# Influence of Leadership on Change Management in the Office of Director of Public Prosecutions in Nakuru County, Kenya

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**Abstract:** This paper presents an examination of the influence of leadership on change management in the office of Director of Public Prosecutions in Nakuru County. The study from which the paper is taken was based on stewardship theory. The target population comprised 3 Senior Assistant Deputy Prosecution counsels and 48 Assistant Prosecution counsels who are distributed across the three sub-branches. The study used descriptive survey research design while a census survey was adopted. Primary data was collected using structured questionnaires. Data was analyzed using both descriptive statistics such as percentages, means and standard deviations while inferential statistics methods included; correlation coefficient and chi- square. The research findings were presented inform of percentages, frequency distribution tables, and inferential statistics tables. The research findings indicate that there exists a significant, positive correlation between leadership and change management and that there exists a significant association between the two variables. It was concluded that leadership has a significant effect on change management and a positive non-causal relationship with change management in the office of director of public prosecutions in Nakuru County. It was found that the management team at ODPP does not interact or inspire the subordinates toward organizational objectives this may have affected less consideration by the management on human and emotional aspects of change during the change process. The regular communication by the management team on change management aspects and role played by the top management in administering the change process at ODPP has enhanced change management. It was recommended that the Office of Director of Public Prosecutions should ensure that there is cordial interaction between the management team and subordinate staff, toward achieving set organizational objectives on change management in ODPP.
**Keywords:** Director of Public Prosecutions, Change Management.

## INTRODUCTION

In a fast changing world, organisations must constantly align themselves with their environments either by reacting to external event or by proactively shaping the businesses in which they operate in [1]. The society is always faced by both unprecedented and planned changes in the environment it occupies. Either change is something that forces one out of his comfort zone, which is for better or for worse depending on the angle the perceiver views it from. Just like living things organizations experience change as they go through their existence. This can happen because of a number of reasons but in the end organizations change how they are structured to better meet their goals and growth. Organizational change encompasses moving from the known to the unknown, from the relative certainty to relative uncertainty, from familiar to unfamiliar territory [1]. According to Martin [2], management of change refers to the structured strategy and process for managing change within an organisation and more importantly managing the

reaction to change by employees. Organizational failure occurs when organisations fail to adapt appropriately and timely. Most organisations have embraced the idea of change management in their business processes the publicly owned organizations are major players in the service delivery to populace, coupled with the public sector reforms; it remains an on-going policy objective for many countries including Kenya. In order to improve efficiency, service delivery and general performance in organizations, change management is critical in managing organizations. In Kenya, the public sector is undergoing reforms to have its administrative systems to better serve needs of the government and citizenry with improved delivery of public service [3].

### Office of the Director of Public Prosecutions

The office of the Director of Public Prosecutions is established under Article 157 of the Constitution of Kenya 2010. The Constitution and the Director of Public Prosecutions Act section 26 and 27

thereof, provide that the Director of Public Prosecutions (DPP) have two powers: the power to direct the Inspector General of the National Police Service and any other investigative agency to investigate any information or allegation of criminal conduct, and state powers of prosecution [4]. With regard to the exercise of state powers of prosecution, the DPP may institute, undertake, take over, continue or discontinue at any stage before judgment (with the consent of the court) criminal proceedings against any person before any court, other than a court martial. The ODPP Act 2013 empowers the DPP to formulate a National Public Prosecution Policy and keep it under regular review. The Kenyan constitution also empowers the DPP to exercise its powers independently without the consent, authority, direction or control of any person or authority. Further, the constitution and the ODPP Act allow the institution of private prosecutions. The DPP may exercise prosecutorial powers in person or through officers' subordinate to him or her, acting in accord with his or her general or special instructions [4].

