

**THE ROLE OF LEADERSHIP IN MANAGING CHANGE WITHIN THE
COURIER INDUSTRY IN KENYA**

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DECLARATION

This research project is my original work and has not been submitted to any university for examination.

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

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DEDICATION

This Research Paper is lovingly dedicated to my family and friends. A special gratitude to my loving husband whose words of encouragement and push for tenacity is much appreciated. My daughters who have been there for me throughout the entire program.

I also dedicate this project to my Manager and Friend Tim Steel who has encouraged and supported me during this process. And finally dedicate this to God who I believe and trust that through him all things are possible.

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ABSTRACT

Organizations have been so dynamic in the last decades. As a result, workers on feeling the impact have been forced to adapt to new ways of doing things. To them, change is no longer an irregular outing, an inconvenient upheaval to be undertaken once every ten years. It is something organizations have to learn to live with, to structure and to manage. Firms involved in courier services have not been left out in the rush to adjust to the changing trend. Due to the dynamisms in the courier industry, each of the operators has had to undergo major changes due to both external and internal factors. Amidst the jolt and rush to change or perish, leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation. However, lack of leadership, and specifically strategic leadership by the top management of organizations, has been identified as one of the major barriers to effect strategy implementation. The ineffective management of change can have serious and negative impact on senior managers particularly if consultation and communications strategies are either non-existent or flawed. Though there are several studies undertaken on managing change in organizations, there is little done on the role of leadership within senior management in managing change. Therefore this study sought to determine the leadership roles within senior management in managing change with specific focus on courier Industry in Kenya. The study also sought to identify the leadership challenges encountered by senior management in the change process. A census survey research of the 7 senior managers in the courier industry in Kenya was undertaken in line with the research objectives. Quantitative primary data was obtained by use of questionnaire on the leadership roles in management of change and the challenges they face in discharging their duties. Data obtained was analysed using descriptive statistics in the form of frequency, percentages, mean and standard deviation. The findings showed that the leadership of any firm plays an important role in implementing the change process. They are charged with the task of providing an enabling environment in which exchange of ideas and opinions are encouraged to minimize misunderstandings that could otherwise result thus hindering smooth implementation of the anticipated change. In discharging their duties, they were expected to wade through myriad of challenges either related to the institutional management short comings or those due to other employees which if not well sorted out could jeopardize the process. It is therefore recommended that they adequately prepare themselves and other workers before rolling out the anticipated changes and as well maintain an open channel of communication with all stakeholders throughout the process.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Organizations have been so dynamic in the last decades, and as a result, workers around the world are feeling the impact and are forced to adapt to new ways of doing things. There has been a radical shift in the role of senior managers from the traditional, authoritarian, command and control style to a more open, participative management style with emphasis on cooperation, collaboration and communication (Goleman, 1998). 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 (Bainbridge, 2006).

Leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation (Kaplan & Norton 2004: Pearce & Robinson 2007: Hrebiniak 2005). However, lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effect strategy implementation (Beer & Eisenstat 2000: Kaplan & Norton 2004: Hrebiniak 2005).

Managers are expected to improve performance of organization focusing on efficiency, effectiveness and profitability. Therefore, to be able to respond to a changing environment the leadership has to transform itself through its structures, processes, procedure and above all its culture. In this new order management of change has been identified as a critical variable for the success or failure of the organization. Managing change aims at ensuring that necessary conditions for success are met (Melchor, 2008).

In the past decade there has been a drastic change in the world with much uncertainty and loss of business confidence caused by various factors such as recession, fraud, collapse of business. To continue to operate in this increasing complex, diverse and global environment, international business must be prepared to accept the challenge of change. New market opportunities and technologies will arise and these will involve the need to adapt and adjust to change in strategic thinking in order to compete and survive. Management factors may also contribute to failure of organizations. However, courageous and decisive leadership can inspire and organization to overcome difficult situations or take quick action, (Landrum, Howell, Paris 2000). According to Eisenbach, Watson and Pillai(1999) while much has been written on change management, little attempt has been made to integrate it with the extensive literature that exist on the subject of leadership.

1.1.1 Managing Change

Change is to make or become different according to Harigopal,(2001). It is dissatisfaction with the old bad state and belief in a new better state. It is a decision making, problem diagnosis and solving process. Nickols,(2007) upholds that it is a systematic planning and managing of difference. It is a purposeful endeavor aimed at achieving higher performance, accepting new techniques, obtaining greater motivation, increasing cooperation, reducing labor turn-over, increasing adoptability and changing employee internal behavior.

Hurn (2012) stated that management of change can be defined as a planned objective to change the company's direction from the current to a desired future position in the business environment in response to new challenges and opportunities. It involves the projection of a new vision

together with wide consultation with employees at all levels to overcome resistance and gain acceptance. It is furthermore, essential that the requisite leadership skills commitment at all levels and both human and financial resources are available to implement the desired change.

Change management is a task area of professional practice or body of knowledge and a control mechanism (Nickols, 2007). According to French and Bell (1999), it is the continuous process of aligning an organization with its market place and doing it more responsively and effectively than competitors. Alignment is the continuous synchronization of the four key management levers-strategy, operations, culture and reward.

Hall (1993) there are six elements identified as necessary for successfully implementing and managing change: create, communicate, translate, implement, evaluate, and recreate. Elements such as communication, translate, implement and evaluate are part of the critical “power curve”. During the implementation of these elements the vitality, energy and momentum that give life to the newly created vision are achieved, resulting from individuals throughout the organization redefining their roles in terms of relevance to achieving the new vision or change. Provides practical, effective assistance to senior level managers on how to revitalize give life to the newly created vision are achieved, resulting and improve the performance of their organizations.

A major requirement in change management is to anticipate the need for change and not be reactive. Change management requires considerable discussion of the proposed changes with key stakeholders – employees, customers and suppliers in advance. The key to successful management of change depends largely on encouragement of participation at all levels of the

organization. As senior managers are the drivers of change the staff role are pivotal in the process. Manager must listen to objections and discuss openly. The leaders must be seen as champions of innovation and creativity, encouraging a clear-shared vision for the future (Hurn 2012).

1.1.2 Role of Leadership in Managing Change

Leadership as defined by Daft, (2005) is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes. Such leaders define themselves as change leaders rather than people who want to maintain the status quo, they demonstrate courage, believe in employees' capacity to assume responsibility, they are able to assimilate and articulate values that promote adaptability, they recognize and learn from their own mistakes, are capable of managing complexity, uncertainty, and ambiguity and finally, they have a vision and can describe their vision for the future in vivid terms. He argued that strong, committed leadership is crucial to successful change and highlighted some key characteristics of leaders who can accomplish successful change projects.

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 towards the effective functioning and successful performance of the firm. Therefore the role of leadership is to engage in behavior that facilitate goal attainment and one who maximizes the value of this achievement, thereby affecting subordinates' expectancies, valence, performance and satisfaction.

In all changing organizations, managers have a role of creating and fostering a helpful organization climate in which productive change can emerge. For change to happen it requires change leadership, change managers, change mavericks and change agents. Change leadership is the process of influencing and inspiring others to start a process of change that will lead to the achievement of a desired future state. Change managers are people who manage planning, coordination and implementation of activities in the change process. Change mavericks are individuals who are “ahead of the game”, challenging existing paradigms and constantly thinking of radical, new and improved ways of working. Change agents are people who assist and coach leaders and managers throughout the change process (Caldwell, 2003).

According to Hitt,(1996) senior management must articulate a clear “vision” of the future ideal organization in order to successfully implement organizational change. Once the vision is established senior management must establish and create understanding and commitment among organization members to share the vision of the ideal identity and the actions to achieve it (Hitt et al. 1996).

