INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON CHANGE MANAGEMENT IN THE COUNTY GOVERNMENTS IN KENYA

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DECLARATION

I hereby make it clear that this study is my own work and has not been awarded to anyone in any institution.

Signature ……Tracy Koske…… Date 09/11/2021…….

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D61/6217/2017

This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This research project is dedicated to my husband, who has always believed in me and supported me throughout my life, as well as throughout the duration of my studies and completion of this course successfully; and my mother who has always cheered me on during my research.

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LIST OF ABBREVIATIONS AND ACRONYM

T-T theory: Transformational-Transactional leadership theory

CG: County Government

IC: Individualized Consideration

II: Idealized Influence

IM: Inspirational Motivation

IS: Intellectual Stimulation

LS: Leadership Styles

SPSS: Statistical package for social sciences

KSB: Kenya Society for the Blind

ADKAR: Awareness, Desire, Knowledge, Ability & Reinforcement

ABSTRACT

The environment in which the CGs in Kenya operate in is dynamic and changes often. The 2017 election brought in new changes such as 3 female governors for the first time in the history of Kenya. Adapting to such changes have been ignored by counties and instead they continue to apply old and traditional methods to solve new kind of problems. This has led to numerous reported cases of corruption, political rivalry, conflict of interest, mismanagement of funds and undue procedures followed contrary to the existing regulations. The main objective of this research was to establish the influence of transformational leadership on change management among devolved units in Kenya. The following objectives were used to provide guidance; to determine the influence of idealized influence on change management, to study the effect of inspirational motivation on change management, to study the effect of intellectual stimulation on change managements and to establish the effect of individual consideration on change management. This research adopted the Transformational-Transactional Leadership Theory, Kotter's 8 Step Change Model and ADKAR model of change. A descriptive research design was used in this research. The 47 devolved units in Kenya served as the research population. This research relied on primary data collected through questionnaires. Google forms were made use of in the questionnaire administration. The collected data was converted into quantitative format to make analysis using statistical package for social sciences. The statistics generated were descriptive statistics which included mean and standard deviation and inferential statistics which included both correlation analysis and multiple linear regressions. The study revealed a significant positive relationship between idealized influence, inspirational motivation, intellectual stimulation, individual consideration and change management among devolved units. Regression analysis revealed that 51.5% of changes in change management among counties were attributed to the four variables selected in this study. In conclusion, idealized influence, inspirational motivation, intellectual stimulation and individual consideration are essential in enhancing change management. Based on the findings, intellectual stimulation had the greatest influence on change management followed by inspirational motivation while individual consideration and idealized influence had the least influence. As a result, it is recommended that policy makers among the county governments should concentrate on transformational leadership, as this improves change management.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Leaders institute change mainly through their position and status (Hollander, 1971). Leaders are central to organizational change and contribute largely towards implementing it (Higgs & Rowland, 2011) Previous researchers have strongly identified Transformational Leadership with change management amongst all other leadership styles. It makes dealing with the unpredictable change environment simple and it is highly recommended to deal with resistance to change from employees (Parry & Proctor-thomson, 2003). Transformational Leaders perform multiple functions all which are essential in leading an organization forward in the desired direction (Hunt, 1991)

The transformational- transactional leadership theory states that there are two types of leaders. Transactional leaders gain consent by giving and withholding rewards and Transformational Leaders who transform individuals to support each other and organization. The theory concludes by stating that leaders are empowered to inspire their juniors to perform beyond what is expected of them. Another theory guiding this study is the Lewin's Change Management Model. The theory states that the process creates awareness that change is needed, designing ways to move towards it slowly and finally finding the balance and solidifying the changes as the norm. The model is widely used and serves as the foundation for change in organizations. The ADKAR Change Management developed by Jeff Hyatt (2013) is a bottom-up Change Management that focusses on the people behind change. It is a set of five goals to reach and less as a sequential method.

Mainly intended to coach, it is also used as a Change Management tool, to help organizations through the process.

Devolution was seen in Kenya as a substitute method to combat the administrative inefficiencies, corruption and misuse of public resources that have represented the centralized government (Barret et al,2007) Indeed, the National Government is making effort to disburse public resources fairly through the CGs. In the Devolution Report 2017, it was noted that devolution has led to improvement of enabling environment for business. This had led to ease of doing business hence increasing generation of income in counties. The partnership with World Bank helped to identify and facilitate opportunities for faster business processes. Majority of counties have increased efficiency in processing of construction permits, property registration, business registration and business automation processes. This in turn has led to building of industries which accounts for the increase in employment opportunities within county levels.

Agriculture is a main driver of the country's economy. Devolution has ensured that counties focus on small holder-based approaches to help farmers at the local level. The agricultural sector in 2016 contributed to 30% of the national budget moving up from 26% in 2012. The counties have also seen an increase in development in Education and Public Health. More schools and Hospitals have been built leading to improved access to these services and providing employment opportunities. However, threats ranging from mismanagement of public funds, irregular appointments based on associations among others pose a challenge to CGs (Simiyu & Mweru, 2014). Dewees Lobao & Swanson

(2003) indicates that devolved units often run huge fiscal deficits which could lead to unfavorable long-term economic implications. Corruption is noted as one of the major drawbacks to the Devolution Agenda. Recommendations such as an all-inclusive finance and budget committees, implementation of software to enhance performance and ways to enhance democracy and social accountability to safeguard gains made in development have been suggested. However, without the right leadership style in place, adapting to such changes recommended may never happen.

1.1.1 Transformational Leadership

Burns (1978) views Transformational Leadership as a style where followers and leaders work together to ensure group success. Northouse (2016) looks at it as an engagement process between a manager and the employee, creating a connection which raises motivation and morality in both parties. It focusses on the assumption that a leader inspires followers through a firm vision, a quality which encourages engagement (Hickman, 2010; Northouse, 2010) It involves determined people who not only believe in change, but also believe in their teams, value driven learners with the ability to with face unclear situations head on (Tichy & Devanna, 1986)

Previous studies on leadership states that failure to understand the relationship between variables lead to organization failure. One of such variables is leadership. Kent (2014) stated that organizations need solid and sound leadership in order to survive and prosper. Studies have noted that for change to be managed well, effective leadership is required. Chen & Chen (2008) classified different types of leadership embraced in organization management, but effort has been dedicated to establishing the superiority of this kind of leadership in prediction organizational performance (Hancott, 2005).

Burns, (1978) introduced the concept of Transformational Leaders when he was studying political leaders. His work established that Transformational Leaders demonstrate behaviors known as the 4Is. Inspirational Motivation, Idealized Influence, Intellectual Stimulation, and Individualized Consideration are some of them. Transformational leaders place a premium on creating support for one another and the organization as a whole. It's about connecting with followers' sense of self, being a role model, challenging followers to take responsibility for their work, and knowing their own strengths and flaws. It employs a variety of strategies to enhance followers' morale, motivation, and performance.

Effective leaders empower and encourage their teams to accomplish their objectives. Parolini, Patterson & Winston (2009) reinforce that a number of managers believe that creating a shared vision is a key quality of a leader. This facilitates a transformational leader with the ability to think strategically, obtain commitment to a purpose and to be able to clearly convey the vision. Kotter (2010) also observed that rarely does a transformational leader have a problem with strategy, culture, systems, or structure. House (2008) presents that leader's positive effect on followers' motivation and satisfaction makes them effective. However, companies that were once formidable have been brought down to their knees due to bad leadership and leadership decisions (Northouse, 2010).

