities (Kornberger & Pitsis 2010). According to the study, cultures have been found to act as a source of competitive advantage for organizations where strong organizational cultures can be an consolidating as well as a controlling mechanism for organizations. Organizational Culture consists of three levels namely, assumptions that are below the surface, values, and artifacts as the study asserts. Chatman and Eunyoung (2003) posited that, Organizational Culture consists of a system of shared assumptions, values, and beliefs that show people which behavior is appropriate or inappropriate. Thus, these values epitomizes strongly on the influence of an employee's behavior as well as organizational performance.

In fact, 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. 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. In addition, good organizational culture encourages a sense of healthy competition, motivating employees in the organization to be more innovative. Therefore, a strong organizational culture can change the overall performance of the organization.

1.4 Organizational Transformation

Organizational Transformation involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to task objective. The leader focuses on having internal actors perform the tasks required for the organization to reach its desired goals (Boehnke et al., 2003). 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.

However, in maximizing transformational efforts, Higgins (2010) argued that, leaders must learn how to align leadership and all employees with the new ways of transacting business with a view to sustaining the transformation. He further posited that, organizational transformation is a permanent commitment which is geared toward improving all levels of an organization in respect of the quality, customer service, development and participation. Northouse (2013) 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. Nevertheless, it has been found out that, most leaders lack a proven way concerning thinking about the challenge.

In their study on the effect of organizational transformation in the American Health Care Industry, Lee, et al., (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 conclusion transformational leadership involves the complexities of human interaction, contains dynamics and contextual influences. To date these aspects have not been explored, therefore the overall functionality of transformational leadership remains undiscovered.

1.5 The Kenya Police Service

The constitution of Kenya recognizes the establishment of the Kenya Police Service. This organization is an entity that has been enacted by the Parliament according to chapter fourteen of the Kenyan constitution. The National Police Service has undertaken a plan of Police reforms with a view to aligning this key Service to the reform agenda of the Kenya government which largely aims at transforming the entire National Police Service into an organization that will be an outfit with global competitiveness. Therefore, in order to realize this undertaking, the National Police Service intends to ensure that the Kenya Police Service achieves international standards in terms of efficiency, effectiveness and responsiveness which are congruent to the needs and expectations of the citizens of the nation as well as the international community geared towards achieving a milestone that marks a paradigm shift in policing in the history of the independent Kenya (The Kenya Police Service Strategic Plan 2015-2017).

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

Previous Studies have found out that, when this key institution fails to implement effective change leadership strategies, can lead to costly repercussions. Eventually, such consequences which may include reduced engagement, retention, productivity and underperformance may result. Therefore, in the long run, inability to introduce change not only hurts the bottom line, but can also put the very future of the Kenya Police Service at risk. Further, studies have shown that, transforming an organization like the Kenya Police Service is ineffective without strong leadership (Wright & Pandey, 2009). Therefore, this study sought to establish the effect of Change Leadership, Leadership Efficacy and the moderating effect of Organizational Culture in the Transformation of the Kenya Police Service.

2. Conceptual Framework

The study conceptualized on a relationship between Change Leadership, Leadership Efficacy, Organizational Culture towards Organizational Transformation of the Kenya Police Service. According to the conceptualization,

both Change Leadership and Leadership Efficacy 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.

Therefore, 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 1.0.
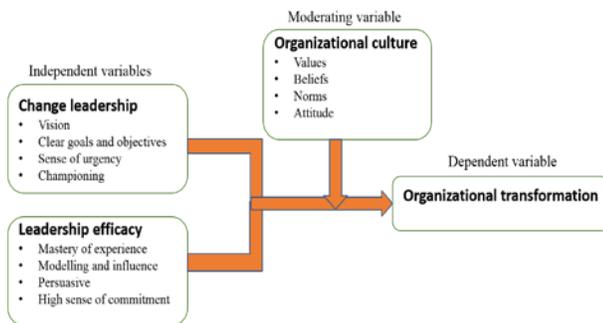

Figure 1.0: Conceptual framework for the study design

3. Methodology

To achieve the purpose of this study, a quantitative approach was conducted using a cross-sectional survey. Cross-sectional study refers to a design that collects data at