1.1.3 The Courier Industry in Kenya(International Operators)

The courier industry (International Operators) has been infiltrated in the market by many small players in the past five years however the companies are seven namely: DHL Kenya Limited, TNT Express Worldwide, UPS (K) Limited, FedEx Limited and Skynet (K) Limited. Aramex, First Flight Limited, All of the above offer international courier services with worldwide networks and have been in the market for over two decades (CCK, List of Compliant Postal Courier licensee, 2012).

According to statistics from the Communications Commission of Kenya (CCK Annual Report, 2010), the Postal and Courier services in Kenya declined by 4 per cent in 2011. However, according to the chairperson of the Courier Industry Association of Kenya (CIAK), the decline has been attributed to inadequate returns made by sector players, meaning that the CCK statistics were lower than actual items handled. The lack of a door to door delivery was inhibiting growth of the postal and courier sector in the domestic market. Therefore, the Postal Corporation of Kenya (PCK) has been trying to compete in the international courier business with the major courier companies. This has led to rock bottom prices diluting the premium product offered by the major courier companies in order to compete for the document segment of the market.

The internet users in the country had grown from 3 million to 17 million in three years. This he said provided a unique opportunity for postal services and courier firms. “Books and drugs bought digitally will not be shipped to consumers using broadband,” he said. This has offered an increase of importation of items bought on the internet from all over the world and shipped into Kenya.

Stiff competition and shrinking margins in the courier industry has seen major multinational restructure through mergers and acquisitions building up on the synergies of two big brands. For instance in 2011 Aramex, a large courier company in the Middle East bought out One World to create a larger and more robust total logistics’ company. In 2010 DHL bought Excel logistics creating a bigger business to offer both courier and airfreight business. Recently in March 2012 UPS bought TNT in one the historical acquisitions every witness of 5.2billion euros. UPS being the biggest courier company in the world need their presence strong in Europe and China and

purchasing TNT presented this opportunity. Due to the nature of this industry and how it has changed from decade to decade it is with this in line that a study of this industry would yield results to this phenomenon.

1.2 Statement of the Problem

The ineffective management of change can have serious and negative impact on senior managers particularly if consultation and communications strategies are either non-existent or flawed. Kotter (1999) argues that managers are the people who are in the best position to provide leadership required to ensure that change will be successful. As such, if they are to provide this leadership, they need to recognize that their role involves a dual responsibility, for management (keeping the system operating effectively) and for leadership (revitalizing and renewing the system to ensure that it will remain effective over the long term).

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. Due to the dynamisms in the courier industry each of the operators has undergone major changes due to both external and internal factors. The success or failure of any organization rests on the entire senior management. The management team is also expected to manage the change in a way that employees will embrace change by definition of what is the role of the leadership within the organization.

There are several studies undertaken on managing change in organizations, however there is little done on the role of leadership within senior management in managing change. For instance, the

study by Odie (2010) undertook his study on management of strategic change at Kenya Institute of Administration. There are other studies which focused on strategic management in various industries such as Kimutai (2011), who focused on the Packaging Industry in Kenya, and Ochieng (2011) who focused on management of strategic change at Nokia Siemens Networks. Therefore the study seeks to determine what the leadership roles within the senior managers are in managing change within the courier Industry as well as identify the leadership challenges encountered by senior management in the change process.

1.3 Objectives of the Study

The Objectives of the study are:

- i. To determine the role of leadership in change management within courier industry in Kenya.
- ii. To establish the leadership challenges in the management of change within courier industry in Kenya.

1.4 Importance of the study

The findings contributes to the body of knowledge regarding leadership roles and the challenges during acquisitions, which are useful to researchers, change managers and academicians in evaluating the roles of leadership in the process of managing and implementing change in organizations.

The study was intended to aid various stakeholders on how to implement change in a highly competitive industry both within and without. Managers of similar organizations would be able

to borrow a leaf from the strategic change management approaches deployed in the various operators to implement their change initiatives.

Further, the findings inform the policy makers on issues of the role of leadership in change management within this ever expanding industry. This helps when designing interventions, regulatory framework and measures on how to monitor and manage change.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides the material from other researchers who have carried out their research in the same field of study. It details works on change management, role of leadership in change management, leadership and change management, related models of the role of leadership in change management and leadership challenges in change management.

2.2 Model used in Leadership to Manage Organizational Change

Change process goes through stages and it is important that each stage may require a significant amount of time. Kotter (1999) noted that successful organizational change efforts are always characterized by the skillful application of a number of the approaches, often in different combinations. Different models have been developed for managing change in organizations. A few of these models, narrowing down mainly to those that focus on leadership roles in managing the process of change.

2.2.1 Kotter's Eight Stage Model

Kotter (1996) described an eight stage model for understanding and managing change. The first stage argued that leaders must increase urgency, that is inspired, make objectives that are real and relevant. Secondly, leaders should build a guiding team. That is the right people in the right place with the right emotional commitment and right skills and levels. Thirdly must establish a simple vision and strategy. In the fourth stage leaders must communicate for buy-in. In the fifth stage leaders must empower action by eliminating obstacles, enabling feedback and soliciting support from leader. The sixth stage is to create short-term wins by setting aims that are easy to

achieve. In the Seventh step leaders are advised not to let up by fostering and encouraging determination and persistence. In the final stage leader are to make change stick by reinforcing the value of successful change via recruitment, promotion and new change leaders to embed a change culture

2.2.2 Burlton's Three Stage Journey in a Change Process

Burlton (2001) outlined a three stage journey in a change process. The stages included the ending stage, transition state and the emerging/beginning state. In this model the ending state is the hardest as it involved putting aside current behavior, benefits, relevant competences and relationships of their working situation. The transition stage was characterized by the challenge to increase the level of dissatisfaction which will pave the way for readiness to change. And finally the beginning stage characterized by strong feeling of pain and anger. One will witness the beginning of new beliefs, commitments and behavior. There is a renewed sense of belonging and dedication, staff demonstrate a strong ability to let go of past behavior and are filled with fresh energy and sense of purpose.

2.2.3 Leadership of Change Phase by Phase

Cameron and Green (2004) identified phases of the change process with enables a leader to see the need for flexibility in the leadership style. The change moves from one phase to another phase. They identified outer leadership and inner leadership requirements of a leader of change for each phase. The first phase the leader needs to establish the need for change by illuminating a problem area through discussion, influencing, and understanding, researching, presenting and listening. The second phase involves building a team that bring the right people together and

establishes momentum through teamwork. And finally in the last phase the leader creates a vision and values.

2.2.4 Incremental Change Strategies

Leaders can learn strategies for everyday change that have significant constructive impact as everyday conversations and small actions, spread to others throughout the organization. Figure 1 demonstrates a range of incremental change strategies that leaders can use. The strategies range from individual leader working alone to effect gradual change to working directly with others in more directed and extensive change effort. These include disruptive self-expression, which is the least conspicuous way to promote change and involves a single leader acting in a way that others will notice that reflects the values and behaviours he or she wishes to instil in followers. This strategy quietly unsettles others' expectations and routines.

The second is verbal jujitsu, whereby a leader turns an opponent's negative attitudes, expressions or behaviours into opportunities for change that other in the organization will notice. The third is the variable-term opportunism, which is a more public approach in which leaders look for, create and capitalize on opportunities for motivating others to change. The fourth strategy is strategic alliance building, in which the leader works closely with others to move the forefront more quickly and directly that would be possible working alone. This is the most political approach to everyday change.

Effective leaders use elements such as storytelling, metaphor, humour and a personal touch to reach employees on an emotional level and sell them on proposed changes. Emotional elements

are essential for persuading and influencing others: Thus leaders should not overlook the importance of emotional elements to overcome resistance to change. Leaders also use implementation techniques like communication and training, participation and involvement as well as coercion to smoothen the change process.

