# MANAGERS PERCEPTION OF ROLE OF LEADERSHIP IN CHANGE MANAGEMENT IN THE MOBILE TELEPHONY INDUSTRY IN KENYA
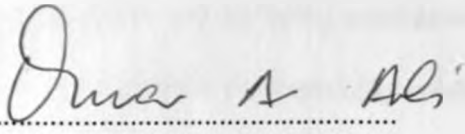
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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI
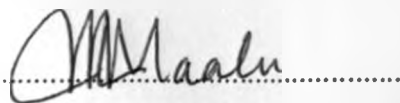
NOVEMBER, 2011

# DECLARATION

This Research project is my original work and has not been presented for a degree in any other University.

Signed...Oma A Ali................................ Date...10. 11. 2011..............

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

Signed...Maalu.................... Date...14 - 11 - 2011..............

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# ACKNOWLEDGEMENT

I wish to thank God for the strength of purpose he accorded me to not only start but also finish this project. Special thanks go to my family for their unwavering support and sacrifice during the program period. My appreciation also goes to my supervisor Dr. Jackson Maalu for his guidance and encouragement and for being available whenever I needed him. My sincere thanks goes to all those who supported me especially colleagues in the MBA programme for their advice and suggestions. God bless you all.

# DEDICATION

## To my family members;

"Education is an ornament in prosperity and a refuge in adversity".

# ABSTRACT

Changes in organizations are common and appear at a faster pace and this therefore requires employees to be more adaptable to face the challenges. Leaders in an organization play an important role in setting an example for all those values, behaviors and considerations expected from employees. Specific business characteristics impose the need for strategic organizational turnaround as well as the need for satisfying business within a global market. Change is confusing and often requires a lot of effort while positive results should not be taken for granted.

The objective of the study was to determine the managers' perception of role of leadership in change management in the mobile telephony industry in Kenya. The study used primary data that was collected through self-administered questionnaires. The data was analyzed by the use of descriptive statistics to summarize and relate variables which was attained from the administered questionnaires.

The study established that the managers' perception was that the leadership plays a crucial role in change management, leadership was essential for effectiveness and company improvement, quality of the company leadership determines whether the employees remain and therefore they should ensure that the quality is high in order to reduce turnover which will add costs to the company. The challenges which affected the managers perception was lack of motivation, vision and passion in order to create leadership success, lack of employee involvement in decision making and lack shared vision, plan, set strategy and leadership styles.

The recommendations from the study was that the managers should encompass human resources, information technology adoption and upgrades, tools and techniques, as well as the basic rules and controls within the organization during the management of change. The organizations leadership should ensure that workforce is retrained to be ready for changes in how work is done, what skills and knowledge is needed, and how to relate to global collaborators and customers. The very culture of an organization needs to be reshaped to properly support the new processes introduced.

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# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the Study

In today's turbulent and dynamic business environment, change and its management has become synonymous with standard business practices as long-term organizational ends have to be reformulated on an ongoing basis. According to Bainbridge (2006, p. 4) "Change is no longer an irregular outing, an inconvenient upheaval to be undertaken once every ten years. Change is something organizations have to learn to live with, to structure and to manage. Change is here to stay, and the winners will be the ones who cope with it." Adaptation to change has become a common agenda for organizations of all types from health care, business, social, governmental, educational, and cultural.

The last decades of the twentieth century and early twenty-first will go down in history as an "era of perpetual change." In all organizations, the effects of change are multifaceted. The norm nowadays is that new competitors go into the marketplace and sweep away established organizations and take their customer bases, technology on the hand drastically changes the rules of how business can be undertaken, legislation demands changes to the way in which products and services are delivered, and deregulation throws up whole new trading blocks and industry sectors. Another major factor for change is customers all over are becoming more knowledgeable and demanding.

According to Volberda (2002) leadership play an important role in setting an example for all those values, behaviors and considerations expected from employees. Leaders have to achieve

that changes in an organization are accepted and implemented in a way resulting not only in better job performance but also in general understanding and satisfaction of all. Therefore, it is reasonable to set the expectations of key employees and how they should behave in order to implement successful changes.

The business environment has become extremely competitive and complex. Diversification, globalization and technical innovation are some of the major characteristics of modern global markets. These characteristics impose the need for satisfying business stakeholders within a global market. Organizations must be flexible in order to adapt to changes, to compete effectively and thus prosper and grow. In other words, companies should be willing to change, to renew their vision, their strategy and structure, to develop the abilities to sense changes, to become innovative and incorporate their work force in the change process, so as to take advantage of the challenges presented.

Many scholars pointed out that the best time for an organization to change is when it's successful, but that is also the time when resistance to change is at its highest. For these reasons charismatic leaders are put in charge of the change process in order to communicate the need for the change, to motivate the subordinates and to create an internal conducive environment assertive of change. Leaders should possess certain skills and behaviors in order to facilitate the change procedure. Weber (1947) stated that charisma belongs to a leader who can act as a revolutionary force. Hence, leaders can act as change agents in the company and create a state of organizational renewal.

### 1.1.1 Leadership and Strategic Change

According to Dorfman and House (2004) organizational leadership is the ability of an individual or group of individuals to influence, motivate, and enable other employees to contribute positively toward the effective functioning and successful performance of the firm. Thus an effective leader is one who engages in behaviors that facilitate goal attainment and who maximize the value of this achievement, thereby affecting subordinates' expectancies, valence, performance, and satisfaction. Though many scholars didn't agree with him, Kotter (1996) defined leadership as what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles. He contextualized leadership as creating a vision for the future which followers of the leader can identify with and the leader encouraging his people to achieve the vision even though there are challenges to overcome.

In a nutshell leadership is not about a person as a leader or manager, but rather it is how such person builds the confidence of everyone else in a particular organization. Based on this perspective, leaders are responsible for both the big structures that serve as the foundation of confidence, and the human touches that shape a positive emotional climate to inspire and motivate. Leaders also deliver confidence by espousing high standards in their messages, exemplifying these standards in the conduct they model and establishing formal mechanisms to provide a structure for acting on those standards.

Pearce and Robinson (2009) defined organizational leadership as the process and practice by key executives of guiding and shepherding people in an organization toward a vision over time and developing that organization's future leadership and organization culture. House and Javidan (2004) explained that such beliefs, convictions and assumptions characterize the individual's implicit theories of leadership. This theory propose that leadership qualities are attributed to

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individuals, and those individuals are accepted as leaders on the basis of the degree of congruence between the leader behaviours they exhibit and the implicit leadership theory held by the attributers. Thus, implicit leadership theories constrains, moderate, and guide the exercise of leadership, the acceptance of leaders, the perception of leaders as influential, acceptable, and effective, and the degree to which leaders are granted status and privileges (House and Javidan, 2004).

Leaders play a critical role during change implementation, the period from the announcement of change through the installation of the change. During this middle period the organization is the most unstable, characterized by confusion, fear, loss of direction, reduced productivity, and lack of clarity about direction and mandate. It can be a period of emotionalism, with employees grieving for what is lost, and initially unable to look to the future. Personal vision of good leadership includes an enthusiasm for change. Leadership is driven down into the organization not just by the way leadership communicates "but from the conversations that go on at every level in the organization. It's unattainable for a single leader to drive down the message of change and inspire people at all levels. What it takes is a chain of command or a network ...of people who are really in partnership and who are having conversations with everybody in the organization about the nature of change "(Vlamis 1999, 14-15) suggests that "it isn't until you are having those conversations deep in the enterprise that there can be any sense of inspired leadership".

Change processes which encompass human resources, information technology adoption and upgrades, tools and techniques, as well as the basic rules and controls within the organization are the mandate of leaders engaged in the management of change (Bainbridge, 1996). It is up to the leaders to make these change initiatives tangible rather than conceptual and to stimulate

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enthusiasm and ownership of the proposed changes within the corporate environment. Leaders are responsible for bridging the gap between strategy decisions and the reality of implementing the changes within the structure and workforce of the organization. A countless of details and effects must be acknowledged and addressed for successful adaptation to change in all sectors of a firm."Underlying this principle is the fact that almost everything in an organization's infrastructure has an influence on some other part of it.

Management style affects culture, technology affects the way staff interact with customers, internal communication methods affect how people work together," (Bainbridge, 1996, p. 37). A holistic approach to change management encourages the redesign and adaptation to change at all organizational levels. In essence, process itself can become the platform for change to occur, as well as the protector of the existent daily operations.

### 1.1.2 Perception and Perception Measures

Perception is the subsequent selection, organization, and interpretation of sensory input—it is the process of obtaining information about both the external and internal environments, which results, via integration utilizing memory, in the conscious experience, recognition, and interpretation of objects, object relationships, and events (Podsakoff *et al.*, 2003). To avoid the many problems associated with "percept" distortions, managers must consciously and reflectively withhold evaluative judgments as long as feasible while they set about trying to obtain additional sensory data. It is only when managers observe the organized pattern into which these events fit that they can begin to understand the situation. Perception is sensory experience of the world around an organization and involves both the recognition of environmental stimuli and actions in response to these stimuli. Perception not only creates experience of the world, it allows us to act within our environment.

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Managers make decisions based on how they perceive, that is sense and understand, the events, people, and things around them. Yet most managers have experienced instances where perceptions were clearly erroneous and the events, people and things around were not what they appeared to be. While more accurate perceptions should obviously provide a stronger base for decision making, some managers may argue that problems resulting from inaccurate perceptions are infrequent and often minor (Brewer 2005). Of course, most of managers do perceive reasonably accurately most of the time, but effective executives know that, as in sports or any other professional field, the difference between top and mediocre performance is often measured in millimeters and microseconds. Since most managers strive to be that little bit better than their peers, they must seek to understand the perceptual process better in order to develop the skill to perceive events and people more accurately and thus have a better base for making decisions.

Managers are one of the main factors that affect the success of organizations because they participate and work through the decision-making processes and have a significant influence during the organizational resource planning process (Weijter, Geuens, and Schillewaert 2009). Within this framework, studies on managers' effective decision-making processes tended to focus especially on the trait theory. In the trait theory, individual factors were considered and the impact of the physical traits of the managers on the managerial processes was examined. Historically, this approach can be viewed as normal because of situational factors; it can also be said that in previous times there were no other effective factors when the subject is evaluated from the viewpoint of the managers' power source.

Perception measures, such as survey items, provide a valuable source of information that would be hard to obtain by other means. Therefore, many studies such as perceptions of organizational performance, manager style, public service motivation, organization culture, employees'

perceived support from their organization and frontline workers' attitudes (May and Winter 2009) rely on quantitative perception measures to tap the various components in a given theoretical model. Moreover, the perception measures are often used to estimate causal relationships like relationship between perceived manager quality and job satisfaction. There are two possible perception measures, application of experimental design and panel data design i.e. surveying the same individuals at different time-points. These approaches have the advantage improving the use of perception measures and it is argued that this potential to a great extent remains untapped in public management research. Hence, several types of public management studies can benefit from the two designs.

### 1.1.3 Mobile Telephony Industry in Kenya

Mobile services in Kenya were pioneered with the launch of an ETACS network in 1993, but due to high cost and charges for the service, the number of mobile subscribers was very low. The telecommunication industry in Kenya, just like the rest of the world has gone through profound changes. These changes were brought about by the technological advancements and regulatory restructuring. This has led to the markets that were once distinct, discrete and vertical have coalesced across their old boundaries with massive investment of capital. The result of the coalesced is new markets, new players and new challenges. This has led to the number of operators providing mobile services in Kenya increase to four and with improving mobile infrastructure there is coverage in all major towns and highways in the country (CCK, 2009).