Police Service rank	Target Population	Response	Response rate (%)
Top Level Leadership	18	17	94
Mid-Level Leadership	92	87	95
Low Cadre	199	165	83
Total	309	269	87

one point in time from one sample representing the larger population (Wellman, et al., 2006).In this study the leader characteristics, employee engagement and organizational performance were not only described but also measured to ascertain the relationships and establish the causal effects between study variables. Therefore, the study used stratified sampling method according to Kothari (2004), who recommends that if 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) that are individually more homogeneous than the total population. In this case, a researcher is able to get a more precise estimate for each stratum and consequently being able to accurately estimate each component resulting to a better estimate of the whole population. Therefore, this researcher 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.

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

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). That is, 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 stratum h is

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

4. Results

The researcher distributed 309 questionnaires at the Kenya Police headquarters, Vigilance House. Out of the 309 questionnaires which were administered for the data collection to the respondents' population, a total of 273 questionnaires accounting for 88% were returned. After data cleaning, only 269 responses (87%) distributed across the three strata were used for the final analysis as shown in Table 1. According to Babbie (2004) over 50% response rate is adequate for analysis while over 70% is rated as a very good response rate. Therefore, based on this assumption, 87% response rate was thus rated as very good and suitable for the analysis.

Table 1: Sample size selection

Change Leadership

Table 2 provides a general profile descriptive statistics on Change Leadership parameters considered for this Study. The results showed that, the most dominant aspect of Change Leadership in the Kenya Police Service was that the institution has clear goals and objectives with a mean

of 3.13, followed by clear vision in the ongoing Police reforms with a mean of 3.05. The least scored aspect was that the top leadership has created a sense of urgency in its reform agenda initiative which had an average of 2.81. However, it is worth noting that, the four aspects of Change Leadership evaluated were moderately dominant with an overall mean of 2.97.

Table 2: Change Leadership Descriptive Statistics

Change Leadership	Mean	Std. dev	Overall Mean
The Kenya Police Service has clear Vision in the ongoing Police reforms and Change Leadership Initiatives	3.05	0.29	
The Kenya Police has clear goals and objectives in its Organizational Transformation initiatives	3.13	0.17	2.97
The Kenya Police Service top leadership has created a sense of urgency in its reform agenda	2.81	0.18	
The Kenya Police top leadership has championed the ongoing reforms in the Kenya Police Service	2.87	0.24	

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 exhibitions 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 3.

Table 3: Leadership Efficacy Descriptive Statistics

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 promotes transformational agenda had a mean of 2.89 while the response of the officers embracing values that are 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.

Table 4: Organizational Culture descriptive statistics

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

Test of Normality

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).

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).

As the results indicate in Table 5, all the predictor variables had a skewness and kurtosis coefficients between

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

-1.0 and + 1.0. Therefore, according to the rule of thumb as agued 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 are insignificant as it is recommended by Field (2009). If the test is not significant with the p-value being greater than the chosen Alpha level (0.05) it is implied that the hypothesis that the data came from a normally distributed population 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. Further the dependent variable was in addition normally distributed as displayed in the Q-Q plot in Figure 2.
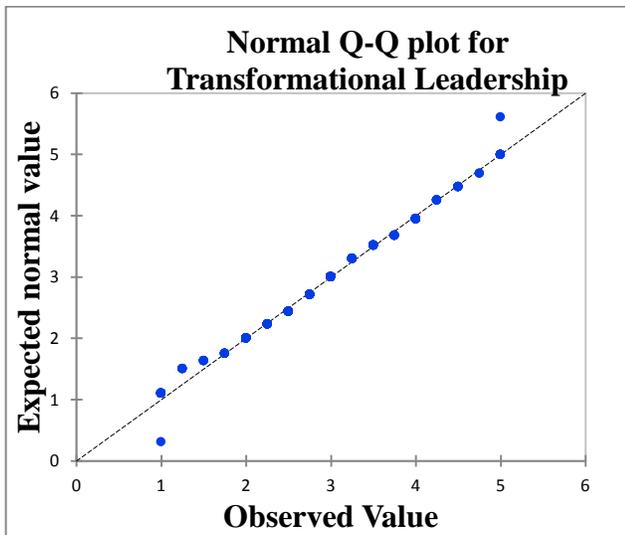
Table 5: Test of Normality