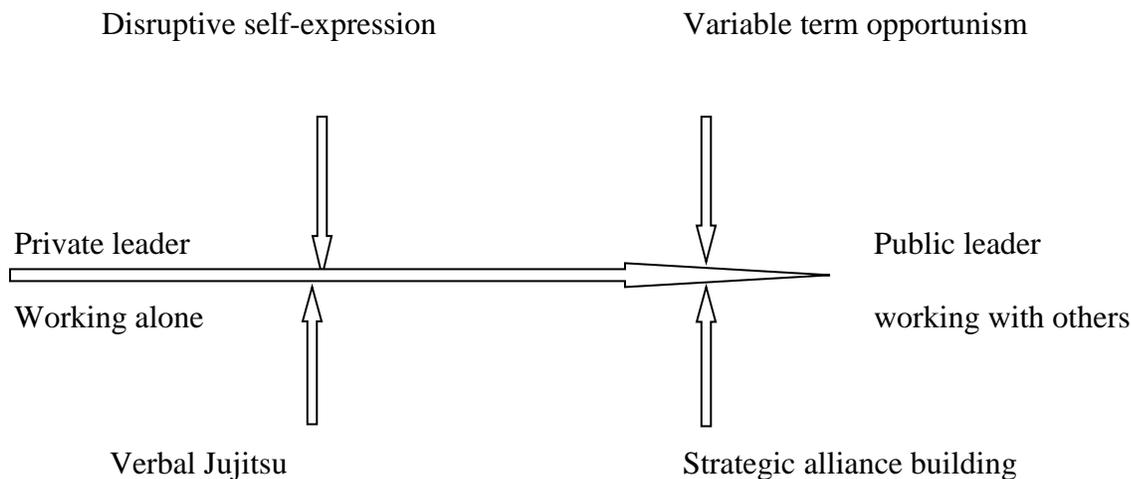


Figure I: Incremental Change Strategies. (Source: Adapted from Debra E. Meyerson, “Radical Change the Quiet Way,” Harvard Business Review, October 2001)

2.3 Management of Change

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. These include the individual perspective school which involves learning how behaviours are acquired. These include two camps of supporters: the behaviourist who views behaviour as a resulting from an individual’s

interaction with their environment. 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 individual (Bernstein, 1968). And finally we have the open systems school which focuses on the entire organizations. 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).

Hurn (2012) in this study defined management of change as a planned objective to change a company's direction from the current to a desired future position in a business environment in response to new challenges and opportunities.

2.4 Leadership Roles in Managing Change

Leadership can further be defined as the force that makes things happen. Leaders are those whom others want to follow. They create an environment that brings out the best in organization members. Kotter (1996) defined leadership as a set of processes that creates organizations and adapts them to significantly changing circumstances. Leadership that defines what the future should look like aligns people with that vision and inspires them to make it succeed despite obstacles.

The role and significance of leadership in managing change in organizations has become a subject of enormous interest over the last two decades. The role of leadership in initiating or

sponsoring strategic change in organizations is often presented as the counter-image of the traditional managerial roles, (Caldwell 2003). The study suggested that the attributes of the two roles are different, yet complimentary. It is suggested that the distinction between change leaders and change managers may be useful in clarifying the nature of the relationship between leadership and management in the processes of managing change. He further presented the uses of the Delphi-Style panel of ten change agents experts to identify and rank the set of attributes they perceived to characterize the roles of leading and managing change. The finding suggested that the attributes of the two roles are different, yet complimentary. It concludes that the distinction between change leaders and change managers may be useful in clarifying the nature of the relationship between leadership and management in processes of organizational change.

The idea that 'leading' and 'managing' are different activities is not new, but the increased focus on the virtues of change leadership has tended to amplify the purely rhetorical meaning of the distinction (Kotter, 1990). This is unfortunate for if leadership is essential to initiate innovation, it is equally clear that managers are increasingly play a vital role in implementing change (Kirton,1980; Kanter, 1989). Rather than enacting their traditional role of directing or controlling work processes, managers often perform a new role as facilitators encouraging commitment and empowering employees to be receptive to change and technological innovation. Moreover, as new flatter and more dynamic organizations have emerged, managers are now expected to embrace the change-oriented attributes or behaviours that will allow them to copy with uncertainty and become leaders, innovators and risk takers (Beatty and Lee, 1992; Ulrick, 1997).

Transformational leaders raise the consciousness of followers by appealing to higher ideas and values such as liberty, justice, peace and equality. There are four types such as individualized consideration, inspirational motivation, intellectual stimulation and idealized influence. Transactional leaders pursue a cost-benefit, economic exchange with followers. The followers' material and psychic needs are satisfied in return for expected work performance. Transactional leadership consists of two factors: contingent reward and management by exception (Sarro, Santora. 2001).

2.5 Leadership and Change Management

The literature on management and leadership goes back many hundreds of years is pertinent to managing today's organization. The study of management began with the works of Fredrick Taylor in the 20th century. Therefore there have been many books and articles on management which have given divergent views. This led to the examination of the literature on management which led to the review of the manager's role which led to the three main theories of Leadership that is the personal characteristic approach, leader-follow approach and the contextual approach (Burnes,2004).

Graetz (2000) argued that the traditional organizational approach, centralized control and historically entrenched values of stability and security is anachronism. She further argued that impetus is towards flatter, more flexible and agile organizational forms in which boundaries are fluid and permeable. These changes have triggered a radical shift in the role of senior managers from traditional authoritarian, command and control style to a more open and participatory style.

Landrum, Howell and Paris (2000) argued that organizations in need of strategic turnovers often seek charismatic leaders to lead change efforts. With the growing popularity of democratizing work places, team-based approaches to strategic change are emerging. They further stated that several researches propositions offered which suggest that strategic teams can be a better choice than charismatic leaders for turning around an organization. They also argued that studies on leadership behaviour historically believed in a universal manager who would adapt to any situation. Another stream of thought suggested that different leaders have different characteristics and the leader should be matched to the organization needs. Fiedler (1967).

Most change efforts encounter problems as they often take longer than expected which sometimes kills morale, and cost a great deal in terms of managerial time and money. In addition, most organization today lacks the leadership they need to successfully manage changes that are rapidly taking place. The process of change is simply moving from the current way of doing things to a new way of doing things. The essential role of top management and implementing change according to Yukl (2010) is to formulate an integrated vision and strategy, building a coalition of supports who accept the strategy, then guide and coordinate the process by which the strategy will be implemented.

Most change efforts encounter problems as they often take longer than expected which sometimes kills morale, and cost a great deal in terms of managerial time and money. In addition, most organization today lacks the leadership they need to successfully manage changes that are rapidly taking place. The process of change is simply moving from the current way of doing things to a new way of doing things. The essential role of top management and

implementing change according to Yukl (2010) is to formulate an integrated vision and strategy, building a coalition of supports who accept the strategy, then guide and coordinate the process by which the strategy will be implemented.

2.6 Leadership challenges in Change Management

Malhan (2006) carried out in Indian Universities argued that rigid management principles cannot be laid down for managing change as an organization had its culture and there are variations because of the existence in diverse cultural setting, variations in leadership. There were strategies, which can help manage change there was need for the leader to develop and sustain a vision. The leadership would accelerate the process of change by constituting staff teams and personally monitor and control the change being affected.

Yukl (2010) stated that before one supports radical change, they need to have a vision for of a better future that is attractive enough to justify the sacrifices and hardships the change will require. The vision should be inspiring and as such strong ideological content that appeals to organizational members, shared values and ideals concerning customers and employees. Creating the sense of urgency, articulating a clear and vision would have member prepare for change, helping them cope with change, providing opportunities for early success, keeping them informed, demonstrating continued commitment to the change program and empowering people to help plan and implement change.

Leaders as change agents must provide employees with abundant, relevant information with regard to impending changes, justify the appropriateness and rationale for change, address

employees' questions and concerns, and explore ways in which change might affect recipients in order to increase acceptance and participation (Green, 2004; Rousseau and Tijoriwala, 1999). Employees' acceptance and participation in change depend on their perception of personal benefits associated with change. Gilley (2005) stated that employee questions, evaluate, and weigh arguments for and against change to determine its strengths and weakness, therefore, well-developed rationalizations are more likely to be accepted while weaker arguments are rejected (Knowles & linn 2004). Communication can be an effective tool for motivating employees involved in change (Luecke, 2003).