1.1.2 Change Management

Kogila (2016) defines Change Management as an approach where the organization redirects its resources or operations that are important in the aim to transitioning, growing and developing persons, groups of people to reshape the organization. This is done by using coordinated and structured approach in collaboration with the stakeholders. Hiatt and Creasey (2003) describe Change Management as the management of the people side of

change using tools and techniques to achieve desired results by helping make successful personal transitions. It is about innovative approaches and speedy activities to deal with variable and sudden changes. It is the application of systematic procedures to ensure that an organization's change is steered in the intended direction, carried out efficiently, and completed on time and with the anticipated outcomes (Davis and Holland) (2002)

In a dynamic environment, change is unavoidable (Waldman, 2011) hence organizations need to align themselves with the changes in order to be competitive. When, how, where and in what way organizations need to change is now the question and not whether they should change (Gupta, Singh, Kumar, & Bhattachary,2012) The greatest obstacle in change is changing the peoples' behavior. This is basically achieved by addressing them. Managing the change process is essential for organizations. Change Management is a leadership role not observed by many managers in an organization. It is important in Change Management, and it is imperative to the change process accomplishment. The manner in which a leader views change within the organization determines how the company achieves change sustainability.

Organizational change has direct effect on people's work life; hence it mostly leads to development of mixed behavior when it comes to their willingness to participate (Fink, 2010) It is the mandate of the leaders to manage the change process as well as basic regulations and directions within the firm (Bainbridge, 2012) The style adopted by leaders in leading the followers to change normally determines the type of a leader. Olsen, West & Tse (1998) recommended that the firm's ability to manage change is the key to being a leader. Phipps (2012) concludes that in order to reduce resistance, it is crucial for

organizations to provide new and acceptable ways of managing change so as to achieve the needed results and cut down the negative effect on the personnel.

1.1.3 County Governments in Kenya

The Kenyan constitution 2010 creates a decentralized system of government where two types of governments came about, the national and the CG. The constitution allowed for creation of 47 counties. Devolving authority would improve democracy and accountability in the administration of power. It would promote national unity, self-governance, and the protection and promotion of minorities' and marginalized people's interests and rights while assuring resource sharing. The CG would receive funding from the national government to develop these areas of interests and bring about funds to bolster themselves. The adoption of the devolved system of governance was desired by Kenyans as it meant access to public services and resources would be brought closer to them. This would also give them the responsibility and recognition in their contribution to their county's development.

Word Bank on Kenya Overview states that through the devolved system, Kenya has met the Millennium Development Goals (MDGs) targets as projects by Kenya Accountable Devolution Program (KADP) which works with both National and CG were developed to address key capacity gaps to make devolution work. This is done by strengthening institutions, improved service delivery and citizen engagement.

Various obstacles have been encountered in the implementation of the constitution on devolved units after its approval in 2013. The Auditor's Report, 2013, on Baringo County found irregular and overpayment of allowances contrary to the salary and Remuneration Commission regulations. Regulations on recruitment of staff were not adhered to. In the same report, Embu County reported that there were unsupported expenditures by Members

of County Assemblies and that there was No, or Irregular procurement plans followed. The report also noted that there was irregular placement of staff on the salary scale. Irregular Sourcing of Training Facilities is one of the findings in the Auditors Report in 2013-2014 in the CG of Kajiado. An examination of records in Kajiado county revealed that despite the weaknesses found in the operations, the internal audit department did not issue a report on internal audits. Further, there was no committee in place to address internal control weaknesses highlighted.

International Monetary Fund Report on Fiscal Transparency Evaluation Update,2020 (IMF report, 2020) states that challenges faced include poor credibility of fiscal forecasts leading to repeated fiscal spillages. Poor project appraisal and weaknesses in budget allocation have contributed to several infrastructure projects stalling, delayed or experienced severe costs overruns. The Report further states that lack of gate keeping function has allowed many new projects to enter the budget leading to a debt squeeze on the ministry of Infrastructure and increasing number of approximately 500 stalled projects out 1000 ongoing. All these points to issues of management and management style. Political interference and disharmony in management has also been experienced in Nairobi County when it was transitioning to Nairobi Metropolitan Area. There have been cases under investigation by EACC after Auditor General and Controller of Budget raised an alarm on fraudulent payments and mismanagement of public resources (Auditor General's report, 2020).

1.2 Research Problem

A relationship between change and leadership continues to be established everyday by researchers. Kotter (1947) states that leadership defines the future of an organization and

aligns people with it. Tucker & Russell, (2014) affirm that Transformational Leaders assert new prospects and promote a fascinating future vision. They develop a clear vision and inspire followers to seek it. This is a priority to Transformational Leaders (Lievens, Van Geit & Coetsier, 2007). Bommer et al. (2005) concluded that Transformational Leadership is often used to reduce resistance to change. Bouckenooghe et al. (2009) concluded that employees' view of the abilities of their leaders to lead through change greatly affect their readiness for change. Herold et al. (2007) furthermore found that higher levels of commitment to change is preceded by Transformational Leadership, together with great Change Management practices. Transformational Leadership can hence be considered a contextual variable and Change Management as a related variable.

Changes in technology have been the greatest change force among political environment, global economy, information systems, marketplace, social values, and work force demographics (Hoque, 2004) In order to adapt, organizations are obligated to regularly adapt to their ecosystem; by either being reactive or proactive (De Wit & Meyer 2010). The environment in which the CGs in Kenya operate in is dynamic and changes often. The 2017 election brought in new changes such as 3 female governors for the first time in the history of Kenya. Adapting to such changes have been ignored by counties and instead apply old and traditional methods to solve new kind of problems. This has led to numerous reported cases of corruption, political rivalry, conflict of interest, mismanagement of funds and undue procedures followed contrary to the set-up regulations.

Kent, (2014) iterates that solid and sound leadership is one of the prerequisites organizations need to survive and prosper. It can be noted that these issues may be related

to leadership and management. These failures and sporadic instability can be linked to the quality of governance (Kimenyi et al 2006).

Ayoti (2016) found a substantial association between Change Management and Transformational Leadership behaviors in Kenya Airways in her research on transformational leadership's impact on change management. A study by Galagallo (2015) on Strategic implementation challenges in the devolved government units in Mombasa County; Kenya concluded that among the challenges facing implementation strategies included ineffective communication, socio cultural factors, poor coordination, political factors and leadership. However, the study was not specific on the type of leadership. Gonnah, B. J. & Ogollah, K. (2016) in their study on effect of Transformational Leadership in organizational performance at Family Bank Ltd, concluded that Transformational Leaders are necessary in all organizations for success. While these studies point out to the necessity of leadership, Mbithi (2014) on strategic Change Management at the KSB concluded that leadership has a small contribution to strategic Change Management. Nyambura (2019) investigated leadership styles and change management in a number of CGs, including Nairobi, Kiambu, Machakos, and Kajiado, and discovered that Transformational Leadership had a considerable impact on change management. However, only four counties were sampled in this study. As a result, the goal of this study was to find out how transformational leadership affects change management in Kenya.

1.3 Research Objective

The objective of this study was to establish the influence of Transformational Leadership on Change Management in devolved governments in Kenya.