The four players in the market are Safaricom, which has a public listing in May 2008 its major investment being from Vodafone. Airtel, which was formerly Zain and Celtel is also another player that has changed hands four times. Market liberalization efforts ensured the successful partial privatization of Telkom Kenya. France's Mobile Telephony operator Orange bought 51%

of Telkom Kenya. Econet Wireless now YU was the fourth mobile operator to launch in Kenya in November 2008, one of its major investor is Essar communication. The increase in the number of Mobile Telephony Operators in Kenyan market contributed to the intensification of competition in Kenya (CCK, 2010).

The cost of calls drastically in turn fell down to its lowest level since the inception of the Mobile Telephony in Kenya. The government of Kenya also waivered the duty on the Mobile Handsets resulting prices of handsets to go down. The process enabled low income Kenyans to acquire cheap handsets. These two factors among others leaded the exponential growth of Mobile Telephony usage in Kenya in last ten years.

## 1.2 Statement of the Problem

The ineffective management of change can have serious and negative impacts on managers particularly if consultation and communications strategies are either non-existent or flawed. Organizational success is a process of mutual adaptation between leader values and behaviors, existing people, culture, and organizational design amidst an environment of continual and prolific change. The importance of leaders in organizing and maintaining a climate for change within organizations is much emphasized. Although participation of all players is necessary, the role of the leader in the change process is crucial. Dubbed the "champions of change" it is the leaders, who keep the change process moving while maintaining the operational integrity of the organization. Adaptive leaders provide direction, protection, orientation, conflict control, and the shaping of norms while overseeing the change process within the corporate structure (Conger, Spreitzer and Lawler, 1999). Priorities need to be set which encourage disciplined attention, while keeping a keen eye focused for signs of distress within the company members.

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Economic liberalization accompanied by new regulatory frameworks has brought many players into the market. Entities that previously operated in an environment of monopoly have found themselves in unfamiliar territory. Telecommunications and technology enabled customers to become much more aware of the wide range of alternatives available in the market and they demand services that meet their varied needs. While liberalization has been the key factor in transforming the communications industry, the rapid growth of new information and communications technologies has had an even greater impact. More and more people have shifted to new forms of communication which entails the use of mobile phone for e-mail, calling and receiving calls and mobile phone text messaging which are fast, instant and cost-effective. With the speed at which technology is moving, even this may change and therefore the perception which the managers of the mobile companies will play a very crucial role in ensuring the success of the change process in their respective companies.

There are many studies that have been done regarding change management. For instance; Kiambuthi (2008) researched on change management at Kenya Association of Manufacturers and found out that planned and incremental approach was used to managing change driven mostly by the Board and senior management. Muhia (2008) studied change management practices adopted by the CCN and established that change was participatory, staff were trained on change management through workshops and seminars, while the opinion and guidance of the both the government and private sectors had always been sought. Kiprop (2008) did change management at the University of Nairobi and found out that the university managed the change process by developing a strategic plan which outlined the key aspects of the change process. The competition in the telecommunication sector in the country has presented many challenges to the firms to the extent that change is inevitable and yesterday's determinants of success can be

today's and tomorrow's determinants of failure. Therefore, organizations must respond appropriately to the changes in their environment in order to survive and to achieve their objectives. This study therefore seeks to determine the perception of managers on the role of leadership in change management in the Kenyan Mobile telephony Industry. This therefore leads to the following research question what is the perception of managers on the role of leadership in change management in the Kenyan Mobile Telephony Industry?

## 1.3 Objectives of the Study

The objectives of the study were:

i. To establish the perception of managers in telephone industry on role of leadership in change management.

ii. To determine the factors influencing the perception of managers in mobile industry on the role of leadership in change management.

## 1.4 Value of the Study

The study will aid various stakeholders: the telecommunication industry in the country will obtain details on how they can be able to effectively implement their change in the face of high competition in the industry both from within and outside the industry. Government agencies face unprecedented change. It is imperative for these organizations to manage change in an effective and efficient manner in their pursuit of creating public value.

The findings of this study will also assist mobile phone operators' managers to invest their resources more prudently and efficiently, making changes to crucial quality attributes that elicit the consumers' satisfaction levels. However, the findings of this study may provide needed

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feedback and contribute to the improvement of the players' strategies and their marketing programs.

The government and regulators in the industry will also find invaluable information in how good change management can be adopted and as a result put in place policies that will guide and encourage other firms within and without the industry in implementing their changes. The policy makers will also obtain knowledge of the telecommunications industry dynamics and the responses appropriate; they will therefore obtain guidance from this study in designing appropriate policies that will regulate the industry to ensure that all the industry players do not suffer as a result of fierce competition. The study is to create a monograph which could be replicated in other Parastatals and Government agencies in Kenya.

For academicians, this study will form the foundation upon which other related and replicated studies can be based on. Through this study, the investors can also gain an insight on the business and its strategic position within the environment-in Kenya currently, which can assist them in determining the viability of their (intended or existing) investments.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction to the Chapter

This chapter provides information from publications on topics related to the research problem. It examines what various scholars and authors have said about manager's perception of the role of leadership in change management in the Mobile Telephony in Kenya.˙ The chapter is divided into three main areas: theoretical review, empirical review, overview of literature review.

## 2.2 Theoretical Foundations of Change Management

The roots of change management are found in the science of psychology (Burnes 2004). Many of the techniques helping people deal with traumatic emotional issues have been applied to help people deal with dramatic changes in how they earn their livelihoods. Thus many theorists and practitioners alike propose the utilization of change management techniques to successfully deal with the change process. According to Burnes (2004), there are three schools of thought that form the basis on which change management theory stands.

Foremost, the Individual perspective school involves learning how behaviours are acquired. In this school of thought there are two camps of supporters. One camp of supporters is made up of "behaviorist" who views behaviour as resulting from an individual's interaction with their environment. They view behaviour as learned and all individuals are passive recipients of external and objective data. Learning takes place through external stimulus such as rewards, punishment and reinforcement. Beyond stimulus, there has to be reason, which is the ability to interpret the stimulus. In order to change behaviour, it is necessary to change the conditions that cause it (Skinner, 1974).

Secondly the group dynamics school suggests that group behaviour is an intricate set of symbolic interactions and forces that not only affect group structures, but also modify individual behaviour. It also emphasizes on bringing about organizational change through teamwork rather than individuals (Bernestein, 1968). In order to bring about change, it is useless to concentrate on changing behaviour of individuals. The focus on change must be at the group level and should concentrate on influencing and changing the group's norms, roles and values (Smith et al, 1982). Thus the group dynamics school of thought is seen to be very influential in developing both the theory and practice of change management.

Finally, we have the open systems school which focuses on the entire organization. By nature, organizations are open systems ad this school of thought views them as being composed of a number of interconnected cub-systems. It follows that any change in one sub-system will have an impact on the other parts of the system and consequently on its overall performance. The objective of the open systems approach is to structure the functions of a business in such a manner that through clearly defined lines of coordination and interdependence, the overall business objectives are collectively pursued (Burnes, 2004). There are four major subsystems in organizations as suggested by (Miller 1993). They consist of the goals and values sub-system (strategic plan, policies and regulations), technical sub-system (inputs and outputs) and the managerial sub-system.

## 2.3 Change Management Models, Tools and Techniques

Change management is seen as a permanent business function to improve productivity and profits by keeping organizations adaptable to the competitive marketplace. It is also seen as the systematic approach and application of knowledge, tools and resources to leverage the benefits

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of change. Jick (1990) discussed the psychological adjustments that individuals must make during a change transition. Such adjustments involve stages of letting go one's old situation and identity, moving through a period of ambiguity and contradiction, and searching for a new identity to establish oneself in the changing organization (Jick, 1990). Ulrich and Lake (1991) advocated that in the change process all management practices should be complementary and convey the same message.

According to Duck (1993) posited that even in large organizations, which depend on thousands of employees understanding company strategies well enough to translate them into appropriate actions, requires that leaders win their followers one by one. Nadler (1998) emphasized the importance of supporting the change by allocating the necessary resources such as personnel, financial and training support throughout the change process. Armstrong and Stephen (2008) advocated that in managing change cognizance should be taken about the fact that most people resist change. Proctor and Doukakis (2003) linked the reasons for resisting change to fear of the unknown, lack of information, threat of status, fear of failure, and lack of perceived benefits. They said 'blocks to effecting change reflects such things as lack of adequate resources to implement ideas, a lack of commitment and motivation in those required to implement ideas, procedural obstacles, perceived risk associated with implementing ideas, political undercurrents and lack of cooperation in the organizations.

### 2.3.1 Congruence Model of Organization Behavior
Nadler and Tushman (1979) came up with the Congruence Model of Organization Behaviour. The main point of this model is that all elements need to be in alignment in order to work. The main inputs into the system of this model are the environment, the resources available, the

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strategy and history of the organization. In considering the use of this model, a comprehensive evaluation of the drivers of change in the environment should be part of the initial analysis. Employees who will be affected by the change should be involved at the onset in the identification of the drivers of change in the environment. Training should be provided to improve employees' skills but also needs to be supported in terms of coaching, monitoring customer feedback and recruiting new staff into the organization with real expertise in the area of focus.

The transformational process is made up of four key components. These include the work to be done by the organization, the individual who do the job, the formal structures and processes in place to motivate performance and the informal arrangements such as communication and influence, which characterize how the organization functions. A reward system should be set up and monitored to ensure the right behaviours are being encouraged. Targets need to be agreed on in advance of the change so that the success of the transformation process can be assessed as the project progresses. Outputs include how goals of the organization are achieved, how resources are achieved, how resources are used, how people adapt to the change process, and overall, how successful change initiative has been. Performance goals are an essential element successful change initiatives and according to Walsh (2000), these goals need to be an integral part of the design of a change initiative.

### 2.3.2 Technical Political and Cultural Framework

Tichy's (1983) Technical Political and Cultural framework outlines how strategic change involves making technical, political and cultural decisions about the new organizational state. When an organization only focuses on one or two of these elements, change is dysfunctional. The model presents three basic sets of managerial tools for aligning the technical, political and

cultural systems in the organization. These tools are the mission and strategy of the organization, the structure and the human resource management procedures.

An effective organization is one where there is a good strategic alignment between the mission, the structures and the subsequent human resource management policies and procedures which support people in achieving the goals of the organization (Jimmieson *et al.*, 2004). Therefore, the technical, political and cultural elements of the organizations must be aligned. To succeed, the three strands need to be dealt with. Strategic management is the task of keeping the three of these strands from becoming unraveled in the face of problems in one area. He presents three basic sets of managerial tools for aligning the technical, political and cultural systems in the organization. These include the mission and strategy of the organization, the structure and the human resource procedures (Tichy, 1983).

### 2.3.3 Kotter's 8 –Step Model

Kotter's 8 –Step Model as cited in Mullins (2005) built on Lewin's three step model to create a more detailed approach for implementing change.  Kotter noted that managers failed in implementing change because of the following reasons: inability to create urgency about change, absence of a vision for change and failure to effectively communicate that vision, failure to provide achievable goals and not anchoring the changes into the organizational culture.