Resistance to change is viewed as a response to the treatment employees receive in the change process, that is, reactions by disgruntled employees regarding perceived unfairness of the change. Folger and Skarlicki (1999) claimed that organizational change can generate scepticism and resistance in employees, making it difficult to implement change. They further said that resentment based resistance behaviours, which can range from subtle acts of non-cooperation to industrial sabotage, as often seen by the perpetrators as subjectively justifiable, a way to get even for the perceived mistreatment and a way for employees to exercise their power to restore perceived injustice.

2.7 Summary of Literature Review

This chapter focused on review of literature related to studies undertaken by other scholars on the role of leadership in managing change within their organizations. It dealt with model used in leadership to manage organizational change, management of change, leadership roles in

managing change and leadership and change management. It also discussed leadership challenges in change management.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the method that was used in collection of data for answering the research objectives. The chapter comprises the research design, target population and research instruments. It also contains information on data collection procedures and analysis.

3.2 Research Design

The research design for the study was a census survey of the all the senior managers in the courier industry in Kenya. This is because the study was concerned about questions that asked about the managers' role of leadership in managing change among the courier industry in Kenya. The census survey research design is appropriate because there is more than one company currently offering courier services in Kenya and this design will be able to assist in drawing conclusions about the relationship existing in the population and also characterize their phenomena.

3.3 Population of the Study

The population of the study consisted of all CEOs of courier companies in Kenya that have international operations. According to the Communications Commission of Kenya (CCK) list of complaint postal and courier licensees (2012) International Courier operators are fifteen of which there are only seven that are currently operational. The Communications Commission of Kenya is the only body commissioned by the constitution to license postal and courier companies.

3.4 Data Collection

The study used primary data. Quantitative primary data was collected by use of questionnaires. This was deemed sufficient to authenticate the views presented and information collected. The target respondents were all the 7 CEOs of courier firms in Kenya. These top officers were and are still involved in managing change within their firms and were therefore best placed to provide information on challenges they face in discharging their duties. A questionnaire was selected because it is convenient in obtaining information quickly, cost effectively and within the short time period available for the study.

3.5 Data Analysis and Presentation

Data was analysed using descriptive statistics in the form of frequency, percentages, mean and standard deviation. This type of analysis is suitable in that it does not limit the respondents on answers and has the potential of generating more information with more details. The content of primary data collected using questionnaire from the various courier firms' chief executive officers was compared to determine the extent to which they corroborate or contradict. Findings were summarized into a report, discussed and conclusion made.

3.6 Summary

This chapter focused on the research methodology used in this study. Specifically, it discussed the research design, target population and the instrument used for data collection. Finally the method used for data analysis is explored.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The chapter presents an analysis of the data collected from a sample of 7 firms involved in courier services in Kenya. Data analysis and report of findings was done using descriptive statistics in the form of frequency and percentages.

4.2 Profiles of Courier Firms Studied.

4.2.1 Ownership of Courier Firms in Kenya

The inquiry on the profiles of courier firms included the identity of the ownership of the firms.

The study findings were as is summarized in Table 4.1.

Table 4.1: Courier Firm Ownership

Type of Ownership	Frequency	Percentage	Cumulative Percentage
Locally Owned	2	28.6	28.6
Foreign Owned	5	71.4	100
Total	7	100.0	

Source (Researcher, 2014)

Results in Table 4.1 shows that most of the courier companies operating in Kenya are foreign owned. This is because of the 7 companies in existence, only 2 were said to be locally owned with the remaining 5 being foreign owned. It would therefore be instructive to observe whether their type of ownership impacted on their mode of management of change probably due to the variability in their organization culture.

4.2.2: Size of Courier Firms in terms of Number of Employees

An inquiry on the size of the courier firms in terms of number of employees they engaged was made and the results were as is contained in Table 4.2.

Table 4.2: Size of the Firms in terms of Number of Employees

Number of Employees	Frequency	Percentage	Cumulative Percentage
20 – 50	1	14.3	14.3
More than 50	6	85.7	100.0
Total	7	100.0	

Source (Researcher, 2014)

From Table 4.2, the study established that a majority of the courier firms, 6 to be precise had more than 50 employees while only 1 had between 20 to 50 employees. This means that according to a majority of the respondents, their firms were large enough to be able to afford a high level of workforce.

4.2.3 Size of Company in terms of Branch Network

Similarly, an inquiry on their size based on number of branches countrywide was made and the findings were as is summarized in Table 4.3.

Table 4.3: Courier Firms Branch Network

Number of Branches	Frequency	Percentage	Cumulative Percentage
Less than 5	2	28.6	28.6
5 – 10	2	28.6	57.2
More than 10	3	42.8	100.0
Total	7	100.0	

Source (Researcher, 2014)

The inquiry on the courier firms' countrywide branch network established that 3 of the firms had more than 10 branches countrywide, 2 each either had between 5 and 10 branches or less than 5

branches. This means that a majority of the courier firms were large enough to be able to have an office in most of the major towns within the country.

4.3 Role of Leadership in Change Management

The process of assessment of the role of leadership in change management was undertaken based on various issues. These include role of leadership in preparing for change and role of leadership in management of change.

4.3.1 Leadership Role in Preparing for Change

To begin with, an inquiry was made on the respondents' perception on the leadership role in preparation for change. The respondents were requested to score against various statements, a sample of which is discussed in the succeeding sections.

4.3.1.1 Leadership Role in Communicating Expected Change

An inquiry on the respondents perception of the significance of leaders use of communication in preparing for change were as is summarized in Table 4.4

Table 4.4: It is important that Leadership Communicate Anticipated Change.

Responses	Frequency	Percentage	Cumulative Percentage
Disagree	0	0	0
Not sure	1	14.3	14.3
Agree	2	28.6	42.9
Strongly agree	4	57.1	100.0
Total	7	100.0	

Source (Researcher, 2014)

Table 4.4 shows the respondents perception on the significance of leaders communicating expected change processes. The results show 85.7% of the respondents were in agreement that it

is important that the leadership of the various courier firms create awareness among employees on the expected changes by using proper communication channels which according to them would ensure a conducive environment for the change.

4.3.1.2 Role of Communication in Preparing Employees for Change

The respondents were thus required to score for its role and their responses were as is summarised in Table 4.5.

Table 4.5: Communication Plays an Important Role in Change Management.

Responses	Frequency	Percentage	Cumulative Percentage
Disagree	0	0	0
Not sure	1	14.3	14.3
Agree	3	42.9	57.2
Strongly agree	3	42.9	100.0
Total	7	100.0	

Source (Researcher, 2014)

Information contained in Table 4.5 shows that 85.8% of the respondents were of the opinion that communication is important since it enabled the leadership of the courier firms understand what the employees were thinking. This was more so since it provided employees with an avenue for articulating their views. Thus, 85.7% were categorical that all members were involved in the process from the beginning to the end since through the existing communication channel, all issues were clearly spelt out to all members in regular meetings.

4.3.1.3 Role of Communication in Management of Resistance to Expected Change.

Similarly, the respondents were interrogated on how well prepared they were to manage anticipated resistance to change. Their responses were as is summarized in Table 4.6

Table 4.6: Communication plays an important Role in Managing Resistance to Change.

Responses	Frequency	Percentage	Cumulative Percentage
Disagree	0	0	0
Not sure	0	0	0
Agree	2	28.6	28.6
Strongly agree	5	71.4	100.0
Total	7	100.0	

Source (Researcher, 2014)

Results of the analysis of the responses shows that all the respondents (100%) an unanimously agreed that though they provided their staff with forums to air their views which would then be catered for in the change process, they were adequately prepared to handle any resistance should it occur.