1.4 Value of the study

The present study is of theoretical significance as it seeks to add to the existing research findings regarding the effect of Transformational Leadership's impact on management of change in the CGs in Kenya. Theory building in other areas of strategic management will be facilitated by testing whether practices stipulated in literature can be applied to other organizations within the government. Hence, this study will therefore be important as it would contribute to theory in Transformational Leadership and Change Management.

Policy makers in the 47 counties will find significance from this study as it will help them develop appropriate policies that can address leadership issues within the county while to the national government, it will help them put in place necessary policies to strengthen devolution in Kenya by creating an environment that will aid CGs to be successful in the role of leadership in change implementation.

The strategic management practice will use the findings from this study to determine strategies to adopt for successful organizational Change Management and find ways in which leaders can inspire, motivate, engage, and stimulate followers for successful Change Management. Researchers and scholars would use the information for further studies in Transformational Leadership.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A discussion of three theories that provide explanations regarding the concept of Transformational Leadership and organizational Change Management is provided in this chapter. Each variable is further discussed separately, and the chapter concludes with previous research conducted related to this study.

2.2 Theoretical Foundation of the Study

This chapter begins with a discussion of the relevant theories, Transformational-Transactional Leadership Theory is the main theory, supported by Kotter's 8 Step Change Model and ADKAR model of change.

2.2.1 Transformational-Transactional Leadership Theory

When researching political figures for his book, Burns (1978) introduced the term. He distinguished between two types of leadership: transactional and transformational leadership. Transactional leaders acquire compliance by giving and withholding advantages and rewards, but Transformational Leadership focuses on reforming others to assist and strengthen each other and the organization as a whole. Burns (2003) continues to explain that what leaders and followers offer each other differentiates the two kinds of leaderships. Bass, (1985) further developed the concept in his book. He clarifies the psychological mechanisms that underpin Transformational Leadership and expands on the premise that leaders can inspire followers. Inspiring them to perform to their full potential. IS, IM, IC, and II are four leadership behaviors identified by his research.

Yulk 2009) states that one weakness of T-T theory is the inclination towards heroic notions of leadership, forgetting the followers' individual capacity to perform without being influenced by their leaders. Despite the stated shortcomings of the T-T theory, Transformational Leadership is one of the most extensively researched leadership paradigms to date (Bass, 2009) solidifying the need to study followers in leadership research. This theory has been supported by almost thirty years' research correlating it to positive performance. Many researchers have expressed the positive aspects T-T theory when it comes to leadership effectiveness concluding sufficient evidence showing effectiveness of Transformational Leadership.

2.2.2 Kotter's 8 Step Model of Change

John Kotter (1947) proposes the 8-step change model, which he developed after studying 100 companies in the midst of a transformation. He outlines the measures that should be taken to overcome hurdles during the change process, claiming that for the change to be successful, 75 percent of employees must "buy into" it. He goes on to say that greater work should be put into the first step of the change model, and that a significant amount of time and attention should be spent on creating urgency before going on to the next steps. Building a strong guiding team with the skills, reputation, and power to influence stakeholders and provide leadership, creating a vision and plan, as well as expressing the vision, enabling action by removing barriers to change, creating short-term wins to motivate employees, building on Change, and finally instituting change in the organizational culture are the remaining steps.

Kotter goes on to say that 70% of change initiatives fail because most firms do not do enough planning or follow through on the project. The 8-step change model emphasizes

that change is not a simple or quick process, but rather one that should be approached with caution because it is a significant financial investment.

The “Kotter's 8 Step Change Model” was introduced by him. This change model serves as the basis for modern change models and is extensively used by organizations. Major emphasis is on building acceptability of change by employees, preparing them for change rather than change implementation process itself. for success. Many detractors, however, have claimed that the model is too time-consuming Rose (2002), and that it can lead to employee discontent and dissatisfaction. The model is primarily top-down, with no room for participation or co-creation.

2.2.3 ADKAR Change Model

The model was developed by Jeff Hyatt, (2013) It is a bottom-up change model that focusses on the people behind change. It is more of a set of goals to reach and less as a sequential method. The concept is primarily designed to be used as a coaching and change management tool designed to help people navigate change. The model outlines five goals which form the acronym ADKAR and contributes to each of the phases of action that makes change. Being conscious that there is urgency for change, ambition to take part and support the change process, expertise on the goal of change and how to change, capacity to implement required behaviors and skills learnt and ways to preserve change and not turn back.

The ADKAR change model can be used to measure how well change is progressing. Each goal is measured to determine its progress and gaps can be rectified early enough since it provides a clear checklist to managing change. However, criticism on this model have stated that the model suits smaller change actions. In as much as the ADKAR model

recognizes that individuals must change in order to make organizational change successful, however, focusing on the people side of change is not sufficient. Steps needed to get required results should be provided.

2.3 Forms of Transformational Leadership

The 4Is are behaviors that Transformational Leaders exhibit, according to Burns (1978). Transformational leaders are concerned with reforming others so that they can help one another and the organization as a whole. It employs a variety of tactics to improve morale, encourage, and ensure that followers provide results.

It's a treatment that changes and transforms people (Northouse, 2001) A leaders' ability to motivate others by bringing meaning and challenging their work is known as Inspirational Motivation (Block, 2013). Serving as moral guides, they articulate a shared vision, inspiring people to achieve by setting reasonable goals for followers and organizations. Transformational leaders inspire people to do more than they ever imagined possible by motivating them to develop and share knowledge. This contributes to intrinsic motivation (Kelly, 2003). Those that are hopeful about the future are included in IM, resulting in a compelling shared vision for the firm. Confidence in achievement of goals is what the parties discuss most. They know what is needed to achieve the set goal and together work towards it. This encourages team spirit and enthusiasm, especially towards difficult challenges (Stone, Russell & Patterson, 2003).

Idealized Influence is when a leader's actions are guided by their views, values, and sense of mission. Employees look up to them as role models, and they are motivated and stimulated by them (Block, 2013) Leaders demonstrate high ethical and moral standards by emphasizing the needs of their followers (Krishen & Singh, 2010).

It entails the allocation of liabilities, as well as motivating and earning. Enhancing followers' intentions to be innovative and creative is a major characteristic of Intellectual stimulation. Leaders are innovative and allow their followers to come up with new ideas. They come up with diverse ways of reasoning, encourage new solutions to issues encouraging followers in the organization to think for themselves. Making it possible for employees to come up with creative solutions to difficulties (Avolio & Bass, 1995) Followers are encouraged to challenge assumptions and come up with innovative ways to do tasks, giving them a sense of success and fulfillment (Emery & Barker, 2007).

A leader who pays attention to the personal needs of their subordinates is known to bear the characteristic of Individual consideration (Sarros & Santora, 2011). They establish a strong relationship, acting as a caring supportive resource while the followers in the organization to develop their full potential. Leaders show consideration the different needs and abilities of their followers, this is turn makes them feel valued. Leaders coach and develop their employees' by listening and valuing their input (Hogan & Curphy, 2014). This makes employees feel valued by their organizations and encourages them to understand and resolve their uncertainties (Bass, 2008). Sarros & Santora (2011) conclude that the key aspects of IC consist of paying attention to the individuals, coaching, and using a consultative and an open approach in doing so.