For effective implementation of change, Kotter (1985) suggested eight steps which are: establishing a sense of urgency by creating a compelling reason for why change is needed, forming a coalition with enough to lead the change, creating a new vision to direct the change and strategies for achieving the vision, communicating the vision throughout the organization, empowering others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving, planning for, creating  and rewarding short term "wins" that

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move the organization towards the new vision, consolidating improvements, reassess change and make necessary adjustments in the new programmes and reinforcing the change by demonstrating the relations between new behaviors and organizational success.

### 2.3.4 Content, Context and Process Model

The model of Content, Context and Process Model on strategic change was originally developed by Pettigrew and Whipp (1991) as a means of generating insight into why some private sector organizations were better able than another in managing strategic change and improving their performance. The model proposes that there are five interrelated factors that are important in shaping a firm's performance. These include the environmental assessment, human resources, linking strategic change and operational change, leading change and overall coherence. This model suggests that successful change is a result of the interaction between the content and what of change (objectives, purpose and goals), the process or how of change (implementation) and the organizational context of change (the internal and external environment).

### 2.3.5 Lewin's 3 Step Model of Change

According to Burnes (2004), Lewin's 3 step model of change describes the change process of an organizational system as a series of transitions between different states of unfreezing, transition state and re-freezing. The unfreezing state is the initial state of the system which reflects a condition of relative stability. When a disruptive force affects the status quo, people are motivated to discontinue some aspects of the behaviour. Unfreezing is seen as the most difficult and important state in the change process. When the unfreezing and the transition states are well planned and managed, the result of the refreezing process is the desired state. If the first states are however not handled well, the people and the organization will refreeze but not necessarily to

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the desired state. The transition state represents a phase of the change process when people are no longer acting as they used to, but either they set in a new behaviour pattern.

The need to reduce anxiety promotes a powerful desire for seeking out, processing and utilizing information to create a new state of stability or revert to the old state. One of the consistent findings about the change process is that there is initially a decrease in an organization's performance as change is implemented into the ongoing activities of the organization (Fullan, 2001). The model appropriate to this study is the McKinsey's 7-S model. The study will look at how the strategy, style, systems, skills, staff, structure and shared values were harmonized to enable the process of change be a success. Strategy represents what the company plans to do react to any changes of its external surroundings. Style signifies the organizational culture and management styles that are utilized within the organization. Systems are the portion of the model that represents "the procedures, processes and routines that characterize how the work should be done". Skills indicate the abilities and competencies of either the employees or the organization holistically. Staff is quite obvious in the fact that it is a proper representation of who is employed by the organization and what they do within the organization. The structure refers to the organizational structure of the company. Shared values are the center of the model because it is what the organization believes in and stands for, such as the mission of the company.

## 2.4 Leadership in the Change Management

According to Dorfman and House (2004) there exist in the literature a seemingly endless variety of definitions of leadership, and as such, the degree of specificity of each definition should be driven by the purposes of a research. Based on this argument, Dorfman and House (2004) defined organizational leadership as the ability of an individual or group of individuals to

influence, motivate, and enable other employees to contribute positively toward the effective functioning and successful performance of the firm. Thus an effective leader is one who engages in behaviours that facilitate goal attainment and who maximize the value of this achievement, thereby affecting subordinates' expectancies, valence, performance, and satisfaction (House, 1996).

Conner (1998) emphasized the importance of leadership style in change situations. Conner (1998) noted that when boards are evaluating candidates for positions it is crucial that they assess the candidate's view about change. By implication, it is essential to understand change leadership style because it influences to a great extent the decisions a leader makes regarding the effort and resources applied to the human aspects of important change (Conner, 1998). Carmazzi (2007) argued that an effective leader should be able to develop strategy, create mission, motivate people to achieve objectives and build organizational culture. An effective leader must therefore be able to use organizational culture to inspire individuals and develop leaders at all levels. Armstrong and Stephens (2008) outlined the contrasting leadership styles as charismatic or non-charismatic, autocratic or democratic, enabler or controller, and transactional or transformational. They explained, charismatic leaders rely on their personality and inspirational qualities, the non-charismatic leaders, mainly rely on their know-how. Autocratic leaders also impose their decisions on others by using their positions, while the democratic leader encourages people to participate in decision making. Similarly, the leader who is an enabler inspires people with vision of the future and empowers them to achieve goals, and the controller leader manipulates people to obtain their compliance. The transactional leader exchange money, jobs

and security for compliance while the transformational leader motivates people to work towards greater-level objectives (Armstrong and Stephens, 2008).

According to Elkins and Keller (2003) the relationship between a leader's behaviours and firm performance are theorized to be moderated by situational variables which includes the characteristics of the task, environment, and subordinates. Sanda (2011) argued that desirable workplace transformations will require that all persons associated with a transformation organization are clearly informed and their understanding on the nature of the expected changes and the relationship between leadership and change also sought. Otherwise, any progress in such transformation will encounter unlimited constraints and may even regress. Even though considerable effort might be expended on such transformation, the result will be very little with the desired future success becoming elusive. This means that the characteristics of employees can influence the effectiveness of directive leadership behaviours.

House and Javidan (2004) ascribed this observation to argument that individuals have implicit beliefs, convictions, and assumptions concerning attributes and behaviours that distinguish leaders from followers, effective leaders from ineffective leaders, and moral leaders from evil leaders. They explained that such beliefs, convictions and assumptions characterize the individual's implicit theories of leadership. This theory propose that leadership qualities are attributed to individuals, and those individuals are accepted as leaders on the basis of the degree of congruence between the leader behaviours they exhibit and the implicit leadership theory held by the attributers. Thus, implicit leadership theories constrains, moderate, and guide the exercise of leadership, the acceptance of leaders, the perception of leaders as influential, acceptable, and

effective, and the degree to which leaders are granted status and privileges (House and Javidan, 2004).

Sanda (2010) has argued that employees who are led in today's business world of multiple responsibilities, commitments and demands face the tremendous challenge of making a meaningful and significant contribution to their firms without neglecting other important areas of their lives.

## 2.5 Manager's Perception towards Leadership Role

Humankind has been wrestling with the nature of change for more than 2,000 years (Carson 1999). Deal and Kennedy (2000) warned that change threatens an organization's culture. The employees' attachments to stories, rituals and the symbols that define their work environment can lead to confusion, insecurity and anger when they are severed or changed. "Any alteration of activities in an organization" is considered organizational change (Carson 1999). Leadership may unknowingly create barriers to change. If strategies are installed that undermine embedded guiding corporate values without providing the visionary support for the transition, "the force of the old culture can neutralize and emasculate a proposed change" (Deal and Kennedy 2000, 158).

Managers must thoughtfully establish and reinforce a corporate culture where the continuous monitoring and assessing of the mega-environment is integrated into mainstream strategic and operational activities. But, as with judgmental human bias, managers can create a shared vision of their organization that may lead them to believe it is invincible (Janis 1972) and thereby overlapping and continuous change is realized and perceived as necessary. According to Carson (1999) suggested that "Accurately assessing the external environment is a difficult, if not impossible task. From one point of view, an organization's environment is an objective reality,

containing a set of firm conditions that theoretically could be measured and controlled. From a practical point of view, however, organizations are more likely to take action on the environment as they see it. Operationally, the environment may be more realistically thought of as a subjective reality in the minds of individual managers. The leaders' perceptions become its reality.

Managers, organizational leadership must establish environmental scanning as an ongoing and non-negotiable day to day activity of learning. Changes to the external mega-environment may be clues and signals to which the internal organization should pay attention. Even weak, confusing and spurious external signals need to be interpreted so that sense can be made of these external events and clues. The organizations' persistent scans help organizations to avoid surprises and identify threats and opportunities, gain competitive advantage, and improve long- and short-term planning (Choo, 1998).

Deal and Kennedy (2000, 158) referred to true "changes in the behavior of people throughout the organization" with "new role-models" and "heroes" being established. It will lead to "people telling different stores to one another to explain what is occurring around them." New work rituals and pervasive behavioral changes will emerge that will involve everyone at all levels of the organization. Senior leaders and visionaries are at the foundation of this level of cultural change.

This insight suggests that leadership must prepare employees, frontline and mid-level managers for the change that the organization and the environment will demand for survival. "To survive effectively, organizations require a reasonable amount of predictability and order. Individuals bring their personal needs to the organization in which they work. These needs are partially material and economic, and partially social and psychological. The personal needs of employees

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can have significant effects on organizations, particularly in a rapidly changing environment" (Carson 1999). According to Tushman and Anderson (1986) technology is a powerful force shaping environmental conditions. Incremental technological change over time more dramatically influences the landscape of organizations. A technological breakthrough may take many years of incremental assimilation within organizations to fully optimize the original genius hidden in the breakthrough (Tushman and Anderson 1986).

Strategic leadership must be comprised of individual visionaries and charismatic transformational leaders who are committed to creating an organizational culture that views continual change as a competitive strategy and necessary business activity. Continual change to optimize technological breakthroughs is required for an organization to systemically evolve until it has exhausted the improvement that can be drawn from what is known. Tushman and Anderson (1986, 441) suggested that "incremental technological progress, unlike the initial breakthrough, occurs through the interaction of many organizations stimulated by the prospect of economic returns. Technological change is a bit-by-bit, cumulative process until it is punctuated by major advance". This advanced understanding of how incremental change evolves overtime must be part of the knowledge and skill set of leaders.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Research design

The research design for the study was a survey of all managers in the mobile telephony industry in Kenya. This is because the study was concerned about a univariate questions in which the researcher asked questions about the managers perception role of leadership in change management among mobile service providers in Kenya. The survey research design is deemed appropriate in this study because there is more than one company currently offering mobile services in Kenya and thus the design was to enable the researcher to draw conclusions about the relationship existing in the population and also characterize their phenomena. This method also facilitated the drawing of inferences and help in maintaining the continuity of the research process.

## 3.2 Population of the Study

The population of the study consisted of managers in the Mobile companies operating in Kenya. According to the Communication Commission of Kenya annual report (2010), there are currently four firms offering mobile services in the country namely: Safaricom, Airtel, Orange and Yu. The market share for the companies based on subscriber base is 76% for Safaricom, 11% for Airtel, 9% for Orange and 4% for Yu (CCK, 2010). The number of managers in the companies was taken as a proportion of the market share. For example Safaricom with a market share of 76% had 120 managers. Similarly other mobile operators' managers were taken proportionately to their shareholding. All the mobile providers had their headquarters in Nairobi and thus it was easy for the researcher to collect adequate data.

## Table 3.1: Population size

| Company | Population Frequency | Percentage |
|---------|---------------------|------------|
| Safaricom | 120 | 76.0% |
| Airtel | 17 | 11.0% |
| Orange | 14 | 9.0% |
| Yu | 6 | 4.0% |
| TOTAL | 157 | 100% |

Source: Author, 2011

## 3.3 Sampling Size

The researcher used stratified sampling because of the ease of classifying the population in four strata, that is, Safaricom, Airtel, Orange and Yu. The sample comprised of 40% in each strata of the target population. According to Mugenda and Mugenda (1999) a sample of 10% is considered representative. Respondents were selected randomly based on the company in order to be representative. This approach will be considered appropriate since it will ensure a survey of a representative sample.