Thus, the study established that communication was an important component of initiating change since a significant majority of the respondents maintained that it is imperative that awareness is created on why change is being made, that in the entire courier firms, employees were usually adequately briefed and their opinion sought with special attention given to employees in senior management position. This means that those in management positions who would be charged with the responsibility of implementing the change always have an opportunity to assess the strengths and weaknesses of the change process by engaging all employees of their respective firms. Similarly, all employees in the firms regardless of their positions were adequately engaged in the process of initiating change in the firms. This observation which depicts the courier firm leadership leading in the process of initiation of change captures Kotter (1996) description of leadership in which he asserted that leadership is a set of processes that creates organizations and adapts them to significantly changing circumstances. It projects the courier firms' leadership as

transformational leaders who raise the consciousness of their followers by appealing to higher ideas and values such as liberty, justice, peace and equality. This type of leadership according to Sarros and Santora (2001), consists of two factors: contingent reward and management by exception.

4.3.2 Leadership Role in Management of Change

Further, an inquiry was made on the steps that the courier firm leadership was taking during the change process. These include generation, management and evaluation of effects of change.

4.3.2.1 Leadership Role in Initiating Change.

With regard to implementation of change in the courier firms, respondents were requested to score for their conception of the process of initiation and implementation of the change process.

Their responses were as is summarized in Table 4.7.

Table 4.7: Change is Generated and Implemented Based on Vision and Mission.

Responses	Frequency	Percentage	Cumulative Percentage
Disagree	1	14.3	14.3
Not sure	0	0	14.3
Agree	3	42.9	57.1
Strongly agree	3	42.9	100.0
Total	7	100.0	

Source (Researcher, 2014)

The findings show that for 85.7% of the respondents, change was generated and implemented based on their firms' vision and mission and that in instances where new vision are developed, they would be arrived at through research and analysis of prevailing circumstances.

4.3.2.2 Leadership Role in Managing Change

Then the respondents were requested to indicate how they managed the process of change. Their responses were as is summarised in Table 4.8.

Table 4.8: Motivation helps in Fostering Implementation of Change.

Responses	Frequency	Percentage	Cumulative Percentage
Disagree	1	14.3	14.3
Not sure	0	0	14.3
Agree	1	14.3	28.6
Strongly agree	5	71.4	100.0
Total	7	100.0	

Source (Researcher, 2014)

The results show that of the respondents, 85.7% were categorical that through motivation, they strive to foster understanding and appreciation of each individual involved in implementation of change. Consequently, a similar proportion of the firms (85.7%) were said to have had positive results due to change.

4.3.2.3 Role of Leadership in Evaluating Impacts of Change

Further, the respondents were requested to register their perception of the role of the courier firms' leadership in evaluating the impact of change. The findings were as is summarised in Table 4.9.

Table 4.9: Leaders should Measure and Manage Key Drivers of Change.

Responses	Frequency	Percentage	Cumulative Percentage
Disagree	0	0	0
Not sure	0	0	0
Agree	2	28.6	28.6
Strongly agree	5	71.4	100.0
Total	7	100.0	

Source (Researcher, 2014)

The results of the analysis about the respondents' views on the role of leaders in evaluating change shows that all the respondents (100%) indicated that it is important that those in leadership position measure and visibly manage key drivers of change at team level to foster accountability in the process of change. In the process, they would analyze employees' commitment and performance on the assignment being undertaken to provide feedback and in the process identify any gaps and react to resistance that may occur.

The findings show that the management of courier firms are actively involved in initiating, in managing the process of implementation of change and ultimately evaluating its impacts. The leaders provide opportunity for employees to believe, understand and see what is in the change process by actively participating in it but are there to guide where necessary. This means that the leaders are essentially on top of the process at every step. This observation agrees with Yukl (2010) description of the role of leadership in managing change. The researcher observed that the essential role of top management in implementing change is to formulate an integrated vision and strategy, building a coalition of supports who accept the strategy, then guide and coordinate the process by which the strategy will be implemented.

4.4 Leadership challenges in the Management of Change

An inquiry was made on the effects of various factors on the management of change within the courier industries in Kenya based on two broad scopes; challenges due to leadership factors and those due to the employees themselves. The findings are discussed under these scopes.

4.4.1 Challenges due to Leadership’s Management of Change

With regard to challenges due to leadership management of change, the respondents were asked to indicate according to their conception the extent to which they conceived various elements of leadership management to be a challenge to the process. Their responses were as is indicated in Table 4.10.

Table 4.10 Leadership Challenges on Management of change

Statement	SD	D	NS	A	SA	Total	Mean	STD	Rank
	%	%	%	%	%	%			
Noninvolvement of some leaders in the change process.	0.0	0	14.3	42.9	42.9	100	4.29	0.756	1
Level of briefing of those in the management.	14.3	0	0	28.6	57.1	100	4.14	1.464	3
Diverse opinions of different leaders of the company about change	0.0	28.6	0	14.3	57.1	100	4.00	1.414	4
Pockets of resistance from leaders and other employees.	14.3	0	0	14.3	71.4	100	4.29	1.496	1
Grand Mean							4.18	1.153	

Source (Researcher, 2014)

Information in Table 4.10 shows that effects of leadership challenges on management of change received an appreciable mean rating of 4.18 from the respondents indicating that it was a major source of challenge to the change process. This could be attributed to noninvolvement of some of the leaders in the change process (4.29) and pockets of resistance from both the leaders who were not involved and other employees (4.29). Similarly, the level of briefing of those in management (4.14) and diverse opinions of some of those in leadership positions were also a source of challenge.

4.4.2 Effect of Employee Attributes on Management of Change

Then the effect of various employee attributes on management of change was sought as per the perception of the respondents and the findings were as are discussed in the succeeding sections.

4.4.2.1 Diverse Culture

The analysis of the influence of culture was initiated using a set of three statements to determine how it affected management of change. The research findings were as is summarized in Table 4.11.

Table 4.11 Effect of Diverse Culture

Statement	SD	D	A	SA	Total	Mean	STD	Rank
	%	%	%	%	%			
People from different cultural groups have different perspectives, values, beliefs and behaviors	14.3	14.3	14.3	57.1	100	3.86	1.676	1
People from different cultures may relate to issues in the same way but may vary in their order of preference	0.0	28.6	28.6	42.9	100	3.86	1.345	1
The same message on change may be conceived as with different personality types would be a source of challenge to the leadership	0.0	42.9	42.9	14.3	100	3.29	1.254	3
Grand Mean						3.67	1.435	

Source (Researcher, 2014)

From Table 4.11 which contains the respondents perceived level of influence of diverse culture on the change management shows that as a source of challenge, the element received an overall mean rating of 3.67 from the respondents. The fact that people from different cultural groups have different perspectives, values, beliefs and behaviors and that they may relate to issues in the same way but may vary in their order of preference received the highest mean rating each (3.86). Similarly, respondents felt that though the same message is transmitted on change, the difference in its conception by different personality types as a source of challenge received a mean rating of 3.29.

4.4.2.2 Misunderstanding and Lack of Trust

The possibility of occurrence of misunderstanding and lack of trust and its influence on change were probed with statement seeking to determine the effects of the various elements. The results were as is recorded in Table 4.12.

Table 4.12 Effect of Misunderstanding and Lack of Trust

Statement	SD	D	NS	A	SA	Total	Mean	STD	Rank
	%	%	%	%	%	%			
Resistance is more likely to result when the reason for change is not well understood	0.0	14.3	0	28.6	57.1	100	4.29	1.113	2
Failure by the leadership to deliver what they promised is a source of challenge	0.0	28.6	0	42.9	28.6	100	3.71	1.254	4
It is essential during change to involve every staff and ensure that all would be continuously aware of the changes as they occur	14.3		0	42.9	42.9	100	4.00	1.414	3
Ensuring accurate communication is vital	0.0	0	14.3	14.3	71.4	100	4.57	0.787	1
Grand Mean							4.06	1.204	

Source (Researcher, 2014)

From Table 4.12 which contains the results of effect of misunderstanding and lack of trust, the respondents indicated that the factor was prominent given its weighted mean of 4.06. The respondents insisted that accuracy of communication was vital to change (4.57) and that resistance is more likely to result when the reason for change is not well understood (4.29). Similarly, respondents were categorical that it is essential during change to involve every staff and ensure that all would continuously be aware of the changes as they occur (4.00) and that failure by the leadership to deliver what they promise often causes mistrust and is therefore a source of challenge to the change process.