**Statement of the problem**

The ODPP policy now requires that the exercise of prosecutorial powers must be viewed in the context of contributing to the national development goals. It states that efficient, effective and fair prosecutions is critical for the promotion of the rule of law, fair administration of justice and a conducive and secure environment for development. The highlighted changes at the ODPP which include; (i) establishment of an independent ODPP (ii) enactment of a national prosecution policy and (iii) structural adjustments, demand a high standard of professionalism expected of prosecutors in the new Constitutional dispensation which require a paradigm shift in the general conduct of prosecutions and especially the decision to charge. In performing this role, the policy also requires the DPP and officers subordinate thereto to respect human rights and fundamental freedoms without discrimination, the observance of the right to a fair trial and equality before the law. The policy document serves to demystify to not only prosecutors but also the public, the manner in which decision making is undertaken, displaying how prosecutorial discretion should be exercised based on clear, rational and principled examination of the sufficiency of evidence and the public interest. According to an annual anti-corruption report released by ODPP [4], some of the challenges his office has faced include slow pace in effecting changes outlined in the ODPP Act thus affecting service delivery and the office's mandate. The report indicated that ODPP was yet to take over 100 per cent prosecutions of corruption and economic crimes, other challenges include inability to attract and retain qualified legal staff, limited office space and library facilities as well as lack of research facilities [4]. Thus, ODPP policy document has to be effectively implemented in a bid to ensure effective service delivery. In light of the highlighted changes, this study sought to examine how leadership influences change management in the ODPP, an area that has not been specifically studied.

## RESEARCH METHODOLOGY

A descriptive survey research design was used in this study. Kothari [5] notes that a descriptive research design is used when data is collected to describe persons, organizational settings or phenomenon. The choice of this design was appropriate for this study since it helped in establishing the relationship or association between variables under study. The target population comprised 3 Senior Assistant Deputy Prosecution counsels and 48 Assistant Prosecution counsels who are distributed across the three sub-branches [4]. Since the sample frame for the study was small and heterogeneous, census survey was adopted. Self-designed structured questionnaires were used to collect primary data. The data instrument was pretested in Nyandarua County where 20% of the study population was piloted. Pretesting helped to determine the strengths and weaknesses of the survey concerning question format and wording. Cronbach's Alpha was used to test reliability of instruments. According to Sekaran [6], a Cronbach alpha of 0.8 is good, 0.7 is an acceptable range while if it is 0.6 and below, is poor. All the variables returned Cronbach's Alpha values greater than 0.7 indicating acceptable reliability of data collection instrument. To ensure content and construct validity of data instruments, supervisors were engaged and their inputs were taken into account to ascertain validity. Data was summarized and analysed using descriptive statistics (Frequencies, percentages, means and standard deviations) as well as inferential statistics (correlation coefficient and chi-square), using SPSS as an analysis tool. The findings were presented in the form of statistical tables and discussions thereof. Research hypotheses were tested at 5% significance level using Chi-Square.

## LITERATURE REVIEW

This chapter presents the review of literature relevant to the study area of leadership on management of change applicable to the area of public prosecutions.

**Change management**

According to Martin [2], the concept of change management can be defined as a structured and synthesized approach to achieving a sustainable change in human behavior within an organization. Management of change cannot be performed in an adhoc manner, but is a structured process of managing the people, business processes, and technology in response to the changing environment to align business strategies to the environment and enhance competitiveness in the market. Change management is a basic skill in which most leaders and managers need to be competent. Martin [2] management should strive

to exercise leadership when management is going through change. Managers should show employees the way during the organizational change process. Employees learn through observation of their managers and this is consistent with social learning theory. Sugarman [7] also stated that with improved change management strategies the department was able bring sanity in the running of the department to a reputable police department both in the USA and the world at large. According to Onyambu [8], the prospects of change inspire automatic resistance in people. This could be because change threatens to disrupt the way people are used to doing things in their individual and/or corporate capacities.

## Leadership

A process of creating change, not retaining the status quo is defined as leadership. A good leader does not force change but encourages sharing of purpose and values amongst followers. Persuasion is an important attribute of a leader as it will help generate agreement with others on what needs to be done and how to do it effectively. A leader will also need to facilitate individuals and the collective efforts to accomplish the shared objectives [9]. According to Denrell [10], compassionate leaders and staff are the best catalyst when it comes to management. A change management plan needs to be formulated by the organisation and in particular, the management to provide a road map to the employees in making the leap to permanent change as change is inevitable. There are three main dimensions of leadership, which include; task oriented leadership, relationship oriented leadership and change oriented leadership. Task oriented leadership is primarily concerned with accomplishing the task, utilizing the personnel and resources efficiently and maintaining orderly reliable operations [11]. Change oriented leadership is concerned with improving strategic decisions, adapting to change in the environment, increasing flexibility and innovation, making major changes in processes, products or services and gaining commitment to change.