2.4 Types of Organizational Change Management

Nichols (2004) defines Change Management as using plans in an organized manner. It is an efficient way to dealing with change in an organizational and individual level too

(Paulsen, 1999). Its goal is to put in place techniques for bringing about change, controlling change, and assisting individuals in adapting to change.

Organization-wide change affects the whole company. It is very rampant in the current economy due to changes in leadership, policy changes, rules, and regulations and most importantly technology improvements. Such changes have led to disruption rather than improvement as intended. A successful change throughout the organization demands communication and comprehensive planning.

Changes in organizational structure and culture may lead to rise of principle and radical changes (Beer and Nohria, 2000). Transformational change targets a company's strategy. It alters the current operating structure. Organizations are required to be adaptable and ready to change their game plans when the needed in order to face the rapid changes in their environment.

Personnel change happens when an organization hires or lays off its employees. This causes a compelling shift in the engagement and retention of the employees. Cutbacks cause fear and anxiety, leading to suffering of employee attitude and morale. Nevertheless, the company must find a way to move forward. Mass hiring on the other hand makes the organization susceptible to cultural changes and disorganization. Training and provision of continuous support is provided in a case of new employees. If new hires are mishandled, the ultimate result could deter further growth through inefficiency.

Unexpected events, often known as unexpected change, occur before essential action. When there is a sudden or unexpected incident, this occurs. A scenario that causes members to react in an erratic manner. For example, when a CEO suddenly leaves the company.

Change strategies set beforehand minimize such risks making company more adaptable and resilient in the face of change.

Change that seeks to remedy or correct the situation is known as remedial change. It requires corrective actions to be taken to remedy the deficiencies. When a need arises to address, for example, poor company performance or poor product performance, leaders implement remedial change. Strategies that are no longer beneficial to the company can be reviewed to ensure effectiveness. A new employee who turns out to be a poor fit for a position calls for remedial change

2.5 Transformational Leadership and Change Management

Studies on transformational leadership and change management have been undertaken. Kung'u (2019) investigated the impact of leadership styles on change management in a number of Kenyan CGs. She visited Kiambu, Nairobi, Machakos, and Kajiado counties in Kenya. The study discovered that among the leadership styles examined, Transformational Leadership had a substantial impact on Change Management.

In a study on the effects of transformational leadership on change management, Ayoti (2016). She interviewed 114 Kenya Airways executives. Primary data was obtained, and descriptive analysis was used to evaluate it. The findings concluded that the four behaviors of Transformational Leadership affect change to a great extent. The study sampled 50 managers from Jordan Ahli Bank in a 2016 journal paper on the Impact of Transformational Leadership on Organizational Change Management by Al-Quraan. Data collected led to a conclusion that dimensions of Transformational Leadership affect organizational Change Management at the structural, technological and people level at Jordan Ahli Bank.

K'obonyo and Waweru (2017) employed regression analysis to test hypotheses in the sampled 202 firms in their journal article on Transformational leadership, organizational reward systems, and telecommunications firm success in Kenya. The research looked into how organizational reward systems affect the relationship between transformational leadership and performance. According to the findings, Transformational Leadership has a direct impact on a company's performance and financial performance. Reward systems, on the other hand, moderate the link between transformative leadership and non-financial firm performance.

Obonyo and Kerongo (2015) conducted a journal study on factors affecting strategic Change Management and performance of Kenya Commercial Banks in Nairobi, which sampled 200 employees from a population of 500. Top, middle, and lower-level managers were sent a questionnaire. In any large organizational change endeavor, leadership, particularly senior management, is the most crucial aspect, according to the study. Wanza and Nkuraru (2016) sampled 121 employees and collected primary data for their study on the impact of change management on employee performance at the University of Eldoret. According to descriptive data, structural change and university leadership have a beneficial impact on performance. The research also found that technology advancements have a significant impact on performance due to quick changes that reduce workload and thus increase productivity.

An article in the International Journal of education and Research on organizational Change Management and employee performance by Jumanne and Njoroge (2018) sampled 91 employees from the Public Service Sector in Kenya. Data from both primary and secondary sources was gathered and examined. The findings demonstrated that in Kenya's public

sector, organizational change management had a positive significant impact on employee performance. In their study on the impact of transformative leadership on virtual project team performance, Tiri, Ogollah, and Mburu (2015) used a census survey to target 78 correspondents. The primary data was analyzed using conceptual content analysis and SPSS. According to the findings of the study, there was a positive relationship between transformational leadership styles' influence and performance. And the management function, as well as the role of conflict resolution, are critical components of Transformational Leadership styles and performance.

Muthamia, Lewa, and Ndwiga (2015) looked into the effect of transformational leadership on job stress among top managers in Kenyan state-owned companies. A total of 162 senior executives responded to the poll, out of a total of 175 senior executives. Managers should be trained to incorporate strong leadership techniques into their jobs, according to the study, which will dramatically minimize work stress. Maina (2018) investigated the performance of commercial banks in Nyeri County's Change Management methods. All 16 banks in Nyeri were subjected to a census study, which targeted top managers. Primary data was gathered, and the study indicated that Change Management has become a regular feature of bank life as a result of the drive to improve performance and meet the changing needs of stakeholders.

Datche (2015) collected data on the influence of transformative leadership on the performance of state companies in Kenya using questionnaires. According to the findings, organizational success is significantly linked to transformational leadership and employee engagement. Ndirangu (2018) conducted a study on the impact of transformational leadership on employee performance in Kenyan non-governmental organizations. Targeted

respondents were chosen through purposive sampling, and 49 of them responded. According to the findings, leaders who used the Transformational Leadership style influenced performance. To guarantee that employee performance is not harmed during transition, leaders should make it a goal to use Transformational Leadership.

After the rebranding of National Bank of Kenya Limited in 2013, Nairoti (2014) conducted a study on strategic leadership and change management techniques at the bank. The primary data gathered revealed that change management is critical in every business since failure to do so can result in the organization failing to reach its strategic objectives.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methods that were employed in this study are discussed in this chapter. In addition, the research design, target population, data collection, and data analysis methodologies are explained.

3.2 Research Design

Descriptive-survey research design was adopted in this study, a method of research used to collect information on the existing circumstances interacting freely with the participants in their environment without influencing them (Creswell, 2006). This strategy was excellent for gathering data and measuring factors, allowing researchers to better understand the impact of Transformational Leadership on Change Management in Kenya's CGs.

The study attempted to determine how transformational leadership can affect county management, what must be done by county leadership to effect change, and in what areas transformational leadership can be implemented. This was the most effective strategy for analyzing the phenomena of transformative leadership in the context of Kenyan county administrations.

3.3 Target Population

Mugenda and Mugenda (2003) define population as a collection of single cases having observable features. According to Beck and Polit (2003), it is the sum of all persons who share a set of qualities. The target population was all 47 Kenyan county governments, with

persons working in the county in either leadership or managerial positions as the unit of analysis.

The target population was selected as it represents the leadership in the specific counties. It consists of the individuals in different leadership positions within different county governments and it gives a clear picture of the leadership style and structure in these counties. This therefore, aided us to analyze transformational leadership.