4.4.2.3 Different views by Management Team

The study, additionally, sought to establish the influence of divergent views among management team about change. The findings were as is presented in Table 4.13.

Table 4.13 Effects of Divergent Views among Management

Statement	SD	D	NS	A	SA	Total	Mean	STD	Rank
	%	%	%	%	%	%			
Difference in views can affect the way people or groups of people interact with each other	14.3	0	0	57.1	14.3	100	4.14	1.464	2
All views must be absorbed, discussed effectively and consensus arrived at always for effective change.	0.0	14.3	0	42.9	42.9	100	4.14	1.068	2
Divergent opinions affect execution and thus the success of the change program.	0.0	0.0	14.3	14.3	85.7	100	4.71	0.756	1
Grand Mean							4.33	1.096	

Source (Researcher, 2014)

Table 4.13 contains the results of the extent of influence of divergent views among management team on change management. The results show that its extent of influence is clearly defined as adduced to by its overall mean ranking of 4.33. This means that the prospect of members of the management team holding divergent views about change or its outcome for the courier firm was indicated to be a minefield that could lead to mistrust, misunderstanding and ultimately failure of the process of change management by a majority of the respondents. For instance, respondents were categorical that divergent opinions affect execution and thus the success of the change program (4.71). According to the respondents, difference in views can affect the way people or groups of people interact with each other (4.14) and so it is important that all views must be absorbed, discussed effectively and consensus arrived at always for effective change (4.14) which required a lot of time thus a source of challenge.

4.4.2.4 Breakdown in Communication

Then, indicators of breakdown of communication were probed to determine their effects on change management. Table 4.14 presents a summary of the research findings.

Table 4.14 Effects of Breakdown of Communication

Statement	D	NS	A	SA	Total	Mean	STD	Rank
	%	%	%	%	%			
No change is possible if there is no smooth flow of communication in all the areas	14.3	0.0	14.3	71.4	100	4.43	1.134	1
Breakdown in communication is a key risk to management of change	14.3	0.0	42.9	42.9	100	4.14	1.069	3
Resources are usually stretched and other priorities crop up when members pull in different directions due to communication breakdown.	0.0	14.3	42.9	42.9	100	4.29	0.756	2
Grand Mean						4.29	0.972	

Source (Researcher, 2014)

The findings as contained in Table 4.14 shows that breakdown of communication was found to be significant challenge as is manifested by its overall weighted mean of 4.29. This is because according to the respondents, communication is a key factor in the courier firms. Specifically, respondents maintained that no change is possible if there is no smooth flow of communication in all the areas (4.43). Respondents were emphatic that resources are usually stretched and other priorities crop up as members pull in different directions (4.29). Therefore, they insisted that breakdown in communication was not an option but a key risk to management of change (4.14).

4.4.2.5 Lack of Resources

The study, also sought to establish the influence of lack of resources on management of change. The findings were as is presented in Table 4.15.

Table 4.15 Effect of Lack of Resources

Statement	D	NS	A	SA	Total	Mean	STD	Rank
	%	%	%	%	%			
Inadequate or poor state of resources results to poor performance	0.0	14.3	57.1	28.6	100	4.14	0.690	3
People would easily buy in change if resources required for the change are easily available	28.6	14.3	42.9	14.3	100	3.43	1.134	4
Since there will never be enough resources, the leadership must prioritize and consciously reconcile themselves to what can be achieved and omit what cannot be achieved	0.0	14.3	14.3	71.4	100	4.57	0.787	1
The available resources should be equitably distributed to enable change management	14.3	14.3	28.6	42.9	100	4.29	1.155	2
Grand Mean						4.14	0.956	

Source (Researcher, 2014)

Table 4.15 contains the results of the extent of influence of elements of lack of resources. The results show that the extent of influence of lack of resources is clearly defined as is manifested by its overall mean ranking of 4.14. A greeter percentage of the respondents seemed to be in agreement with most of the elements of this factor. To begin with, the respondents asserted that since there will never be enough resources, the leadership must prioritize and consciously reconcile themselves to what can be achieved and omit what cannot be achieved (4.57) and that available resources should be equitably distributed to enable change management (4.29). Similarly, respondents contended that inadequate or poor state of resources results to poor performance (4.14) and that people would easily buy in change if resources required for the change are easily available (3.43).

4.4.2.6 Organizational Culture

The influence of organization culture was then assessed to determine its impact on change management within the courier firms. The respondents were probed with statement seeking to determine the effects of various elements and the results were as is recorded in Table 4.16.

Table 4.16 Effect of Organization Culture

Statement	SD	D	NS	A	SA	Total	Mean	STD	Rank
	%	%	%	%	%	%			
Organization culture was said to affects employees particularly on how they feel or act	14.3	0.0	14.3	14.3	57.1	100	4.00	1.528	2
Organization culture was an outcome of change and not a component of change	0.0	14.3	14.3	57.1	14.3	100	3.71	0.951	3
Positive change, improves interpersonal relationships thus the organizational culture	0.0	0.0	14.3	14.3	71.2	100	4.57	0.787	1
Grand Mean							4.09	1.089	

Source (Researcher, 2014)

From Table 4.16 which contains the results of effect of elements of organization culture on management of change, the respondents indicated that the factors are prominent given its weighted mean of 4.09. This could be due to the fact that respondents were certain that positive change improves interpersonal relationships thus the organizational culture (4.57), that organization culture affects employees particularly on how they feel or act (4.00) and that organization culture was an outcome of change and not a component of change (3.71).

4.4.2.7 Lack of Skilled Staff

Lastly for this objective, an inquiry of the effects of lack of skilled staff on management of change in courier firms was made. Table 4.17 contains a summary of its findings.

Table 4.17 Effect Lack of skilled Staff

Statement	D	NS	A	SA	Total	Mean	STD	Rank
	%	%	%	%	%			
The effects of lack of skilled staff on change management had more to do with delivery than the change process itself	14.3	14.3	28.6	42.9	100	4.00	1.155	1
Lack of skilled work force negatively affect implementation of change	14.3	14.3	42.9	28.6	100	3.86	1.069	2
Sometimes, employees who do not possess adequate skills to operate new technologies or resources are being relied on to use them in effecting change in the company	14.3	14.3	42.9	28.6	100	3.86	1.069	2
Grand Mean						4.04	1.020	

Source (Researcher, 2014)

Information contained in Table 4.17 show that greater number respondents appreciated the influence of lack skilled staff in change management giving the item an overall weighted mean of 4.04. For instance, respondents were emphatic that the effects of lack of skilled staff on change management had more to do with delivery than the change process itself (4.00), that lack of skilled work force negatively affect implementation of change (3.86) and that sometimes, employees who do not possess adequate skills to operate new technologies or resources are being relied on to use them in effecting change in the company (3.86).

4.4.2.8 Extent of Effect of the Challenges

To ascertain the level of influence of each of the discussed parameters, an analysis of the mean ranking of the factors was obtained and the results were as is displayed in Table 4.18.