## Theoretical Framework

The stewardship theory holds that the Chief Executive Officer being a strategic leader essentially wants to do a good job, to be a good steward of the corporate assets, that they have an inherent motivation, working diligently to achieve good corporate performance, with interests similar to those of the stakeholders [12]. Structural situation in which the executive is located gives rise to performance variations facilitates their effective action according to Stewardship theory [20].The board on the other hand contributes to the stewardship of the of the organization while giving unencumbered authority and responsibility to the management [12]. Stewardship theory implies a more collaborative approach between management and boards. Under this approach,

empowering managers (stewards) of the firm to exercise unencumbered authority and responsibility enhances board management ties and decision-making. Stewardship theory holds that, executive's responsibility may neutralize self-interest behaviors derived from CEO to being much more devoted to advance corporate performance [13]. This theory was relevant to this study as it helped in understanding how, leadership influence change management process in ODPP.

## ANALYSIS AND FINDINGS

Respondents were asked to indicate their agreement on the following items relating organization leadership. The responses were analyzed using mean scores and standard deviations. The results on Table 2 show that 60.4% of the respondents disagreed that the management team at ODPP interact with subordinates and inspire them toward organizational objectives (mean=2.67, SD=1.098). According to Denrell [10], bearing in mind, that change is inevitable, organizations and the management in particular needs to come up with a change management plan to help lead the employees on the path of making that leap to permanent change together. There was neutrality among most respondents (39.6%) on whether organizational leadership at ODPP considers the human and emotional aspects of change during the change process (mean=2.85, SD=1.111). The starting point to lower the resistance force towards change of employees is to depersonalize the problem [14]. Depersonalizing the problem decreases the emotional reactivity to the situation, which allows for, and even encourages, change. Once the emotional reactivity has dissipated, the firm and employees are able to move into the change mode. The management team at ODPP is involved in change management according to 70.8% of the respondents (mean=3.85, SD=1.368). A fair majority of respondents (50%) held neutral opinion on whether organizational leadership at ODPP prepare employees for the change that the organization and the environment demand to enhance service delivery (mean=2.63, SD=0.937). A leader of change is an individual with the ability to influence and ultimately change behaviors of employees, teams, and/or organizations; an individual who influences the commitment of any key group within the organization [9]. There is regular communication by the management team on change management aspects as agreed by 60.4% of the respondents (mean=3.44, SD=1.287). 66.6% of respondents agreed that top management administer the change process at ODPP (mean=3.81, SD=1.104). Change starts at the top and an organization's leaders must be the visionaries, champions and role models for change [15]. A larger majority of respondents (83.3%) disagreed that bottom up approach answer all limitations of the top bottom approach as it involves all the employees in the change process at ODPP (mean=1.88, SD=0.866). Almost all the responses had standard deviation values greater

than 1 indicating lack of cohesion in respondents' views.

**Table-1: Descriptive Analysis for Leadership**

| Measurable Indicators | SA | A | N | D | SD | Mean | Standard deviation |
|---|---|---|---|---|---|---|---|
| The management team interact with subordinates and inspire them toward organizational objectives | 2 (4.2%) | 8 (16.7%) | 9 (18.8%) | 10 (20.8%) | 19 (39.6%) | 2.67 | 1.098 |
| Organizational leadership considers the human and emotional aspects of change during the change process | 3 (6.3%) | 10 (20.8%) | 19 (39.6%) | 9 (18.8%) | 7 (14.6%) | 2.85 | 1.111 |
| The management team is involved in change management | 22 (45.8%) | 12 (25.0%) | 3 (6.3%) | 7 (14.6%) | 4 (8.3%) | 3.85 | 1.368 |
| organizational leadership prepare employees for the change that the organization and the environment demand to enhance service delivery | 2 (4.2%) | 3 (6.3%) | 24 (50%) | 13 (27.1%) | 6 (12.5%) | 2.63 | 0.937 |
| There is regular communication by the management team on change management aspects | 10 (20.8%) | 19 (39.6%) | 6 (12.5%) | 8 (16.7%) | 5 (10.4%) | 3.44 | 1.287 |
| Top management administer the change process at ODPP | 16 (33.3%) | 16 (33.3%) | 7 (14.6%) | 9 (18.8%) | 0% | 3.81 | 1.104 |
| Bottom up approach answer all limitations of the top bottom approach as it involves all the employees in the change process | 1 (2.1%) | 1 (2.1%) | 6 (12.5%) | 23 (47.9%) | 17 (35.4%) | 1.88 | 0.866 |