## Table 3.2 Sample size

| Category | Population Frequency | Sample Ratio | Sample |
|----------|---------------------|--------------|--------|
| Company | 120 | 40% | 30 |
| Safaricom | 17 | 40% | 7 |
| Airtel | 14 | 40% | 6 |
| Orange | 6 | 40% | 3 |
| TOTAL | 157 | | 46 |

## 3.4 Data Collection

The study used primary data; these were collected through self-administered questionnaires. Structured questionnaire which will be used will consist of both open and closed ended questions designed to elicit specific responses for qualitative and quantitative analysis respectively. The questionnaires were administered in the organizations offices. Respondents were the managers of the firms and if they were not available the managerial level employees at the respective organizations who are privy to the manager's perception of leadership role in change management were picked for the research.

## 3.5 Data Analysis and Presentation

The data was analyzed by the use of descriptive statistics to summarize and relate variables which were attained from the administered questionnaires. The data was classified, tabulated and summarized using means, standard deviation, and frequency distribution. Tables and graphs were used for presentation of the findings. However, before final analysis was performed, the data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. In accomplishing all analysis details with efficiency and effectiveness, the researcher will utilize the Statistical Package for Social Sciences (SPSS) software.

# CHAPTER FOUR

# DATA ANALYSIS, RESULTS AND DISCUSSIONS

## 4.1 Introduction

The research objective was to establish the perception of managers and the factors influencing the perception of managers in the mobile telephony industry in Kenya on the role of leadership in change management. This chapter presents the analysis and findings with regard to the objective and discussion of the same. The findings are presented in percentages and frequency distributions, mean and standard deviations.

## 4.2 Demographic and Workers Profile Information

The demographic information considered in this study included the respondents' characteristics, gender, age, level of education, duration working at the organization and the duration of existence of the company.

### 4.2.1 Characteristics of the Respondents

**Figure 4.1: Respondents Characteristics**
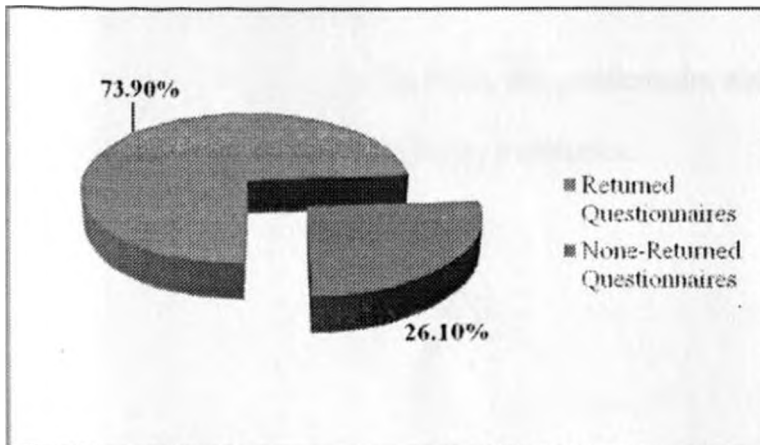
A total of 46 questionnaires were issued out. The completed questionnaires were edited for completeness and consistency. Of the 46 questionnaires issued out, only 34 were returned. This represented a response rate of 73.9%.

### 4.2.2 Gender of the Respondents

This is a set of characteristics that are seen to distinguish between male and female.

**Figure 4.2: Gender of Respondents**
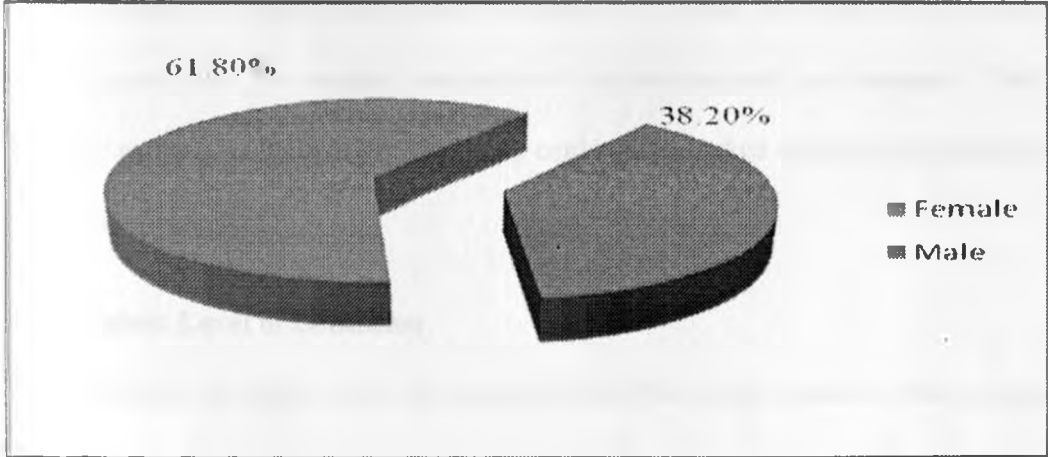


Of the 34 respondents, 61.8 percent were female while 38.2% were male. This therefore means that majority of the managers in the mobile telephony companies are women.

### 4.2.3 Age of the Respondents

Age is the time/years that one has lived, the questionnaire aimed at getting the age bracket of the managers working in mobile telephony companies.

**Table 4.1: Age of the Respondents**

| Years | Frequency | Percent | Cumulative Percent |
|-------|-----------|---------|--------------------|
| 21-30 | 2 | 5. 8 | 5.8 |
| 31-40 | 16 | 47.1 | 53.9 |
| 41-50 | 9 | 26.5 | 79.4 |
| Over 50 | 7 | 20.6 | 100 |
| Total | 34 | 100.0 | |

The findings presented in table 4.1 show that, 47.1% of the respondents were 31-40 years, 26.5% were between 41-50 years of age, 20.6% were over 50 years old while 5.8 were over between 21 and 30 years old. On average, majority of the respondents are between 31-40 years. This therefore means that most of the managers could have worked only in their respective companies since been employed.

### 4.2.4 Highest Level of Education

This represents the highest level of education which has been attained by the respondents.

**Table 4.2: Highest Level of Education**

| | Frequency | Percent | Cumulative Percent |
|-------|-----------|---------|--------------------|
| Diploma | 1 | 2.9 | 2.9 |
| Other college education | 2 | 5.9 | 8.8 |
| Degree | 18 | 53.0 | 61.8 |
| Postgraduate/PhD | 13 | 38.2 | 100.0 |
| Total | 34 | 100.0 | |

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The findings on the highest level of education attained by the respondents was that; 53% of the respondents had degree, 38.2% had attained postgraduate/PhD level, 5.9% had other college education while 2.9% had attained diploma level. The findings shows that most of the managers had attained degree level of education and above and are therefore equipped with the necessary skills to run their respective companies.

## 4.2.5 Duration of Service with the Company

This is the duration of service in the mobile telephony companies by the respondent.

**Figure 4.3: Length of Service Working with the Organization**
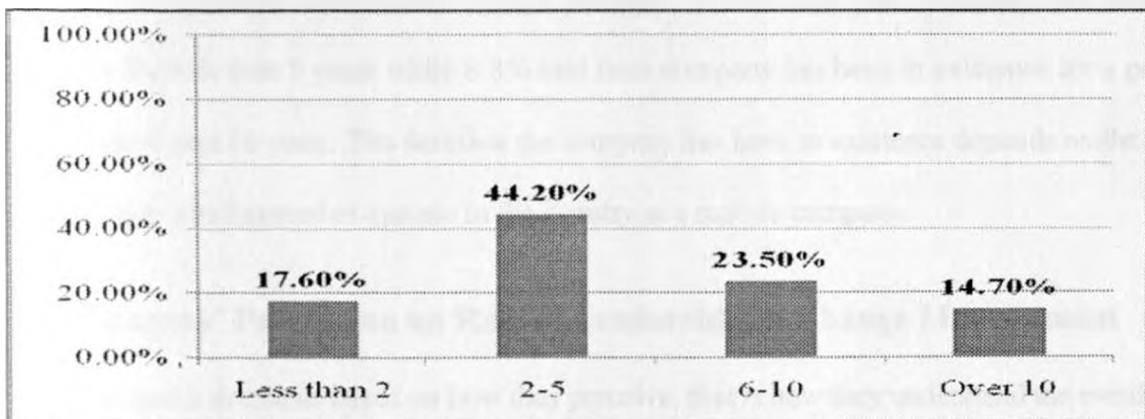


The results presented in figure 4.3 shows that the number of years of service in the current organization varies from a period of less than 2 years to over 10 years. 44.2% of the respondents had worked in their respective organizations for a period of between 2 and 5 years, 23.5% had worked for a period of 6 to 10 years, 17.6% had worked for a period of less than two years while 14.7% had worked for more than 10 years. Majority of the respondents have worked in their organization for a period of between 2 and 5 years, thus there is high level that the respondents have been in the organizations when the change management took place.

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### 4.2.6 Duration of Existence of the Company

**Figure 4.4: Duration of Existence of the Company**
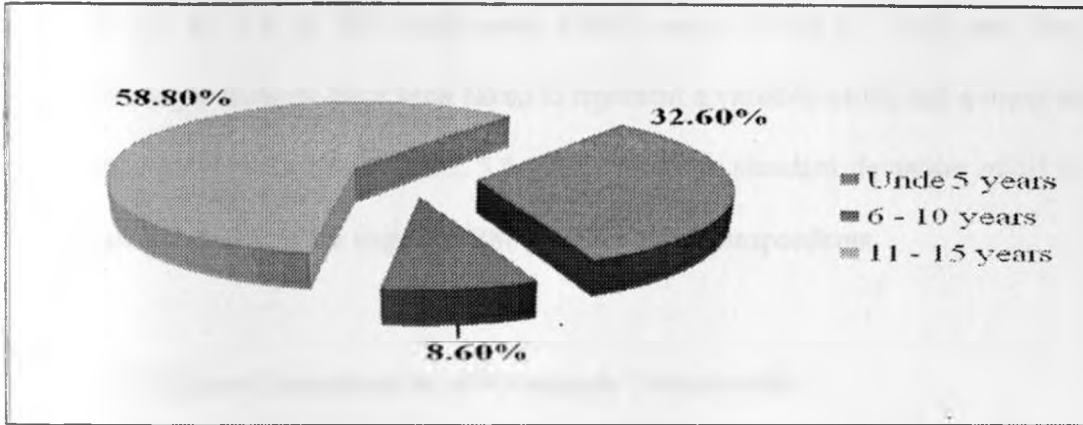


The analysis above shows that 58.8% of the respondents said their company has been in existence for a period of between 11 and 15 years, 32.6% said their company has been in existence for less than 5 years while 8.8% said their company has been in existence for a period of between 6 and 10 years. The duration the company has been in existence depends on the time the company was licensed to operate in the country as a mobile company.

## 4.3 Managers' Perception on Role of Leadership in Change Management

Managers make decisions based on how they perceive, that is how they understand the events, people, and things around them. Since most managers strive to be that little bit better than their peers, they must seek to understand the perceptual process better in order to develop the skill to perceive events and people more accurately and thus have a better base for making decisions

### 4.3.1 Extent of Agreement on the Company's Leadership

The respondents were to give their independent opinion on the extent of agreement on the company's leadership at mobile telephony companies in a five point Likert scale. The range was 'Strongly agree (1)' to 'strongly disagree' (5). The scores of strongly agree/agree have been

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taken to present a variable which had mean score of 0 to 2.5 on the continuous Likert scale ;(0≤ S.E <2.4). The scores of 'moderately agree' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: 2.5≤M.E. <3.4) and the score of disagree/strongly disagree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; 3.5≤ L.E. <5.0). A standard deviation of >1.1 implies a significant difference on the impact of the variable among respondents.