Figure 2: Q-Q Plot of the Dependent Variable

Test of Multicollinearity

Variables	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Change Leadership	.162	268	.075	.865	268	.564
Leadership Efficacy	.145	268	.062	.784	268	.582
Organizational Culture	.078	268	.054	.978	268	.653

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. 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 ≥ 10) then it shows that there is Multicollinearity. The results in Table 6 shows that Variance Inflation Factors for all the Variables are less than 10, an indication that the independent variables do not suffer from Multicollinearity.

Table 6: VIF test of Multicollinearity

Variables	Collinearity Statistics	
	Tolerance	VIF
Change Leadership	0.49	2.02
Leadership Efficacy	0.44	2.27
Organizational Culture	0.51	1.96

Correlation Analysis

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 0 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 0 indicate a negative correlation, that is, as the value of one variable decreases the value of the other variable also decreases.

The results in Table 7 show that, all the predictor variables had a positive relationship between them 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).

Table 7: Correlation coefficient analysis

ANOVA					
Model	Sum of squares	Df	Mean Square	F	Sig
1.Regression	4.084	2		18.949	0.000[a]
Residual	28.668	266	2.042		
Total	32.752	268	0.108		
2.Regression	4.107	3		12.664	0.000[b]
Residual	28.645	265	1.369		
Total	32.752	268	0.108		
3.Regression	4.111	4		9.474	0.000[c]
Residual	28.641	264	1.028		
Total	32.752	268	0.108		

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

Moderating Effect of Organizational Culture on Change Leadership and Leadership Efficacy

With the hypothesis that Organizational Culture does not significantly moderate the relationship between Change Leadership and Leadership Efficacy on the transformation of the Kenya Police Service, the results in table 8 shows that, introduction of the moderating variable Organization Culture slightly improved R squared from 0.125 to 0.126 with an implication that the interaction of the moderating term explains 12.6 percent influence on the Transformation of the Kenya Police Service. This implies that, the remaining 87.4 percent is accounted for by other factors which are not considered in the Study. Subsequently, the results are supported by p value which is less than 0.05 depicting that, the null hypothesis should be rejected, a perspective which implies that, there is a significant moderating effect of the Organizational Culture

		Change Leadership	Leadership Efficacy	Organizational Culture
Change Leadership	Pearson Sig N	1 269		
Leadership Efficacy	Pearson Sig N	0.677** 0.000 269	1 269	.
Organizational Culture	Pearson Sig N	0.612** 0.000 269	0.665** 0.000 269	1 269

on Change Leadership and Leadership Efficacy. 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. The coefficients of the moderation are presented in Table 9.

Table 8: Moderating effect of Organizational Culture on Change Leadership and Leadership Efficacy towards transformation of the Kenya Police Service.

1. Predictors (Constant), Change Leadership, Leadership Efficacy
2. Predictors (Constant), Change Leadership, Leadership Efficacy, Organizational Culture
3. Predictors (Constant), Change Leadership, Leadership Efficacy, Organizational Culture, Interaction Term

Table 9: Coefficient of moderation of Organizational Culture on Change Leadership and Leadership Efficacy towards Transformation of the Kenya Police Service.

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficient	T	Sig
	B	Std. Error	Beta		
1 (Constant	.582	.069		8.497	.000
Change Leadership	.153	.029	-0.42	-5.33	.000
Leadership Efficacy	.037	.028	0.11	1.36	.176
2 (Constant)	.593	.073		8.16	.000
Change Leadership	.149	.030	0.41	-4.96	.000
Leadership Efficacy	.043	.031	0.12	1.42	.157
Organizational Culture	.014	.030	-0.04	-0.45	.650
3 (Constant)	.571	.133		4.29	.000
Change Leadership	.146	.035	-0.39	-4.12	.000
Leadership Efficacy	.048	.038	0.14	1.27	.205
Organizational Culture	.009	.037	-0.03	-0.25	.800
Interaction Term	.000	.002	-0.03	-0.20	.840