Source: (Author, 2018)

**Correlation Analysis**

The indicated a statistically significant strong positive relationship between leadership and change management at ODPP ($r = 0.826$, $p < 0.05$). Leadership has a positive correlation with change management since the leadership practiced aid in achieving the overall change management process in an organization [16]. Managers in the organization have to be capable to manage the strategic changes practices being implement in the organization, as change in an is a process and not an event as may be perceived by many [17]. The positive non- causal relationship between independent variables and the dependent variable indicates that when organization structure, organization culture, organization resources and leadership are enhanced at ODPP, change management is enhanced.

**Test of Research Hypothesis**

Effect of Leadership on change management in ODPP was examined using Chi-square test ($\chi^2=6.271$, p<0.05) as shown on Table 3. Since the p value was less than the conventional probability value of 0.05, it was established that there is a significant association between leadership and change management in ODPP. Thus, null hypothesis ($H_0$) "leadership has no significant effect on change management in ODPP" was rejected by concluding that organization leadership have a significant effect on change management in ODPP. According to Ponder [18] also found that leadership influences change management since change management demands strong leadership to rapidly push through stressful, discomforting and risky shifts in the business and organizational system. Battling the sources of rigidity and turning crisis into opportunity are the key qualities needed by managers implementing and managing change in an organization. The findings are also consistent with those of Daft [14] who found that a shared purpose between the leader and the followers will motivate both toward the desired outcome of change while a well-developed leadership skills will ensure initiation and coordination of a change process.

**Table-2: Chi-square test of association between Leadership and Change Management**

| | Value | Df | Asymp. Sig. (2-sided) |
|---|---|---|---|
| Pearson Chi-Square | 6.271[a] | 4 | .018 |
| Likelihood Ratio | 5.500 | 4 | .024 |
| Linear-by-Linear Association | 4.985 | 1 | .026 |
| N of Valid Cases | 48 | | |

Source: (Author, 2018)

## SUMMARY OF FINDINGS

Respondents disagreed that the management team at ODPP interact with subordinates and inspire them toward organizational objectives. There was neutrality among most respondents on whether organizational leadership at ODPP considers the human and emotional aspects of change during the change process. The management team at ODPP is involved in change management while most respondents held neutral opinion on whether organizational leadership at ODPP prepare employees for the change that the organization and the environment demand to enhance service delivery. Respondents agreed that there is regular communication by the management team on change management aspects and that top management administer the change process at ODPP. The findings indicate that there was disagreement among respondents that bottom up approach answer all limitations of the top bottom approach as it involves all the employees in the change process at ODPP. The results show a statistically significant strong positive relationship between leadership and change management at ODPP, and a significant association between leadership and change management in Office of Director of Public Prosecutions.

## CONCLUSION

Conclusions can be made that leadership have a significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County. There exists a positive non-causal relationship between leadership and change management in the Office of Director of Public Prosecutions in Nakuru County. The management team at ODPP does not interact or inspire the subordinates toward organizational objectives this may have affected less consideration by the management on human and emotional aspects of change during the change process. Although the management team at ODPP is involved in change management, it does not prepare employees for the change that the organization and the environment demand to enhance service delivery. The regular communication by the management team on change management aspects and role played by the top management in administering the change process at ODPP has enhanced change management. However, the bottom up approach used in the organization does not answer all limitations of the top bottom approach as it does not involves all the employees in the change process working in ODPP. The Office of Director of Public Prosecutions should ensure that there is cordial interaction between the management team and subordinate staff, toward achieving set organizational objectives on change management in ODPP. This interaction will ensure consideration by the management on human and emotional aspects of change during the change process. Through continuous training, employees was be adequately prepared for the changes that the organization anticipates to enhance service delivery. Further study should be carried to establish influence of different leadership styles on change implementation.

## RECOMMENDATIONS

Based on the research findings and conclusions the study recommends that the Office of Director of Public Prosecutions in Nakuru County ensure that employees are given authority to make decisions and take actions to meet the needs and expectations of the organization in a bid to enhance change management. Moreover, there is need for the leadership team at ODDP to ensure that there is clear outline on enhancing employees' interrelationship among themselves and stakeholders if in enhancement of change management.

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