Table 4.18: Effects of Factors on Management of Change

Challenge	Mean	Std. Dev.	Rank
Diverse cultures	3.67	1.435	7
Misunderstanding and lack of trust	4.06	1.204	5
Divergent views held by management	4.33	1.096	1
Communication breakdown	4.29	0.972	2
Lack of resources	4.11	0.956	3
Organization culture	4.09	1.089	4
Resource Allocation	3.91	1.020	6
Grand Mean	4.07	1.110	

Source (Researcher, 2014)

Results of an analysis of the influence of various factors on management of change shows that while the respondents acknowledged the overall significant effects of the factors with a weighted mean of 4.07, individually, the prospect of the management team holding divergent views about change and its management was shown to be the greatest challenge (4.33) followed by communication breakdown (4.29) then lack of resources (4.11) followed by organization culture (4.09) followed by misunderstanding and lack of trust among employees (4.00) then resource allocation (3.91) and lastly employees different cultural background (3.67) in decreasing order of effect.

In summary, with regard to challenges due to management of change, the study established that resistance to change by management affect management of change in most courier firm. The respondents indicated that the success or failure of the process was dependent on each and every member and therefore it is imperative that the whole senior team be on the bus and pull in one direction. In the course of the analysis it was observed that it is important that acceptance of the change process start at the top and if the management is not in on the expected change then it will be difficult to succeed.

The study highlighted the contribution of a host of factors perceived to pose challenge to the change process. Such include culture, resistance to change, existing divergent opinion, communication breakdown, inadequate resources and lack of skilled manpower. The effect of culture was said to be manifest among people from different cultural groups that have different perspectives, values, beliefs and behaviors. They may relate to issues in the same way but may vary in their order of preference. Therefore though they may receive the same message on change, the difference in its conception as with different personality types would be a source of challenge.

The prospect of members of the management team holding divergent views about change or its outcome for the courier firm was indicated to be a minefield that could lead to mistrust, misunderstanding and ultimately failure of the process of change management. Further as earlier indicated communication is a key factor in any organization. No change is possible if there is no smooth flow of communication in all the areas. Therefore, breakdown in communication cannot be an option but a key risk to management of change. Whenever there is breakdown of communication resistance is more likely to result when the reason for change is not well understood or people do not trust the leadership with the change they want to initiate. Since trust has to be earned, it is important that the leadership do not promise too much and hasten to deliver what they promise.

Similarly, resources were found to be a compulsory requirement to any process. The respondents contended that improved performance was only possible when all the resources required are in working order and inadequate or poor state of resources results to poor performance. Skilled

manpower was also highlighted as a key resource and lack of skilled staff could greatly negatively impact on the process of change management. This factor was seen to be a major threat especially with regard to processes in which the change involved use of new technology and employees who do not possess adequate skills to operate new technologies or resources are being relied on to use them in effecting change in the company.

This research finding echoes the assertions of Green (2004); Rousseau and Tijoriwala (1999) who stated leaders as change agents must provide employees with abundant, relevant information with regard to impending changes, justify the appropriateness and rationale for change, address employees' questions and concerns, and explore ways in which change might affect recipients in order to increase acceptance and participation. Employees' acceptance and participation in change depend on their perception of personal benefits associated with change. It also in tandem with that of Luecke (2003) who stated that communication can be an effective tool for motivating employees involved in change. Yukl (2010) stated that before one supports radical change, they need to have a vision for of a better future that is attractive enough to justify the sacrifices and hardships the change will require. Additionally, Gilley (2005) stated that employee questions, evaluate, and weigh arguments for and against change to determine its strengths and weakness, therefore, well-developed rationalizations are more likely to be accepted while weaker arguments are rejected (Knowles and linn 2004).

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings gathered from the analysis of the data collected from respondents drawn from the leadership of firms offering courier services in Kenya. Conclusions have been drawn from the study and recommendations put forward that may help to shed light on change management within the courier firms.

5.2 Summary

The study sought to establish the process of change management within the courier firms and the role of its leadership in the management of the process. The sample consisted of 7 respondents each in senior management position within their respective firm. The study findings showed that the leadership of the courier firms in Kenya are actively involved in change management within their firms. They were found to be actively participating in the process of preparing their staff for change, steering their firms through the process of change and supporting change systems. This they achieved by initiating processes aimed at isolating the challenges that the organization and its employees faced due to the prevailing circumstances, how a shift in the system would offer a solution to the challenges and the process of implementation of the change.

In the course of their involvement in management of the change, the managers were found to face several challenges. First and foremost, it was established that resistance to change by those in management position within the courier firm was one of the greatest challenge to the process

of management of change in most courier firms. The respondents indicated that the success or failure of the process was dependent on each and every member of the management particularly due to the fact that as leaders; they were expected to lead others in implementation of the change.

Other factors affecting management of change within the courier firms were found to include culture, resistance to change, existing divergent opinion, communication breakdown, inadequate resources and lack of skilled manpower. The effect of culture was said to be manifest among people from different cultural groups that have different perspectives, values, beliefs and behaviors. The prospect of members of the management team holding divergent views about change or its outcome for the courier firm was also indicated to be a minefield that could lead to mistrust, misunderstanding and ultimately failure of the process of change management. Further communication was shown to be a key factor in any organization. No change is possible if there is no smooth flow of communication in all the areas. Therefore, breakdown in communication was found to be a major risk to management of change. Similarly, resources were found to be a compulsory requirement to any process of change. Finally, skilled manpower was also highlighted as a key resource for change management and lack of skilled staff could greatly negatively impact on the process of change management.

5.3 Conclusion

From the foregoing discussion it can be concluded that the leadership of any firms implementing any change process have a critical role to play in management of the change process. This can be achieved by the leadership providing an enabling environment in which exchange of ideas and opinions are encouraged to minimize misunderstandings that could otherwise result thus hindering smooth implementation of the anticipated change.

Further, the findings showed that there are several factors with a potential of interfering with management of change if they are allowed to thrive. Such factors were found to include resistance to change by those in leadership position, conflicts due to culture among employees, resistance to change by employees, conflicts due to divergent opinion among employees, communication breakdown, inadequate resources and lack of skilled manpower.

5.4 Recommendations

It is therefore recommended that stakeholders of courier firms consider putting in place the recommended steps to help foster the process of leadership management of change. Since those in management position play a pivotal role in management of the process of change they should be better empowered to eradicate the inconsistencies and challenges of management of change due to leadership.

Equally important for smooth role over of the process of change include better integration of employees from diverse cultures, better orientation of the workers to the need and process of

change, allocation of more resources to the process of change and in servicing of employees to equip them with new skills required to implement some of the components of change.

5.5 Suggestion for Further Research

The following areas are suggested for further study. To begin with, a comparative study on leadership role in management of change across various industries within the country should be undertaken to provide more insight on this important area of strategic management. Further, a comparative study of factors affecting management of change in various industry players could be undertaken.

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APPENDICES

Appendix I: List of Compliant Postal Courier Licensees

No.	Licensee Name & Address	Physical Address	License Category	Operational
1	DHL Worldwide Express Ltd	DHL House, Lusaka Road	International Operator	Yes
2.	East African Courier Ltd (FEDEX)	Bruce House Standard Street	International Operator	Yes
3.	Skynet Worldwide Express Ltd	Gailey & Roberts Complex, Witu Road	International Operator	Yes
4.	Transami (UPS) K. Ltd	Transami Building, North Airport Road	International Operator	Yes
5.	Aircare Charterers & Brokers (TNT)	TNT Building, North Airport Road	International Operator	NO
6.	One World Courier Ltd (Aramex)	Fourways Towers, Mbui Mbingu Street	International Operator	NO
7.	Aramex Ltd	Mombasa Road	International Operator	Yes
8.	Taiyo Enterprises Ltd	Jublilee Exchange	International Operator	NO
9.	Union Express Ltd (UNEX)	Vision Plaza	International Operator	NO
10.	Quantum Freight & Cargo Ltd	Rhapta Road	International Operator	NO
11.	Rainbow Logistics	Timber Corner	International Operator	NO
12	TNT Express Worldwide	TNT Building North Airport Road	International Operator	Yes
13	Xpress IT Courier	International House	International Operator	NO
14.	Overseas Courier Services	Off Rhapa Road	International Operator	NO
15.	First Flight Courier (Africa) Ltd	Heidelberg House	International Operator	Yes

Appendix II: Questionnaire

Please answer all questions as directed.