3.4 Data Collection

Sasaka, Namusonge and Sakwa (2014) states that to develop a close relationship with the respondents, self-administered questionnaires are usually preferred. Primary data was collected from respondents using questionnaires. The questionnaire was divided into three parts. Part one was the characteristics of the CG, part two and part three collected data on Transformational Leadership and Change Management, respectively. The questionnaire adopted a five-point Likert-type scale that guided the respondents in providing the data as per the research objectives. The respondents for this study comprised of the executives, chief officers and the employees in different departments in the county. One questionnaire was issued per county.

3.5 Data Analysis

Data analysis is the process of giving meaning to the mass of data collected (Mugenda and Mugenda, 2003). It is the processing and interpretation of data collected to provide answers to the research questions. The data was analyzed using descriptive and inferential statistical techniques. After that, the statistical package for social sciences (SPSS) tool was

used to examine the underlying relationships between the independent and dependent variables, with the results presented as graphs.

The independent variables for this study were the four behaviors of Transformational Leadership. They included II, IM, IS and IC. The regression equation was expected to be ($Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$)

Whereby; Y = Change Management

$\beta 0, \beta 1 \ldots \beta 4$ = coefficients of independent variables

$X1$ = Idealized Influence

$X2$ = Inspirational Motivation

$X3$ = Intellectual Stimulation

$X4$ = Individual Consideration

ε = Error Term

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter covers the study results and interpretation. It includes demographic data as well as general details such as response rate. The part also provides the results of the investigation in relation to the research goals.

4.2 Response Rate

In a study, the response rate is a percentage of the total number of answers received by the number of participants. Depicted in Table 4.1 are the study outcomes.

Table 4.1: Response Rate

Response Rate	Frequency	Percent
Returned	47	100
Unreturned	47	100
Total	**47**	**100**

Source: Field Data (2021)

According to Table 4.1, 47 questionnaires were distributed to employees in the 47 devolved units in Kenya. Each county received one questionnaire. All the 47 questionnaires were fully filled giving a response rate of 100%. This is above the recommended level of 50% or more, and it agrees with Sekeran and Bougie (2015), who claimed a research having a 50% or more response rate is appropriate for investigation and conclusion drawing.

4.3 Reliability Test Results

Reliability measures if the instrument measures that which it is required to measure every time it is used. It was determined through the use of Chronbach's alpha which determines the internal consistency of the questionnaire. Data obtained through the questionnaire were imputed into SPPS and Chronbach's alpha for the items in the questionnaire generated.

Those items that had a Chronbach's alpha of less than 0.7 which is the threshold would be eliminated from the questionnaire while collecting data for the main study.

Table 4.2: Reliability Test Results

Variables	Cronbach's Alpha	Critical Value	Conclusion
Idealized influence	0.823	0.7	Reliable
Inspirational motivation	0.844	0.7	Reliable
Intellectual stimulation	0.829	0.7	Reliable
Individual consideration	0.803	0.7	Reliable
Change management	0.837	0.7	Reliable

Source: Field Data (2021)

All variables were higher than 0.7 Chronbach alpha, as Table 4.2 shows. This indicates that the questionnaire utilized in this study was internally consistent. Therefore, the questionnaire was reliable in assessing the impact of transformational leadership on the County change management.

4.4 Demographic Analysis

This section provides descriptive data about the respondents' demographic characteristics.

4.4.1 Unique Economic Resource

The respondents were requested to indicate the unique economic activity in their county. Table 4.3 displays the results.

Table 4.3: Economic Activity

Economic activity	Frequency	Percentage
Agriculture	29	61.8%
Tourism	4	8.5%
Mining	5	10.6%
Fishing	5	10.6%
Manufacturing	4	8.5%
Total	**47**	**100%**

Source: Field Data (2021)

According to the findings, 61.8% of the counties have agriculture as their main economic activity, 10.6% have mining as their main economic activity, another 10.6% has fishing as

their main economic activity, 8.5% have tourism as their main economic activity while another 8.5% have manufacturing as their main economic activity. The results of the research show that majority of the counties are agriculturally based.

4.4.2 Level of Education of the County Governor

The research sought to determine education qualification of the county heads. The results are as shown in Table 4.4.

Table 4.4: Level of Education

Education	Frequency	Percentage
Bachelor's degree	28	59.6%
Master's degree	14	29.8%
Doctorate	5	10.6%
Total	**47**	**100%**

Source: Field Data (2021)

Table 4.4 displays that 59.6% of the county heads have a bachelor's degree, 29.8% of the heads have a master's degree while 10.6% have doctorate degrees. These findings suggest that county heads are relatively well educated as all of them had achieved at least a bachelor's degree. High levels of education are essential in a county because they enable the head to comprehend and come up with developmental solutions that have great impact on the county.

4.4.3 Gender of the County Governor

Respondents were requested to state the gender of their county governor. Table 4.5 shows the findings.

Table 4.5: Gender Distribution

Gender	Frequency	Percent
Male	45	95.7
Female	2	4.3
Total	**47**	**100**

Source: Field Data (2021)

The results of the study indicate that 95.7% of the county heads are male with only 4.3% being female. This is an indicator that the county governments are yet to achieve gender equality.

4.4.4 Average Age of People Working in the County

Responses were required to specify the age of county employees. Table 4.6 summarizes the findings.

Table 4.6: Age of Employees

Age	Frequency	Percentage
18-27 years	2	4.3%
28-37 years	4	8.5%
38-47 years	18	38.3%
48-57 years	20	42.5%
Above 57 years	3	6.4%
Total	**47**	**100%**

Source: Field Data (2021)

Table 4.6 results reveal that 42.5% of county employees are aged between 48 and 57 years, 38.3% are aged between 38-47 years, 8.5% are aged between 28-37 years, 6.4% are aged above 57 years while only 4.3% are aged between 18-27 years. This is an indication that the average age of county employees is middle aged.

4.3.5 Governor's Duration

The results in Table 4.7 show governor's duration at the helm of the county.

Table 4.7: Governor's Duration

Duration	Frequency	Percent
Less than 1 year	0	0
2– 3 years	2	4.3
4 – 5 years	21	44.7
6– 7 years	2	4.3
More than 7 years	22	46.7
Total	**47**	**100**

Source: Field Data (2021)

Most of the governors (46.7%) had been in their current position for more than 7 years, those who had worked for 4-5 years represented 44.7% while those who had been at the current position for 2-3 years and the same applies for those who had worked for 6-7 years. This implied that the majority of the county heads had been in their position for a good number of years thus had good experience and had enough information regarding the factors analyzed in the study.

4.5 Analysis of Study Variables

This section presents descriptive results in percentages, means, as well as standard deviations for every variable under investigation.

4.5.1 Idealized Influence

The study sought to investigate the degree of idealized influence among devolved units. Idealized influence is the first stage of transformational leadership. Table 4.8 shows the mean and standard for idealized influence indicators.

Table 4.8: Descriptive Statistics for Idealized Influence

Statements	N	Mean	Std. Dev
Our leaders help others develop their strength	47	4.24	0.55
Our attitude towards change has highly been influenced by our leader acting as a role Model	47	4.21	0.73
We are constantly updated on our actual performance by our leaders	47	4.03	0.63
I feel motivated by my leaders	47	3.55	0.86
Overall mean Score	**47**	**4.01**	

Source: Field Data (2021)

The results revealed that county leaders help others develop their strength (Mean=4.24, std. dev=0.55). Additionally, findings discovered that attitude towards change has highly been influenced by the leader acting as a role model (Mean= 4.21, std. dev=0.73). The findings, furthermore, showed that employees are constantly updated on their actual performance by their leaders (Mean=4.03, std. dev=0.63). Lastly, the findings revealed that employees feel motivated by their leaders (Mean=3.55, std dev=0.86). The overall mean was 4.01 implying that idealized influence is being practiced among devolved units to a great extent.