Discussion

The objective of this study was to determine the moderating effect of organizational culture on change leadership and leadership efficacy in the transformation of the Kenya Police Service. Although there has been underlying assumptions about the role of both Change Leadership and Leadership Efficacy in organizational setup, little is known about the moderating role of Organizational Culture into to its relationship with Organizational Transformation. Therefore, this study further evaluated the mediation effect of the Organizational Culture. The results from this study established that, the three parameters mentioned above significantly influenced the transformational initiative within the Kenya Police Service.

Although previous studies defines 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, It is clearly evident from the test statistics of the hypotheses that Organizational Culture had a

Model Summary				
Model	R	R square	Adjusted R square	Std Error of the estimate
1	0.353[a]	0.125	0.118	0.3283
2	0.354 [b]	0.125	0.115	0.3288
3	0.354 [c]	0.126	0.112	0.3294

moderating influence for the two independent variables mentioned above in the perspective of norm, belief, altitude and values that are congruent to the transformational agenda. Subsequently, the inclusion of the moderating variable in the respective models proved to improve variation in which transformation of the Kenya Police Service is influenced by the Change Leadership and Leadership Efficacy. These results are consistent with the

previous findings by Elshanti (2017) which showed that Organizational Culture mediates/moderates the relationship between Change Leadership and Organizational Transformation. Elshanti further expounds that indeed increased knowledge in organizational culture provides leaders with special insights regarding Organizational Culture to ensure continued Organizational Transformation.

Further, the descriptive statistics on the feedback of the respondents regarding the construct forming composite variable Organizational Culture depicted that 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, et al., (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 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 using simple linear regression established that, the twovariables namely; Change Leadership, Leadership Efficacy and Organizational Culture significantly influenced the transformational initiative within the Kenya Police Service. Further, on introducing Organizational Culture as a moderating variable, the influence was further improved. This is an indication that, the moderating factor brought a new dimension of culture in relation to Change Leadership and Leadership Efficacy. To support this results, Koech (2016) observed that, the Kenya Police Service should be rebranded for the purpose of embracing new organizational culture that promotes improved working relationship for the purpose of enhancing service delivery.

In summary, owing to the results of the study, it can be established that, all the two independent variables had some influence in 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

In conclusion, the results from this study present the empirical evidence that there is a significant positive relationship between transformational leadership and a constructive organizational culture within the Public Service. Employees and managers need this knowledge for them to be able to understand how leaders can manage culture within the Public Service effectively and efficiently. Delivery of public services can be identified as the underlying purpose of any public service organization, hence the leadership can use the ability of creating a constructive organizational culture as their contribution to this goal or purpose so that all employees in the organization can pursue it. Leaders in Public Service can also take into consideration the impact of Organizational Transformation on constructive culture to initiate organizational culture development and change.

The limitation of this study is the sample size and the population groups since the respondents are from one organization which could influence their perceptions due to its practices. Restriction of the study to one organization implies generalization of these findings to other populations groups will require further research. Subsequently, the questionnaires used were based on perceptions of the participants which increase chances of subjectivity when completing questionnaires. In addition, cross-sectional design was used which entails obtaining the results at a single point in time, hence a longitudinal study conducted over time would be of value in determining the effect of Organizational Transformation on Organizational Culture. In conclusion, the results of this study provide valuable information that can be used to propose human resource management and leadership development interventions relevant for creating a constructive culture that is vital for service delivery in Public Service.

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About the authors

Meshack M. Mutungi is a Ph.D. student at Pan African Christian University Department of Leadership and Governance Meshack M. Mutungi can be contacted at: researchmutungi@gmail.com

Prof. David Minja is the chairman and an Associate Professor of Management, Department of Public Policy and Administration, Kenyatta University Prof. David Minja can be contacted at:minjad11@gmail.com.

Dr. Gladys G. Njoronge is a lecturer Department of Physical Sciences Chuka University-Kenya Dr Gladys Njoronge can be contacted at:gg.njoronge@gmail.com.