**Table 4.3: Extent of agreement on the company's leadership**

| | Mean | Std. Deviation |
|---|---|---|
| Establish the direction | 2.0294 | .9040 |
| Aligning people by creating an environment of cooperation in the organization | 2.0588 | 1.0427 |
| Motivate and inspire members of the organization | 2.4706 | 1.1866 |
| Having the ability to interact with subordinates and inspire them toward organizational objectives | 2.5294 | .9919 |
| Offering special awards and holding ceremonies to recognize excellence and identify heroic or outstanding performance | 2.9412 | 1.0993 |
| Delegating truly challenging work and helping others develop (personally and professionally; giving them the responsibility and the authority to do their jobs) | 2.6176 | 1.3487 |
| Creating an atmosphere whereby subordinates begin to think about problems and use their creativity to solve them | 2.6176 | .9851 |
| Being honest and open to all members of the organization and consistently adhering to the high standards of ethics and morality | 2.6765 | 1.3421 |

The findings in table 4.3 above show that only two factors had a mean ranking of below 2.4. These two factors describe instances where the respondents agreed that the leadership in their respective company undertake and their low ratings (mean 2.0294 for establishment of direction and 2.0588 for aligning people by creating an environment of cooperation). However there was a high degree of variation among respondents, an indication that the respondents differed on the extent to which the leadership in their organization adopts. This is indicated by standard deviation of 0.9040 and 1.0427 for establishment of direction and aligning people by creating an environment of cooperation respectively.

The results also indicate that the respondents moderately agreed on the other factors that the companies' leadership provided. They are motivation and inspiration of members of the organization (mean 2.4706), having the ability to interact with subordinates and inspire them toward organizational objectives (mean 2.5294), delegating truly challenging work and helping others develop (personally and professionally (mean 2.6176), creating an atmosphere whereby subordinates begin to think about problems and use their creativity to solve them (mean 2.6176), being honest and open to all members of the organization and consistently adhering to the high standards of ethics and morality (mean 2.6765) and offering special awards and holding ceremonies to recognize excellence and identify heroic or outstanding performance (mean 2.9412).

### 4.3.2 Leadership Model Appropriate during Change Management

The respondents were requested to indicate the leadership model which was appropriate during the change management in their company.

**Figure 4.5: Leadership Model Appropriate during Change Management**
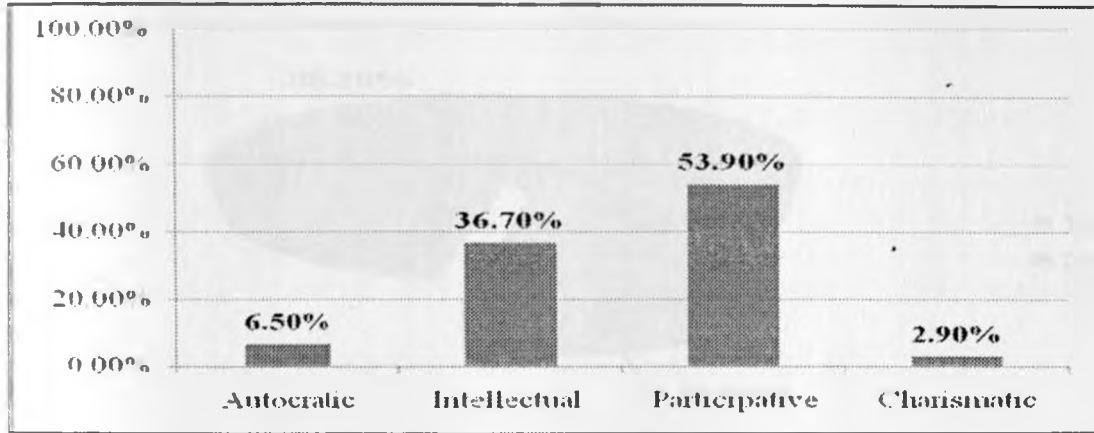


The findings on the leadership model which was appropriate during change management was that, 53.9% of the respondents said it was participative, 36.7% said it was intellectual, 6.5% said its autocratic while 2.9% said it's charismatic. Participative model was preferred by majority of the respondents because it is all inclusive in the entire process and therefore the managers and the other employees will support the change fully.

### 4.3.3 Leadership Role in Change Management

The respondents were required to indicate the role of leadership in change management.

**Figure 4.6: Leadership role in Change Management**
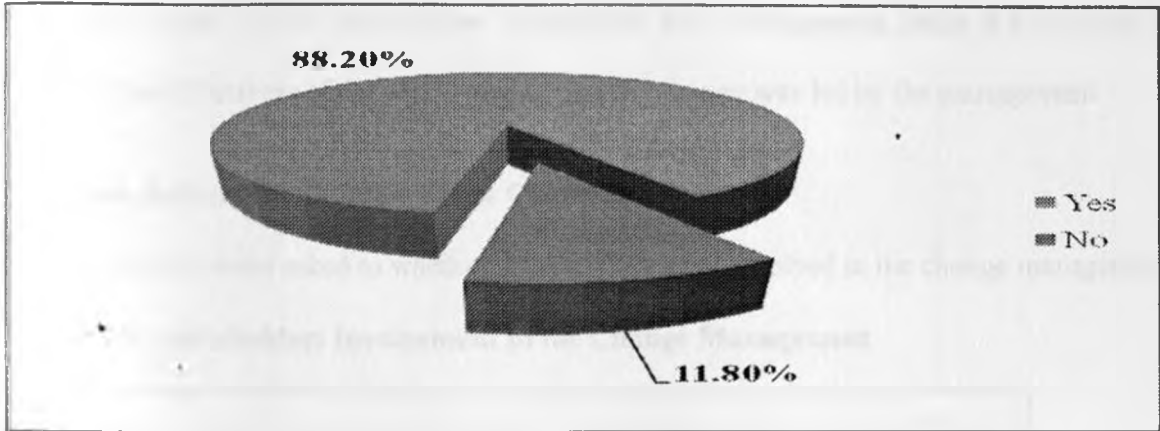


Majority of the respondents (88.2%) were of the view that the leadership in their organization plays a key role during change management while 11.8% said they do not play a key role. The leadership guides the organization employees towards the achievement of the desired change in the organization and therefore plays a role.

### 4.3.4 Leadership Essential for Effectiveness of the Organization

The respondents were requested to highlight the weather leadership was essential for effectiveness and improvement during change management.

**Figure 4.7: Leadership Essential for Effectiveness of the Organization**
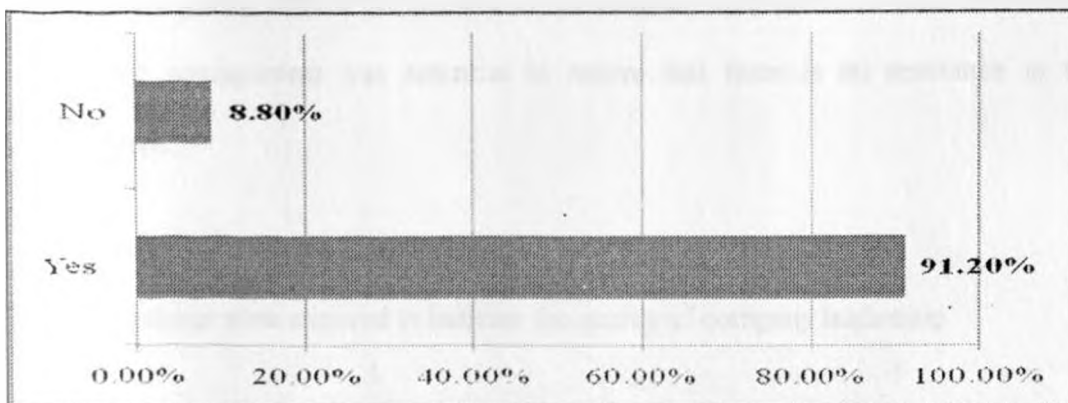
From the findings above, the respondents (91.2%) indicated that leadership was essential for effectiveness and improvement during change management while 8.8% said it was not essential. The effectiveness of the organization depends on how management leads the company and therefore the effectivess of the companies during the change was led by the management.

### 4.3.5 Stakeholders Involvement in the Change Management

The respondents were asked to whether stakeholders were involved in the change management.

**Figure 4.8: Stakeholders Involvement in the Change Management**
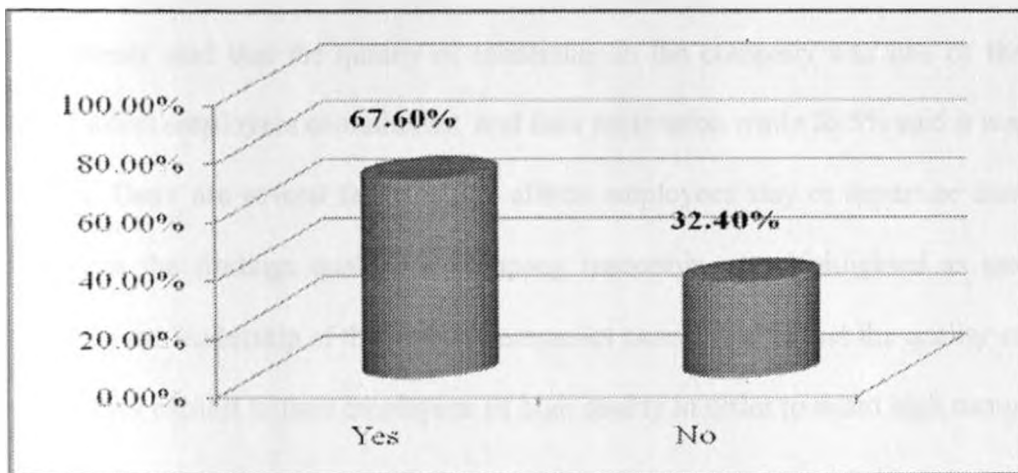


From the analysis above, the respondents (67.6%) indicated that the stakeholders were involved during change management while 32.4% said they were not involved. The stakeholders of a company are pillars behind the success of the company and therefore their involvement during the change management was essential to ensure that there is no resistance to the change management.

### 4.3.6 Quality of Company Leadership

The respondents were required to indicate the quality of company leadership.