4.5.2 Inspirational Motivation

The research sought to establish the extent of inspirational motivation among devolved units. Table 4.9 shows the mean and standard for inspirational motivation indicators. The findings showed that county leaders maintain an open-door policy and are always available for consultation (Mean=4.0, std. dev=0.55). Similarly, findings showed that leaders treat everyone, including third parties, with dignity and respect (Mean=3.91, std. dev=0.67).

The findings further showed that the county leaders encourage employees to identify new ways of doing daily duties (Mean=3.85, std dev=0.78). Furthermore, findings showed that

county leaders recognize others and celebrate their success (Mean=3.82, std. dev=0.80). The overall mean was 3.90 indicating that on average, devolved units practice inspirational motivation to a great extent.

Table 4.9: Descriptive Statistics for Inspirational Motivation

Statements	N	Mean	Std. Dev
Our leaders maintain an open-door policy and are always available for consultation.	47	4.00	0.55
Our leaders treat everyone, including third parties, with dignity and respect.	47	3.91	0.67
Our leaders recognize others and celebrate their success	47	3.82	0.80
Our leaders encourage us to identify new ways of doing our daily duties	47	3.85	0.78
Overall Mean Score	**47**	**3.90**	

Source: Field Data (2021)

4.5.3 Intellectual Stimulation

The research sought to establish the extent of intellectual stimulation among devolved units. Table 4.10 displays the mean as well as standard for intellectual stimulation indicators.

Table 4.10: Descriptive Statistics for Intellectual Stimulation

Statements	N	Mean	Std. Dev
At the county government, process improvement is ingrained in our culture.	47	4.21	0.69
Job rotations and cross-functional collaboration are promoted.	47	4.03	0.63
Our leaders are perfect at determining team climate	47	4.03	0.52
My team leader listens and adopts my ideas and inputs	47	4.42	0.55
Overall Mean Score	**47**	**4.17**	

Source: Field Data (2021)

The findings showed that team leader listens and adopts my ideas and inputs (Mean=4.42, std. dev=0.55). The findings also show that at the county government, process

improvement is ingrained in our culture (Mean=4.21, std. dev=0.69). Additionally, findings revealed that job rotations and cross-functional collaboration are promoted (Mean=4.03, std. dev=0.63). Further, findings shown that leaders are perfect at determining team climate (Mean=4.03, std. dev=0.52). The overall mean was 4.17 suggesting that devolved units leaders exhibit intellectual stimulation to a great extent.

4.5.4 Individual Consideration

The research sought to establish the extent of individual consideration among devolved units. Individual consideration is the last stage of transformational leadership. Table 4.11 shows the mean and standard for individual consideration indicators.

Table 4.11: Descriptive Statistics for Individual Consideration

Statements	N	Mean	Std. Dev
Sharing and teamwork is encouraged by my line manager	47	4.21	0.73
Our leaders communicate the plan/target numbers clearly	47	4.03	0.63
The County government staff are provided with training to improve job performance and tools for success	47	3.55	0.86
My line manager cares about my personal life hence encourages work-life balance	47	4.45	0.50
Overall mean Score	**47**	**4.06**	

Source: Field Data (2021)

The findings revealed that line managers care about their employees' personal life hence encourages work-life balance (Mean=4.45, std. dev=0.5). Additionally, findings discovered that sharing and teamwork is encouraged by line managers (Mean= 4.21, std. dev=0.73). The descriptive results also revealed that leaders communicate the plan/target numbers clearly (Mean=4.03, std. dev=0.63). Lastly, the findings revealed that the County government staff are provided with training to improve job performance and tools for

success (Mean=3.55, std dev=0.86). On average, the results revealed that counties have adopted individual consideration to a greater degree as average mean of 4.06.

4.5.5 Change Management

The mean as well as standard deviation for precise attributes of change management are as indicated in Table 4.12.

Table 4.12: Descriptive Statistics for Change Management

Statements	N	Mean	Std. Dev
Organizational-wide change leads to improvement in the county	47	4.24	0.64
Unplanned change is professionally managed by our leaders	47	4.08	0.55
Remedial change such as impeachments, have affected the performance of the employees	47	4.00	0.55
Personnel change affects the morale of the employees	47	3.91	0.67
The positives of change outweigh the negatives	47	3.82	0.80
Changes in leadership affect commitment to change	47	3.85	0.78
There is ownership of change in the county	47	3.82	0.83
I understand the importance of change in the county	47	2.88	0.87
There is not enough support to implement change	47	3.22	0.97
Organization & procedures do not allow for implementation of change	47	3.38	0.68
Employees resist change	47	3.66	1.05
The process of transformation is the responsibility of leaders.	47	3.17	0.95
Change implementation should take longer.	47	3.33	1.10
Information technology (ICT) has led to change in processes & procedures	47	2.88	0.87
ICT has made adaptation to change easier	47	3.28	0.87
Overall Mean Score	**47**	**3.56**	

Source: Field Data (2021)

The findings showed organizational-wide change leads to improvement in the county (Mean=4.24, std. dev=0.64). Similarly, findings showed that unplanned change is professionally managed by our leaders (Mean=4.08, std. dev=0.55). The outcomes also

showed that rremedial change such as impeachments, have affected the performance of the employees (Mean=4.0, std. dev=0.55).

The conclusions further noted that personnel change affects the morale of the employees (Mean=3.91, std. dev=0.67). The conclusions further showed that changes in leadership affect commitment to change (Mean=3.85, std dev=0.78). Furthermore, the positives of change outweigh the negatives (Mean=3.82, std. dev=0.80). In addition, there is ownership of change in the county (Mean=3.82, std. dev=0.83). The overall mean was 3.56 implying that average, devolved units have embraced change management to a great magnitude.

4.6 Inferential Statistics

This section contains the inferential statistics for all of the variables. Pearson correlations and multiple regressions were used as inferential statistics. All of the variables were correlated using Pearson correlations, and the connection between the transformational leadership of devolved units and change management was examined using regression.

4.6.1 Correlation Analysis

The Pearson correlation illustrates the connection between each of the indicated independent factors and the result/related variable. The coefficient r was determined and whether the connection was positive or negative. Table 4.13 displays the findings.

Table 4.13: Correlation Results

	Change management	
	Pearson 's correlation	P
Idealized influence	0.621	0.000
Inspirational motivation	0.618	0.000
Intellectual stimulation	0.708	0.000

Individual consideration	0.685	0.000

Source: Field Data (2021)

According to Pearson coefficients and P-values, the connection between idealized influence and change management is positive as well as significant ($r=0.621$, $p<0.05$). This is an indication that idealized influence leads to improved change management. The correlation findings too show a strong and significant association between change management and inspirational motivation as revealed by a 0.618 Pearson correlation coefficient as well as a 0.000 P-value. This is a sign that better inspirational motivation lead to higher change management among devolved units.