SECTION ONE: GENERAL PARTICULARS

1. Job title _____
2. Name of Courier Company _____
3. How many years has this Courier Company in Kenya been in business?
 - a) Below 5 years ()
 - b) 5- 10 years ()
 - c) 10-15 ()
 - d) More than 15 years ()
4. Who are the owners of this Courier Company?
 - a) Locally owned ()
 - b) Foreign owned ()
 - c) Both locally and foreign owned ()
5. How many employees does your Courier Company have?
 - a) Below 10 ()
 - b) 10-20 ()
 - c) 20-50 ()
 - d) More than 50 ()
6. How many branches does this Courier Company have?
 - a) Less than 5 ()
 - b) 5-10 ()
 - c) 11-20 ()
 - d) Above 20 ()

SECTION TWO: ROLE OF LEADERSHIP IN CHANGE MANAGEMENT

Indicate your level of agreement with the following statement by ticking the most appropriate space.

i. Steps taken in Preparing for Change

1. To what extent do you as a leader set the stage for change? No extent () Little extent ()
Moderate extent () Great extent () Very great extent ()
2. Indicate your level of agreement with the statements provided.

Statement	SD	D	NS	A	SA
Through proper communication, I create awareness of why the change is being made					
Provision of support and conducive environment for change is important in setting the pace for change					
Understanding what the people in the organization are thinking, encouraging them to articulate their views and concerns is important in creating relationships in a team as a basis for change					
All members are involved in the process from the beginning as outcomes are spelt, pathway discussed and sense of urgency with regard to the change created					
We provide forum for staff to frequently air their views which are catered for in the changes implemented					
There are regular briefings with regard to changes					
We prepare for resistance through planning to manage resistance should they occur					
There are provision for specific personnel to implement the changes while reinforcement of the process is made through feedback collected to understand employee adoption and compliance with new prescribed changes					
There are programs for inducting the rest of the employees through training made accessible for each individual					

NOTE: SD= Strongly disagree; D=Disagree; NS=Not sure A=Agree and SA=Strongly agree

3. Are all the decision made part of processes already laid down?

Please explain your answer _____

ii. Steps undertaken during change

4. Indicate your level of agreement with the statements provided.

Statement	SD	D	NS	A	SA
We have had positive results due to change					
There is no need for any drastic adjustment in change management					
Through motivation, we strive to foster understanding and appreciation of each individual that in the change process.					
It is important that those in leadership position measure and visibly manage key drivers of change at team level to foster accountability					
Change is generated and implemented based on the firms mission and vision					
The process of change rarely bring about a new vision					
In instances where new vision are developed, it is arrived at through research and analysis					
We analyze employees' commitment and performance on the assignment being undertaken to provide feedback to the management to identify any gaps and react to resistance that may occur.					
Formally addressing resistance ensures that it is understood and dealt with throughout the lifecycle of the change. This act moves managing resistance from simply a reactive mechanism to a proactive hence more effective tool for mobilizing support for objections					

5. As a leader, do human emotions of your staff have any significance your decision making?

Yes () No ()

Briefly explain _____

SECTION THREE: LEADERSHIP CHALLENGES IN THE MANANGEMENT OF CHANGE

a. Challenges due to Leadership's Management of Change

1. To what extent does resistance to change by management affect management of change in your firm? No extent () Little extent () Moderate extent () Great extent () Very great extent ()

2. Indicate your level of agreement with the statements provided

Statement	SD	D	NS	A	SA
The success or failure of the process is dependent on each and every member					
It is imperative that the whole senior team be on the bus and pull in one direction					
it is important to start at the top and if the management is not in on change then it will be difficult to succeed in whatever you want to change					
Adequate briefing of those in the management is done prior to the impending changes for it to arrests all resistance.					
All employees in the firms subscribe to contractual rules which are to embrace change					
Most often it is not possible to completely satisfy the wishes of all within the company before institution of change					
It is possible to experience pockets of resistance even when all seems to be well.					
Pockets of resistance usually slow down implementation though the process remains focused					

b. Effect of employee attributes on management of change

i. Diverse culture

3. To what extent does Culture affect management of change? No extent () Little extent () Moderate extent () Great extent () Very great extent ()
4. Indicate your level of agreement with the statements provided

Statement	SD	D	NS	A	SA
People from different cultural groups have different perspectives, values, beliefs and behaviors					
People from different cultures may relate to issues in the same way but may vary in their order of preference					
The same message on change may be conceived as with different personality types would be a source of challenge to the leadership					
If effective change management is applied from the very beginning, then the effect of diverse culture would be minimal during change.					

ii. Misunderstanding and lack of trust

5. Indicate your level of agreement with the statements provided

Statement	SD	D	NS	A	SA
Resistance is more likely to result when the reason for change is not well understood or people do not trust the leadership with the change they want to initiate.					
At times, time is wasted in verifying information due to mistrust or misunderstanding					
Due to the significance of trust and since trust has to be earned it is important that the leadership do not promise too much					
Those in leadership must strive to deliver what they promise					
Throughout the process those in leadership positions must keep communication consistent and clear even at the risk of repetition					
It is essential during change to involve every staff and ensure that all would be continuously aware of the changes as they occur					
Ensuring accurate communication is vital					

iii. Divergent views

6. To what extent do divergent views about change or its outcome by management team lead to mistrust, misunderstanding and ultimately failure of the process of change management? No extent () Little extent () Moderate extent () Great extent () Very great extent ()

7. Indicate your level of agreement with the statements provided

Statement	SD	D	NS	A	SA
Difference in views can affect the way people or groups of people interact with each other					
All views must be absorbed, discussed effectively and consensus arrived at always for effective change.					
At the end of the day there has to be agreement to actions and execution even if individuals have underlying reservations for the success of the program.					

iv. Breakdown in communication

8. To what extent is communication a factor change management in your organization? No extent () Little extent () Moderate extent () Great extent () Very great extent ()

9. Indicate your level of agreement with the statements provided

Statement	SD	D	NS	A	SA
No change is possible if there is no smooth flow of communication in all the areas					
Breakdown in communication was said not to be an option but a key risk to management of change					
Resources are usually stretched and other priorities crop up when members pull in different directions due to communication breakdown.					
A lot of time is wasted, resulting in increase in down time due to communication breakdown.					
The breakdown is addressed effectively and formally with immediate effect to minimize its effect					

v. Lack of Resources

10. To what extent are resources a requirement for the change process? No extent () Little extent () Moderate extent () Great extent () Very great extent ()

11. Indicate your level of agreement with the statements provided

Statement	SD	D	NS	A	SA
Improved performance is only possible when all the resources required for rolling out a change process are in working order					
Inadequate or poor state of resources results to poor performance					
For any change to be implemented there should be adequate resources					
People would easily buy in change if resources required for the change are easily available					
Since there will never be enough resources, the leadership must prioritize and consciously reconcile themselves to what can be achieved and omit what cannot be achieved					
The available resources should be equitably distributed to enable change management					

vi. Organizational culture

12. Indicate your level of agreement with the statements provided

Statement	SD	D	NS	A	SA
Organization culture was said to affects employees particularly on how they feel or act					
Organization culture was an outcome of change and not a component of change					
Positive change, improves interpersonal relationships thus the organizational culture					

vii. Lack of skilled staff

13. To what extent does lack of skilled labour affect the change process? No extent () Little extent () Moderate extent () Great extent () Very great extent ()

14. Indicate your level of agreement with the statements provided

Statement	SD	D	NS	A	SA
The effects of lack of skilled staff on change management had more to do with delivery than the change process itself					
Lack of skilled work force negatively affect implementation of change					
All staff was therefore involved at all levels with views from skilled and non skilled being considered					
Sometimes, employees who do not possess adequate skills to operate new technologies or resources are being relied on to use them in effecting change in the company					

Thank you for participating