**Figure 4.9: Quality of Company Leadership**
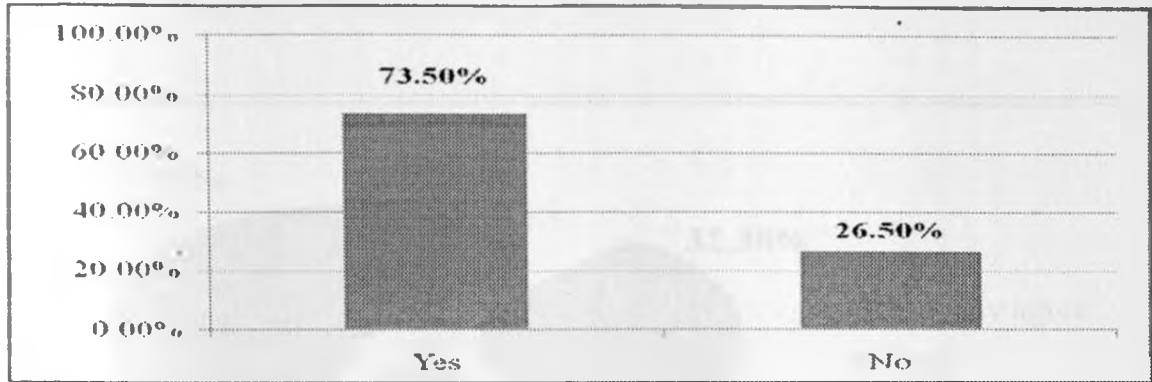


The findings on the quality of leadership in the companies indicates that 73.5% of the respondents said that the quality of leadership in the company was one of the major factors which affect employees commitment and their motivation while 26.5% said it was not one of the factors. There are several factor which affects employees stay or departure from the company and from the findings quality of company leadership was highlighted as one of them and therefore the leadership of the mobile companies should ensure that the quality of the leadership which they exhibit to their employees of high quality in order to avoid high turnover which adds costs to the company.

**4.3.7 Extent of Agreement with the Statement**

The respondents were asked to indicate the role played by the leadership in establishing cultures that are professionally stimulating for employees

**Figure 4.10: Extent of Agreement with the Statement**
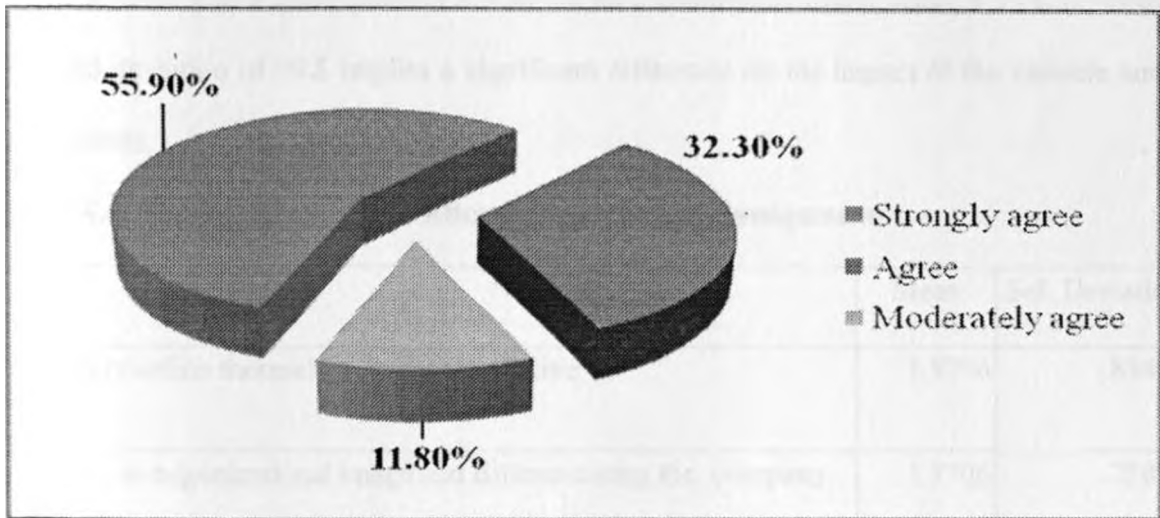


All the respondents agreed that that leadership plays a key role in establishing cultures that are professionally stimulating for employees which increase their sense of efficacy and beliefs that have the capacity to make a difference to employees' performance; however, they differed with the extent to which they agreed. 55.9% of the respondents strongly agreed with the statement, 32.3% agreed while 11.8% moderately agreed. The leadership of an organization holds the key to the performance of the employees and the culture which they initiate and cultivate in the whole organization will propel the organization to the next level.

### 4.3.8 Managers' Characteristics during Change Management

The respondents were to give their independent opinion on the general characteristics of managers during change management. The range was 'strongly agree (1)' to 'strongly disagree' (5). The scores of strongly agree/agree have been taken to present a variable which had mean score of 0 to 2.4 on the continuous Likert scale; $(0 \leq S.E < 2.4)$. The scores of 'moderately agree'

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have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: 2.5≤M.E. <3.4) and the score of disagree/strongly disagree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; 3.5≤ L.E. <5.0). A standard deviation of >0.8 implies a significant difference on the impact of the variable among respondents.

**Table 4.4: Managers' Characteristics during Change Management**

|  | Mean | Std. Deviation |
|---|---|---|
| Managers define themselves as transformative | 1.9706 | .83431 |
| Creating an organizational image and differentiating the company | 1.9706 | .75820 |
| Managers learn continuously (i.e. from experience) | 1.8529 | .85749 |
| Intelligence, seriousness, and vision are all important factors for success | 1.8824 | .91336 |
| Emotional intelligence (i.e. self-regularity, consciousness, self-motivation, empathy and social skills) | 2.2941 | .83591 |

The findings on above shows that the respondents agreed that during the change management, the managers possess characteristics like; learning continuously (mean 1.8529), being intelligent, serious and vision all being important factors for success (mean 1.8824), defining themselves as transformative (mean 1.9706), creating an organizational image and differentiating the company (mean 1.9706) and having emotional intelligence (mean 2.2941).

### 4.3.9 Management Style that Managers Adopt

The managers were asked to indicate the management style that managers adopt in the organization.

**Table 4.5: Management Style that Managers Adopt**

|                          | Frequency | Percent | Cumulative Percent |
|--------------------------|-----------|---------|--------------------|
| Directing                | 8         | 23.5    | 23.5               |
| Supporting               | 17        | 50.0    | 73.5               |
| Delegating authority     | 5         | 14.7    | 88.2               |
| Adapting to circumstances| 4         | 11.8    | 100.0              |
| Total                    | 34        | 100.0   |                    |

The findings indicates that the 50% of the managers in the mobile telephony companies adopts a supporting management style, 23.5% of the respondents said the managers uses directing management style while 14.7% adopts a delegating authority style. 11.8% of the respondents said their managers use a style which adapts to the circumstances. The adoption of the supporting management style by the respondents will enable all the organization staff towards achieving the organization objectives.

### 4.3.10 Does the Number of Subordinates under a Manager during Change Management Affect his/her Perception.

The respondents were to indicate the effect of number of subordinates under a manger during the change management

**Figure 4.11: Does the Number of Subordinates under a Manager during Change Management Affect his/her Perception.**
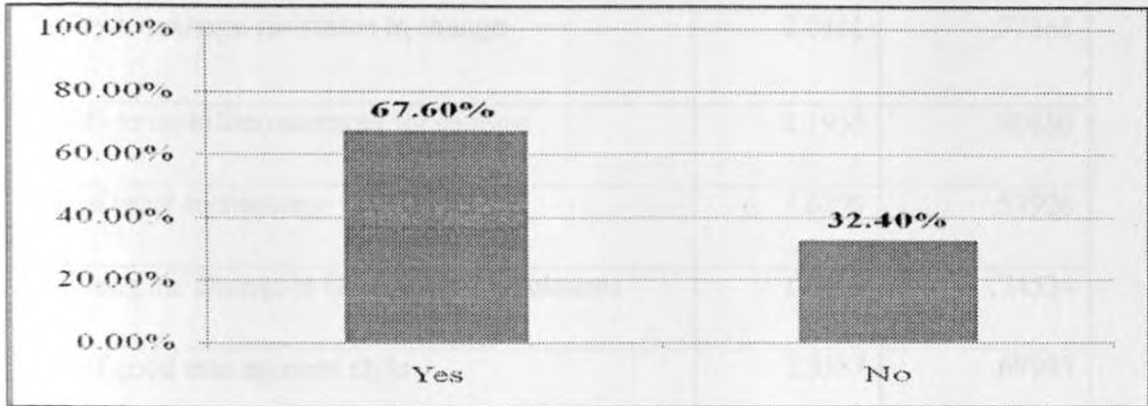


The analysis above shows that 67.6% of the respondents said that the number of individuals working under a manager during the change management affect the managers' perception while 32.4% said the number does not affect. The findings show that the managers perception is changed by the number of staff under the manager as they do not want not disappoint the staff.

### 4.3.11 Managers Ability to Manage Change

The respondents were to give their independent opinion on the general characteristics of managers during change management. The range was 'strongly agree (1)' to 'strongly disagree' (5). The scores of strongly agree/agree have been taken to present a variable which had a mean score of 0 to 2.4 on the continuous Likert scale; $(0 \leq S.E < 2.4)$. The scores of 'moderately agree' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: $2.5 \leq M.E. < 3.4)$ and the score of disagree/strongly disagree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; $3.5 \leq L.E. < 5.0)$. A standard deviation of >0.8 implies a significant difference on the impact of the variable among respondents.

**Table 4.6: Managers Ability to Manage Change**

|  | Mean | Std. Deviation |
|---|---|---|
| Ability to manage resistance to change | 2.0161 | .77865 |
| Ability to mobilize resources for change | 2.1935 | .80650 |
| Use of latest technology | 1.6290 | .57926 |
| Adopting the change to Government regulations | 1.6613 | .74534 |
| Use of good management style | 2.3387 | .69997 |

The respondents agreed that the organization managers has the ability to manage change by the use of the latest technology (mean 1.6290), adopt the change to Government regulations (mean 1.6613), manage resistance to change (mean 2.0161), sustain change (mean 2.1774), mobilize resources for change (2.1935) and use good management style (mean 2.3387).

The unanimous agreement by the respondents that the organizations managers are able to manage change to adapt to different sectors of the organization underlines the need for an all inclusive change management.

### 4.3.12 Organizational Leadership

The respondents were asked to indicate whether organizational leadership considers the human and emotional aspects of change during the change process

**Figure 4.12: Organizational leadership**
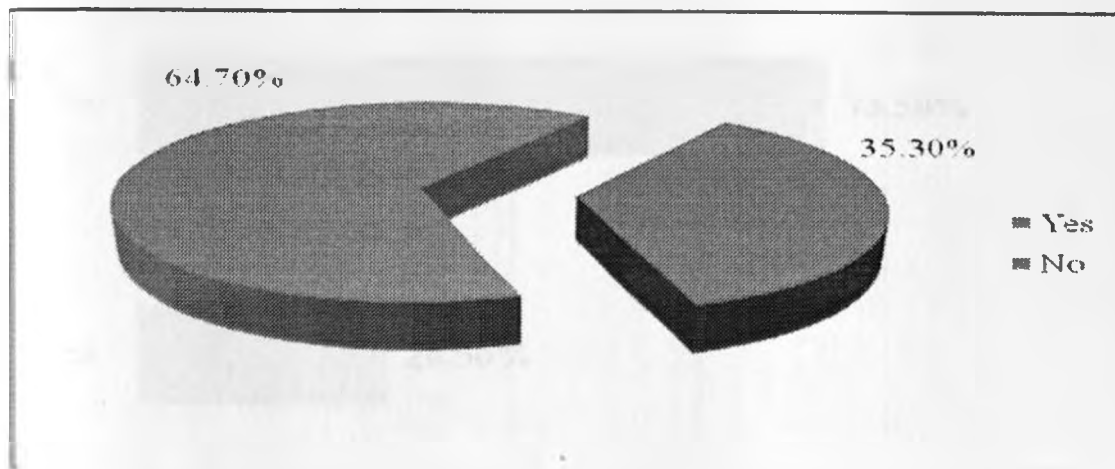


The findings on whether the organizational leadership considers the human and emotional aspects of change during the change process was that, 64.7% of the respondents said they considered while 35.3% said they did not consider. The consideration of human and emotional aspects will enable the staff to be well prepared for the change and any eventuality which will occur.