Furthermore, the correlation findings show a strong and significant relationship between change management and intellectual stimulation, as shown by a 0.708 Pearson correlation coefficient as well as a 0.000 P-value. This is an indication that a rise in intellectual stimulation yields an increase in change management among devolved units. Finally, the correlation findings reveal a significant connection between individual consideration and County change management, as shown by a 0.685 Pearson correlation and a 0.000 P value. This is an indication that improvement in individual consideration is linked to an increase in County change management.

4.6.2 Regression Analysis

The impact of each of the four chosen predictor variables on County change management, as shown in table 4.14, 4.15 and 4.16, was utilized for multiple linear regression analyzes.

Table 4.14: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.717[a]	.515	.468	.2998357

a. Predictors: (Constant), Individual consideration, Idealized influence, Inspirational motivation, Intellectual stimulation

Source: Field Data (2021)

The R square of 0.515 in Table 4.14 shows that idealized influence, inspirational motivation, intellectual stimulation and individual considerations among devolved units account for 51.5%, while the other 48.5% is explained by elements not included in this study. The R value of 0.717 indicates a significant connection between change management and the predictor factors among devolved units (idealized influence, inspirational motivation, implementation and evaluation).

Table 4.15: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.004	4	1.001	11.134	.000[b]
	Residual	3.776	42	.090		
	Total	7.780	46			

a. Dependent Variable: Change management

b. Predictors: (Constant), Individual consideration, Idealized influence, Inspirational motivation, Intellectual stimulation

Source: Field Data (2021)

The whole model is statistically significant, as evidenced by a F value of 11.134 and a 0.000 p value in Table 4.15. The extent of the effect of idealized influence, inspirational motivation, intellectual stimulation and individual consideration on change management among Counties is demonstrated by regression coefficient results.

Table 4.16: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	-6.872	1.446		-4.753	.000
	Idealized influence	.385	.191	.176	2.014	.047
	Inspirational motivation	1.292	.260	.347	4.976	.000
	Intellectual stimulation	1.724	.238	.974	7.235	.000
	Individual consideration	.593	.174	.524	3.406	.001

a. Dependent Variable: Change management

Source: Field Data (2021)

The multiple regression model used is illustrated below:

$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon,}$

Where,

Y denoted change management

β_0 denoted the constant

X_1 represented idealized influence

X_2 represented inspirational motivation

X_3 denoted intellectual stimulation

X_4 denoted individual consideration

ε was the error term when there was assumed normal distribution

$\beta_1, \beta_2 \beta_3, \beta_4$ denote independent variable coefficients

The regression model was substituted as below.

$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon,}$

$\mathbf{Y = -6.872 + 0.385 X_1 + 1.292 X_2 + 1.724 X_3 + 0.593 X_4}$

Interpretatively, a unit change in idealized influence, inspirational motivation, intellectual stimulation and individual consideration will lead to a 0.385, 1.292, 1.724 and 0.593 change in change management among devolved units respectively, whereas variables that were not part of this research remained unchanged. The four factors included in this research were critical for improving County's change management. It is evident that the most essential element is intellectual stimulation (β_3=1.724) while the least important was

idealized influence (β_1=0.385). It was also shown that if the four variables chosen for this research were held constant, change maangement would still be significant but negative (β = -6.872, $p < 0.05$). This implies that management and policy makers should ensure they enhance inspirational motivation,idealized influence, intellectual stimulation as well as individual consideration as this will improve change management.

4.7 Discussion of Findings

The results of the research showed presence of positive and substantial association between idealized influence and change management. This is a sign that idealized influence leads to improved change management. This study finding concurs with Kung'u (2019) who investigated the impact of leadership styles on change management in a number of Kenyan CGs. She visited Kiambu, Nairobi, Machakos, and Kajiado counties in Kenya. The study discovered that among the leadership styles examined, Transformational Leadership had a substantial impact on Change Management.

The findings also show a strong, favorable and significant connection between change management and inspirational motivation. This is an indication that improved inspirational motivation leads to increased change management among devolved units. These findings support a study by Ayoti (2016) who focused on the effects of transformational leadership on change management. She interviewed 114 Kenya Airways executives. Primary data was obtained, and descriptive analysis was used to evaluate it. The findings concluded that the four behaviors of Transformational Leadership affect change to a great extent.

Moreover, the results of the correlation indicate a strong, positive and substantial connection between change management and intellectual stimulation. This shows that increased intellectual stimulation leads to an increase in change management. These

findings corroborate with Ndirangu (2018) who conducted a study on the impact of transformational leadership on employee performance in Kenyan non-governmental organizations. Targeted respondents were chosen through purposive sampling, and 49 of them responded. According to the findings, leaders who used the Transformational Leadership style influenced performance. To guarantee that employee performance is not harmed during transition, leaders should make it a goal to use Transformational Leadership.

Finally, the correlation findings reveal a positive connection between individual consideration and County change management. This indicates that improved individual consideration is related to an increase in County change management. This finding is in accordance with Muthamia, Lewa, and Ndwiga (2015) who looked into the effect of transformational leadership on job stress among top managers in Kenyan state-owned companies. A total of 162 senior executives responded to the poll, out of a total of 175 senior executives. Managers should be trained to incorporate strong leadership techniques into their jobs, according to the study, which will dramatically minimize work stress.

The findings of the research concur with the transformational- transactional leadership theory which states that there are two types of leaders. Transactional leaders gain consent by giving and withholding rewards and Transformational Leaders who transform individuals to support each other and organization. The theory concludes by stating that leaders are empowered to inspire their juniors to perform beyond what is expected of them. The findings also the Lewin's Change Management Model. The theory states that the process creates awareness that change is needed, designing ways to move towards it slowly and finally finding the balance and solidifying the changes as the norm. The model is widely used and serves as the foundation for change in organizations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The research findings are provided for the study in this chapter. The section also covers conclusions of the study and recommendations. This part also includes the limitations, recommendations and suggestions for further study.

5.2 Summary

The primary research objective was to evaluate the effect of transformational leadership on change management of devolved units. The research was backed by three theories: namely; Transformational-Transactional Leadership Theory which is the main theory, Kotter's 8 Step Change Model and ADKAR model of change. Likert scale questions were used to represent change management, which was a dependent variable. Idealized influence, inspirational motivation, intellectual stimulation and individual consideration were the independent variables. Descriptive research design was applied. The 47 Counties formed the study population. Descriptive and inferential analyses were conducted. The findings are discussed in this section in line with research objectives.

The first objective of this research was to evaluate the effect of idealized influence on change management among devolved units. The results revealed that devolved units practice idealized influence to a large degree. The correlation outcomes exhibited a positive as well as significant connection between idealized influence and change management. The findings of the regression showed that a unit change in idealized influence would have a significant positive effect on change management.

The second objective was to evaluate the effect of inspirational motivation on change management among devolved units. The descriptive analysis revealed that devolved units practice inspirational motivation to a great extent. The link between inspirational motivation and change management was studied using correlation analyzes and the findings showed that the two variables were positively and significantly related. Regression results revealed that an increase in inspirational motivation resulted in improved change management. This shows the significant effect of inspirational motivation on change management among devolved units.

The third objective of this study was to determine the effect of intellectual stimulation on change management of devolved units. The descriptive findings show that devolved units practice this to a great extent. The findings of a correlation research showed a strong and significant connection between intellectual stimulation and change management. The findings of the regression analyze revealed a significant positive effect of intellectual stimulation on change management. The results indicate that an increase in intellectual stimulation leads to an increase in change management.