## 4.4 Factors Influencing Managers' Perception on the Role of Leadership in Change Management

Managers, organizational leadership must establish environmental scanning as an ongoing and non-negotiable day to day activity of learning. The organizations' persistent scans help organizations to avoid surprises and identify threats and opportunities, gain competitive advantage, and improve long- and short-term planning.

### 4.4.1 Management has Motivation, Vision and Passion

The respondents were required to indicate whether the management of the company has Motivation, Vision and Passion

**Figure 4.13: Management has Motivation, Vision and Passion**
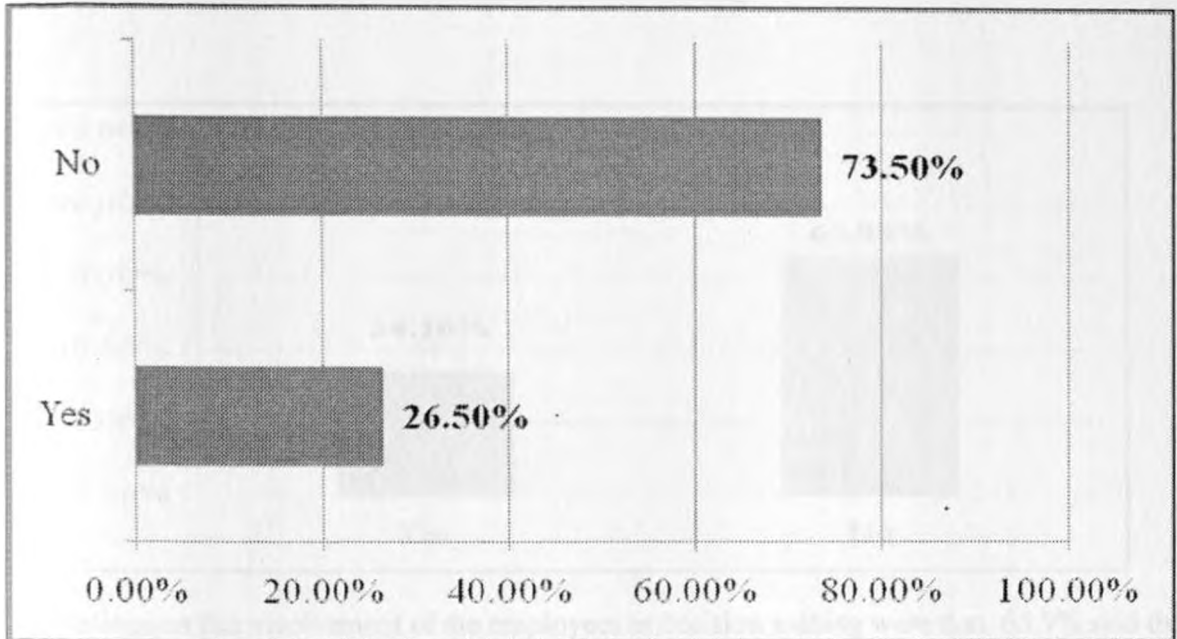


From the findings, 73.5% of the respondents said the company's management does not have motivation, vision and passion which is crucial roles in creating leadership success while 26.5% said they have. Lack of the above factors by the management of the company will hinder the change management in the organization as the factors are the driving force for the company to achieve its objectives.

### 4.4.2 Employee Involvement in Decision Making

The respondents were asked to indicate the extent of employee involvement in decision making.

**Figure 4.14: Employees' Involvement in Decision Making**
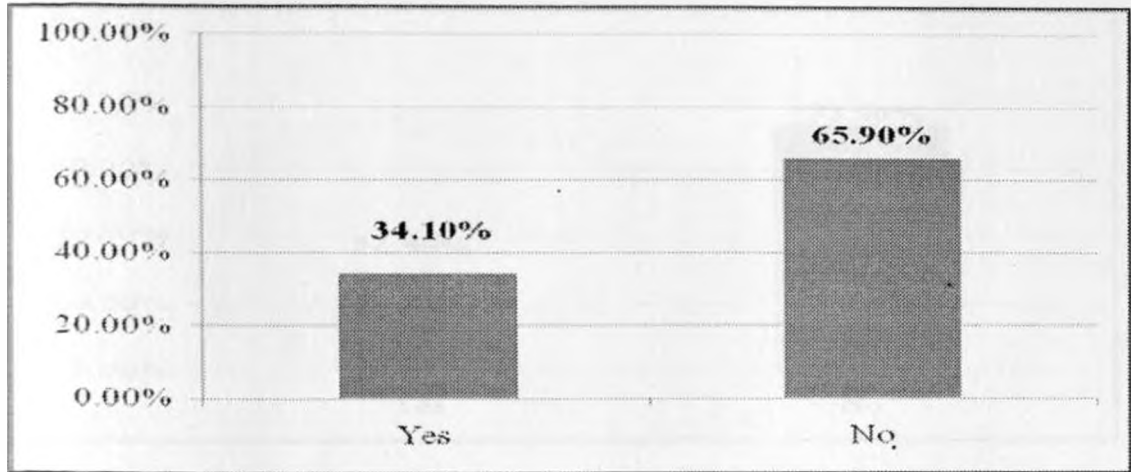


The findings on the involvement of the employees in decision making were that, 65.9% said they are not involved while 34.1% said they are involved.

The non involvement of the employees could lead to the strategies set not being implemented fully as the employees could sabotage the implementation.

### 4.4.3 Employees Confidence Inspired

The respondents were required to indicate whether the confidence of the employees were inspired by the leadership.

**Figure 4.15: Employees Confidence Inspired**
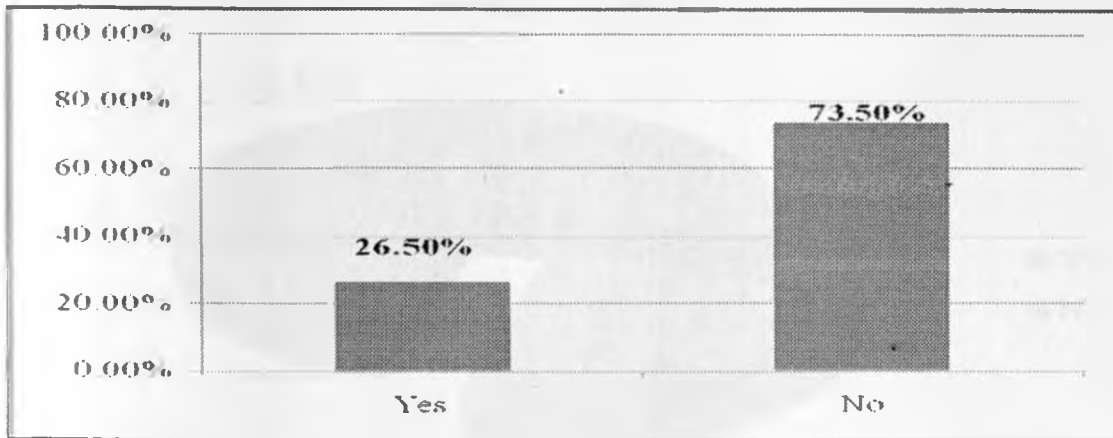


The findings above shows that majority of the respondents (73.5%) said the companies leadership has not created shared vision, put in place a plan, set strategy and deploy appropriate leadership style that inspired confidence in the employees while 26.5% said they provided. The response from the managers implies therefore that the leadership of the companies have not created the above although it may not be all, the management needs to create all of them in order to inspire the employees.

### 4.4.4 Employees Prepared for Change

The respondents were required to indicate whether the employees were prepared for change management.

**Figure 4.16: Employees Prepared for Change**
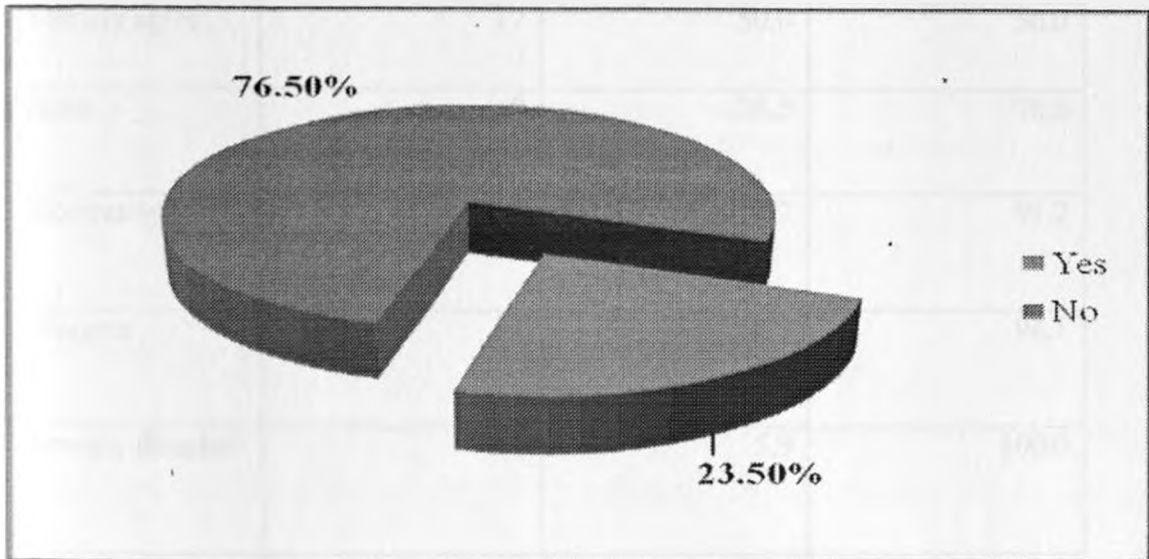


The analysis above shows that 76.5% of the respondents said the employees, frontline and mid-level managers were not prepared for the change that the environment demanded while 23.5% said they were prepared. The involvement of all the organization staff for change will ensure that the staff become committed to the change success and not been an impediment.

### 4.4.5 Organizational leadership

The respondents were asked to indicate whether leadership had the insight and commitment to look far enough into the future to predict the path of change

**Table 4.7: Organizational Leadership**

|  | Frequency | Percent | Cumulative percent |
|---|---|---|---|
| Strongly agree | 17 | 50.0 | 50.0 |
| Agree | 9 | 26.5 | 76.5 |
| Moderately agree | 5 | 14.7 | 91.2 |
| Disagree | 1 | 2.9 | 94.1 |
| Strongly disagree | 2 | 5.9 | 100.0 |
| Total | 34 | 100.0 | |

The respondents agreed 76.5% (50% for strongly agree and 26.5% for agree) that leadership must have the insight and commitment to look far enough into the future to predict the path of change so as to allow the technological shifts to be competence-enhancing rather than competence-destroying. 14.7% of the respondents moderately agreed while 5.9% strongly disagreed and the other 2.9% disagreed. The findings indicate that the company's leadership should look ahead and use technology to enhance its competence.

# CHAPTER FIVE

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Introduction

This section covers the summary of the findings, conclusion, recommendations and the limitations of the study.

## 5.2 Summary

The study established that majority of the respondents who are the managers are over thirty years and they have attained diploma and above as their highest level of education. The respondents have worked in their respective companies for different duration of time as a result of the different times when the companies started operations in the country. The respondents indicated that the leadership of the companies provided direction and aligns employees by creating an environment of cooperation in the organization. Good leadership motivates and inspires members of the organization, have the ability to interact with subordinates and inspire them towards organizational objectives. By delegating truly their subordinates leadership can create an atmosphere whereby subordinates begin to think about problems and use their own creativity to solve them, being honest and open to all members of the organization and consistently adhering to the high standards of ethics and morality. Leadership must offer special awards to their hard working staff to recognize their excellent and outstanding performance.

The respondents indicated the participative leadership model was appropriate during change management and at the same time they play a key role in change management as they guide the other employees towards the achievement of organizational objectives. The findings indicates

that leadership was essential for organizational effectiveness and company improvement as the leaders wants the best for their company during and after the change management. The analysis showed that the leadership of the companies involved their stakeholders during the change management as they support the company during both hard and good times. The findings indicated that the quality of leadership is essential for the employees to remain or leave the company. Leadership has to involve employees in the running of the company and commensurate them for their hard work and that will give employees a feel of being part of the organization.

The respondents agreed that leadership plays a key role in establishing cultures that are professionally stimulating for employees which increase their sense of efficacy and beliefs that have the capacity to make a difference to employees' performance, the characteristics of managers during the change management were managers learn continuously, intelligence, seriousness, and vision are all important factors for success, create an organizational image and differentiating the company, managers define themselves as transformative and having emotional intelligence. The respondents indicated that, support was the management style adopted on employees and the environment during change management. The manager perception was highlighted as been affected by the number of subordinates as they do not wasn't to fail the subordinates who have dedicated their energies to ensure that change management succeeds.

The managers' ability to manage change in the organization was gauged by their ability to manage use of latest technology, adopt the change to Government regulations, ability to manage resistance to change, ability to mobilize resources for change and the use of good management style which the respondents agreed that they were able to perform. The results indicate that the leadership of the companies does not consider human and emotional aspects of change during the

change process. The respondents said that the management did not have motivation, vision and passion in order to create leadership success which is crucial for the organization to succeed during change management. The companies' leaders did not involve their employees in decision making which involve preparing employees for change management and these could result to resistance by the employees for non involvement. The employees' confidence was not boosted by the creation of shared vision, plan, leadership styles and the set strategy. The respondents unanimously agreed that leadership must have the insight and commitment to look far enough into the future to predict the path of change so as to allow the technological shifts to be competence-enhancing rather than competence-destroying.

## 5.3 Conclusion

From the research findings and the answers to the research questions, some conclusions can be, made from the study.

Change management is very vital for any organization in order to compete effectively in changing and turbulent environment in which they operate in. The design of the change management should inspire the staff to perform and not deter them and therefore the management should ensure that the changes which they set to achieve are inspirational, they have motivational. vision and passion. The employees and also the entire organization stakeholders should be involved in the change management so that everyone can be part of the resulting results and at the same time reducing resistance to the change management. The leadership should also ensure they put in place a plan, set strategy and deploy leadership that will inspire employees' confidence.

The managers' perception was that the leadership plays a crucial role in change management, leadership was essential for effectiveness and company improvement, quality of the company leadership determines whether the employees remain and therefore they should ensure that the quality is high in order to reduce turnover which will add costs to the company. Leadership being the act of guiding human and physical resources into dynamic organizational units which attain their objectives to the organization and be competitive in the market and with a high degree or morale and sense of attainment on the part of those rendering the service, it can be concluded that the success in service industry or any other industry by any company or organization is largely dependent on the kind of management steering the organization.

## 5.4 Recommendations for Policy and Practice

The following recommendations are given to both the policy makers and researchers;

Leadership is essential in organizing and maintaining a climate for change within organizations. Although participation of all players is necessary, the role of the leader in the change process is crucial. The creation and design of change processes within an organization is most often a role of the leaders within it. Change processes which encompass human resources, information technology adoption and upgrades, tools and techniques, as well as the basic rules and controls within the organization are the mandate of leaders engaged in the management of change. It is up to the leaders to make these change initiatives tangible rather than abstract and to awaken enthusiasm and ownership of the proposed changes within the corporate milieu. Leaders are responsible for bridging the gap between strategy decisions and the reality of implementing the changes within the structure and workforce of the organization. A myriad of details and effects must be acknowledged and addressed for successful adaptation to change in all sectors of a firm.

To effectively adapt to change, it is recommended that the leadership of the organization should redefine and redesign the business processes to specific geographical and cultural settings. The leadership should ensure that workforce is retrained to be ready for changes in how work is done, what skills and knowledge is needed, and how to relate to global collaborators and customers. The very culture of an organization needs to be reshaped to properly support the new processes introduced. Structures, reward systems, appraisal measurements and roles need redefinition. Leadership styles and management procedures must shift and adapt, and ways of relating with customers, suppliers, and other stakeholders need refining. Technological advances and capabilities must be introduced, and preparation of the workforce to work with the new information technology structures is needed.

## 5.5 Recommendations for further research

The study confined itself to companies operating in mobile telephony industry in Kenya. This research therefore should be replicated in other sectors of the economy in the country and the results be compared so as to establish whether there is consistency among all the sectors on managers perception of role of leadership in change management.

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# APPENDIX I: QUESTIONNAIRE

Please give answers in the spaces provided and tick (√ ) the box that matches your response to the questions where applicable.

## SECTION A: PERSON AND ORGANISATION PROFILE

1) Name of the company: _____

2) Gender? (tick as appropriate)

   a) Female      ( )          b) Male      ( )

3) What is your age bracket? (Tick as applicable)

   a) Under 20 years                    ( )

   b) 21 – 30 years                     ( )

   c) 31 – 40 years                     ( )

   d) 41 – 50 years                     ( )

   e) Over 50 years                     ( )

4. What is your highest level of education?

   a) O level/ Form Four                ( )

   b) A level or Equivalent             ( )

   c) Diploma                           ( )

   d) Other College Education           ( )

   e) Degree                            ( )

   f) Postgraduate/PhD                  ( )

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5. Length of continuous service with the company? (Tick as applicable)

   a) Less than two years          (   )

   b) 2-5 years                    (   )

   c) 6-10 years                   (   )

   d) Over 10 years                (   )

6. For how long has your company been in existence?

   a) Under 5 years                (   )

   b) 6 – 10 years                 (   )

   c) 11 – 15 years                (   )

   d) 16 – 20 years                (   )

   e) 21 - 25 years                (   )

   f) Over 25 years                (   )

## Section B: Managers perception on role of leadership in change management

1. Do you agree that the company's leadership provided the following? Use 1 – Strongly agree, 2-Agree, 3 – Moderately agree, 4 – Disagree and 5 – Strongly disagree.

| Establish the direction | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Align people by creating an environment of cooperation in the organization | 1 | 2 | 3 | 4 | 5 |
| Motivate and inspire members of the organization | 1 | 2 | 3 | 4 | 5 |
| Having the ability to interact with subordinates and inspire them toward organizational objectives | 1 | 2 | 3 | 4 | 5 |
| Offering special awards and holding ceremonies to recognize excellence and identify heroic or outstanding performance | 1 | 2 | 3 | 4 | 5 |

2

| | | | | | |
|---|---|---|---|---|---|
| Delegating truly challenging work and helping others develop (personally and professionally; giving them the responsibility and the authority to do their jobs) | 1 | 2 | 3 | 4 | 5 |
| Creating an atmosphere whereby subordinates begin to think about problems and use their creativity to solve them | 1 | 2 | 3 | 4 | 5 |
| Being honest and open to all members of the organization and consistently adhering to the high standards of ethics and morality | 1 | 2 | 3 | 4 | 5 |

2. Which leadership model is the most appropriate during change management?

   Autocratic           ( )

   Intellectual          ( )

   Participative         ( )

   Contingent            ( )

   Charismatic           ( )

3. In your opinion, does leadership plays a key role in change management?

   Yes       ( )          No     ( )

4. Does leadership essential for effectiveness and company improvement during change management?    Yes    ( )          No      ( )

5. Does organizational leadership involve stakeholders in the change management?

       Yes     ( )            No  ( )

6. Does the quality of company leadership one of the major factors which affect employees' commitment and their motivation to remain at or leave the company?

       Yes    ( )          No     ( )

7. Please indicate the extent to which you agree with the following statement

3

*"Leadership plays a key role in establishing cultures that are professionally stimulating for employees which increase their sense of efficacy and beliefs that have the capacity to make a difference to employees' performance"*

Strongly agree          ( )

Agree          ( )

Moderately agree          ( )

Disagree          ( )

Strongly disagree          ( )

8. According to your opinion, kindly tick where appropriate on general characteristics of managers during change management? Use 1 for strongly Agree, 2 – Agree, 3 – Moderately agree, 4 – Disagree and 5 – Strongly Disagree.

| Managers define themselves as transformative | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Creating an organizational image and differentiating the company | 1 | 2 | 3 | 4 | 5 |
| Managers learn continuously (i.e. from experience) | 1 | 2 | 3 | 4 | 5 |
| Intelligence, seriousness, and vision are all important factors for success | 1 | 2 | 3 | 4 | 5 |
| Emotional intelligence (i.e. self-regularity, consciousness, self-motivation, empathy and social skills) | 1 | 2 | 3 | 4 | 5 |

9. Which management style do managers adopt in relations with subordinates and the environment during change management?

Directing ( )

Supporting ( )

Delegating authority ( )

Teaching ( )

Adapting to circumstances ( )

10. Does the number of individuals working with or number of subordinates under a manager during change management affect the manager's perceptions?

Yes ( )       No ( )

11. Using SA meaning strongly Agree, A – Agree, M- Moderate, D – Disagree and SD – Strongly Disagree, kindly tick where appropriate the extent of managers ability to manage in the organization?

| Ability to manage resistance to change | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Ability to mobilize resources for change | 1 | 2 | 3 | 4 | 5 |
| Use of latest technology | 1 | 2 | 3 | 4 | 5 |
| Adopting the change to Government regulations | 1 | 2 | 3 | 4 | 5 |
| Use of good management style | 1 | 2 | 3 | 4 | 5 |
| Sustainability of change | 1 | 2 | 3 | 4 | 5 |

12. Does the organizational leadership consider the human and emotional aspects of change during the change process?    Yes ( )                No ( )

## Part C: Factors influencing Managers' Perception on the role of Leadership in Change Management

1. Did the company's management have motivation, vision, and passion which are crucial roles in creating leadership success?   Yes   (  )              No   (  )

2. Are the company's leaders involving their workforce in the decision making process and valuing their contributions?   Yes   (  )              No   (  )

3. Does the company leadership created shared vision, put in place a plan, set strategy and deploy appropriate leadership styles that inspired confidence in the employees' in order to achieve set goals?

   Yes   (  )              No   (  )

4. Did the organizational leadership prepare employees, frontline and mid-level managers for the change that the organization and the environment demanded for survival?


5. Do you agree that the following statement influenced the managers perception on the role of leadership *"Leadership must have the insight and commitment to look far enough into the future to predict the path of change so as to allow the technological shifts to be competence-enhancing rather than competence-destroying"*

   Strongly agree        (  )

   Agree                 (  )

   Moderately agree      (  )

   Disagree              (  )

   Strongly disagree     (  )