The study's fourth goal was to assess how individual consideration among devolved units influenced change management. The results of the descriptive analysis revealed that devolved units engage in individual consideration to a large extent. Individual consideration has a connection with change management, according to the correlation analysis. The relationship was also strong and statistically significant. Regression analysis reveals a positive and significant effect of individual consideration on change management. County change management increases as a result of an increase in individual consideration.

5.3 Conclusions

This study concludes that transformational leadership has a significant effect on change management among devolved units in Kenya. The study further concludes that transformational leadership in terms of idealized influence; inspirational motivation; intellectual stimulation and individual consideration are exhibited at the devolved units in Kenya to a large extent. This means that the leaders among devolved units in Kenya are transformational. Further, the study concludes that change management is being exhibited among devolved units in Kenya to a large extent.

From the results of this research, it can be stated that idealized influence has a favorable effect on change management among devolved units. According to the results of regression and correlation there is a favorable connection between idealized influence and County change management. According to the research findings, County inspirational motivation had a positive impact on change management. The research indicates that County inspirational motivation leads to an increase in change management. The findings are confirmed by regression and correlation analyses, showing a favorable connection between County change management and inspirational motivation.

The research also indicates that intellectual stimulation among counties has a positive impact on change management. Regression and correlated results corroborate the findings that demonstrate a positive connection between the intellectual stimulation and County's change management level. The research also found that individual consideration among Counties has a favorable effect on change management. The results of correlation and regression show a strong positive relationship between individual consideration and change management.

5.4 Recommendations for Policy and Practice

The results show that the counties leadership practice of idealized influence has a beneficial impact on the change management. The research recommends the need for county leaders to higher managers who possess idealized influence as this will go a long way in promoting change management. Policy makers should come up with trainings on the importance of idealized influence.

According to the findings, County's inspirational motivation had a positive effect on change management. The study recommends that there is necessity for Counties to continue hiring managers who exhibit inspirational motivation traits as this will enhance change management. Policy makers should come up with policy manuals guiding Counties on how to identify inspirational motivators when hiring.

Change management among Counties was positively influenced by intellectual stimulation, according to the findings of this study. Counties ought to continue hiring leaders who exhibit intellectual stimulation traits as this will boost their change management. The counties should also keep training the employees on transformational leadership.

Change management among Counties was positively influenced by individual consideration, according to the study findings. Devolved units ought to review their leadership styles on a continuous basis as this will help make informed decisions such as taking corrective measures if the kind of leadership in place does not exhibit individual consideration strait. By doing this, change management will be enhanced as individual consideration has been found to be a significant factor influencing change management.

5.5 Limitations of the Study

Primary data was utilized in this study. To minimize the number of likely outliers, a structured questionnaire was used in the research. This may, however, pose the issue of biased data collecting because the respondents in question are restricted in how and how much they should provide. In this respect, the researcher made sure that the data collecting instrument enables complete data gathering which meets study aims as easily as feasible.

In addition, several of the respondents were skeptical about participating in the research. The researcher rectified this issue by obtaining required permission, authorization and permissions from the authorities concerned, including but not limited to the Counties and the University. In addition, ethical concerns were taken into account. Finally, the researcher stated willingness to share the study with interested participants.

5.6 Suggestions for Further Research

The R^2 showed a variation of 51.5% which implies that other variables not considered in this study explains 48.5% of changes in change management. As a consequence, future study may concentrate on other variables that are likely to influence change management such as organization culture and human resource management. Policymakers would be able to devise and firmly implement an effective apparatus to improve change management by determining how each of the factor influences change management.

The research aimed to identify factors that influence change management among devolved units in Kenya. Similar investigations may be carried out in other contexts such as banking, manufacturing among others. A cross-sectional research may also be performed for comparative purposes among many firms in a certain industry or across sectors.

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APPENDIX: RESEARCH QUESTIONNAIRE

PART ONE

DEMOGRAPHIC INFORMATION

This section focuses on obtaining information on the county's background. Tick in the boxes or fill the spaces provided.

1. **Name of the county ……..**

2. **Unique economic resource/ economic activity in the county.**

Agriculture. [ ]

Tourism. [ ]

Mining. [ ]

Fishing. [ ]

Manufacturing. [ ]

Other Specify. [ ]

3. **Level of education of the county governor?**

Bachelor's degree.[ ]

Master's degree. [ ]

Doctorate. [ ]

4. **Gender of the county governor:** Male [ ] Female [ ]

5. **What is the average age of people working in the county (range)?**

18-27 yrs. [ ]

28-37 yrs. [ ]

38 - 47 yrs. [ ]

48 -57 yrs. [ ]

Above 58 yrs. [ ]

6. How long has the governor worked at THE COUNTY GOVERNMENT?

Less than 1 year [ ]

2 - 3 years [ ]

4 - 5 years [ ]

6 - 7 years [ ]

More than 7 years [ ]

PART TWO

TRANSFORMATIONAL LEADERSHIP

5. To what extent does leadership affect change management in the county government?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] No extent [ ]

Aspects of Transformational Leadership	**1**	**2**	**3**	**4**	**5**
Earning Trust and Confidence from Subordinates influences change management					
Our attitude towards change has highly been influenced by our leader acting as a role Model					

We are constantly updated on our actual performance by our leaders					
I feel motivated by my leaders					
Our leaders maintain an open-door policy and are always available for consultation.					
Our leaders treat everyone, including third parties, with dignity and respect.					
Our leaders recognize others and celebrate their success					
Our leaders encourage us to identify new ways of doing our daily duties					
At the county government, process improvement is ingrained in our culture.					
Job rotations and cross-functional collaboration are promoted.					
Our leaders are perfect at determining team climate					
My team leader listens and adopts my ideas and inputs					
Sharing and teamwork is encouraged by my line manager					
Our leaders communicate the plan/target numbers clearly					
The County government staff are provided with training to improve job performance and tools for success					
My line manager cares about my personal life hence encourages work-life balance					

PART THREE

CHANGE MANAGEMENT

To what extent do you agree with the following statement about Kenyan county governments' change management?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] No extent [ ]

Aspects of Organizational Change Management	**1**	**2**	**3**	**4**	**5**
Organizational-wide change leads to improvement in the county					
Unplanned change is professionally managed by our leaders					
Remedial change such as impeachments, have affected the performance of the employees					
Personnel change affects the morale of the employees					
The positives of change outweigh the negatives					
Changes in leadership affect commitment to change					
There is ownership of change in the county					
I understand the importance of change in the county					
There is not enough support to implement change					
Organization & procedures do not allow for implementation of change					
Employees resist change					
The process of transformation is the responsibility of leaders.					
Change implementation should take longer.					
Information technology (ICT) has led to change in processes & procedures					
ICT has made adaptation to change easier					

Any additional comments

……
……
……
……
……

Is it easy to accept change? Yes [ ] No [ ] If No kindly explain

……
……
……
……

Are the leaders able to effectively manage the transition process? Kindly explain

……
……
……
……

Leaders in the counties are in charge of managing change.

To a very great extent [ ] To a great extent [ ] To a moderate extent [ ] To a little extent [ ] To no extent [ ]

Thank you for your participation.