THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Effect of Transformational Leadership on the Change Management in Selected County Governments in Kenya

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Abstract:
The study's aim was to find out the effect of transformational leadership on the change management in selected county governments in Kenya. The study used descriptive research design. This study had a sample of 218 individuals. A regression model was used as the overall model to determine the relationship between the dependent and all the independent variables. The study went further to run regression analysis on the independent variable (Transformational leadership) on the dependent variable (Change Management) in order to determine the statistical significance in the relationship between the two variables. The result of the regression analysis showed that r=0.581 and $r^2=0.338$. The Null hypothesis was rejected since all the P-values were less than 0.05. The study findings concluded that leadership style did have an influence of change management in counties in Kenya. The study concluded that transformational leadership did have a significant influence on the change management in county governments in Kenya. Transformational leadership was seen to have an effect on change management, the study recommends that managers and leaders should try to use this type of leadership to mold and build employees to accepting change rather than reacting to the environment.

1. Introduction

The world today is characterized by new technologies, unstable demographics, fluctuating consumer tastes, transforming economies, remodeling governments, and dynamic competition it is no longer a question of whether the organizations should change but rather of when, how, where and in what way they need to change (Gupta, Singh, Kumar, & Bhattachary,2012). Organizations need to regularly align themselves to their environments by either reacting to an external event or by being proactive in shaping the businesses environment in which they are operating in (De Wit & Meyer 2010). Change in organization is inevitable (Peus, Wesche, Streicher, Braun, & Frey, 2012). Businesses are faced by both unprecedented and planned changes in the environment in which they operate (Huang, Iun, Liu, & Gong, 2010). Change forces individuals and organizations out of their comfort zone and forces them to act. Change is inevitable in a changing environment (Waldman, 2011). Therefore, in the end organizations will have to change their structures in order to be better and also be able to meet their set goals and growth. Change is the result of organizations quest to achieve a strategic fit within an operating environment (Čater, Lang, & Szabo, 2013). It is a response by the organization to the opportunities and threats which manifest themselves in the external environment. Change can also rise from internal challenges which are being encountered by the organization (Caldwell, Hayes & Long, 2010). Organizations have to create better ways of ensuring planning, forecasting and managing change in order to achieve the planned results of change and reduce the negative effect on people (Phipps, 2012). Wegge, Shemla, and Haslam (2014) assert that employee's resistance to change includes behaviors such as disobedience, procrastination, indifference and resignation. Such responses are as a result of the need for security and change threatens this security. He noted that resistance is likely so the leader should ensure that he reduces this resistance through: encouraging employees to express views, increasing supervisor-employee communication, encouraging employees to support the organization goals, employee education and training and offering various types of rewards to employees. Leaders are also expected to familiarize with the strengths, weaknesses and culture of various sectors and have the capability to forge links with them (Miller, 2011). Chocqueel-Mangan (2011) asserts that the influential leaders should generate a "shared purpose" between all parties involved in the change process. Leaders are expected to efficiently change trade units, teams and infrastructures such as policies and systems in ways that have a sustained and transforming effect on an organization. In combating confrontation to adjust, the leader has to emphasis on how to contract with fear from employees or subordinates (Benn, Todd, & Pendleton, 2010). Transformational Style is the type of leadership style where the leader encourages the subordinates to go the extra mile to achieve the goals of the organization. The leader emphasizes on going beyond previous limits through the use of inspiration. The transformational leader uses the following values to influence the employees such as creating trust, loyalty, admiration, and respect to motivate the employee to work harder. This results in higher performance and commitment from the employee.

1.2. Problem Statement

Several studies have been able to show that a lot of organizations have found change to be quite challenging (Shiva & Suar, 2012). The change process in different organizations has been seen as unique in every way, because organizations have different natures, they engage in different businesses, cultures, values, behavior, management and attitudes of the employees (Karakas & Sarigollu, 2012). Change is happening on a daily basis in county governments due to the requirements of effectiveness and efficiency in running the counties and the need to achieve the objectives of devolution. Change in county governments has been challenging with various counties having difficulties in effecting the day to day operation and this has manifested itself in various ways such as strikes and dissatisfaction (Thomas, 2011). Various studies have been done to explain this challenge in county government such as Kakucha (2014) study ought to discover out whether the designated County Government is going through any difficulties as a result, of this modification conveyed by the new Constitution. This study by Kakucha (2014) was able to establish that certainly the designated County was struggling with the problem of change. Counties such as Machakos, Nairobi, Kiambu and Kajiado have been in the limelight whereby they have been seen to be suffering from various conflicts between the leaders (Chepkemoi, 2015). Therefore, this study chose these counties to study how the county culture affects the association between transformational leadership style and change management.

1.3. Objectives

To establish the effect of transformational leadership on the change management in selected county governments in Kenya.

1.4. Research Hypotheses

H_{1_1}: Transformational leadership has a significant influence on the change management in selected county governments in Kenya.

H_{1_0}: Transformational leadership has no significant influence on the change management in selected county governments in Kenya.

2. Literature Review

2.1. Transformational Leadership

According to Peter & James (2013) the transformational leader is apprehensive in "realizing a revolutionary change in the organizations and human service". Bass and Avolio (2006) definition of transformational leadership was as the competence of a leader to be able to inspire employees to give up their own personal ambitions towards the good of the organization. Simola, Barling and Turner (2012) assert that the transformational leader is morally upright manager who is concerned with development of the values, moral maturity and standards of the subordinates. This is done by strengthening the subordinate's will to serve for the wellbeing of others and their organization. According to Hackman &Johnson (2009) who defined the transformational leader as an original and one who was less likely in supporting the present state by looking for other prospects while facing of risk. The leader attempts to mold and build rather than reacting to the environment (Simons, 2010). Transformational leaders therefore motivate subordinates into accomplishing more than focusing on their own individual values and providing guidelines for the alignment of their values to the ones of the organization (Petranker, 2010). The leader helps the employees in becoming more creative, innovative and bringing new ideas to the organization that will permit the organization to grow familiarize itself to the ever-altering external environment (Bushra, Ahmad& Asvir 2011).

The transforming leader seeks to release employee potential through motivating them and inspiring them to do than what is necessary. Petranker (2010) assert that transformational leadership concerns itself with the establishment of one being a role model and attaining the confidence and trust of the subordinate. The leader then develops the employee's capability through sanctioning and guiding them into excelling beyond the set organizational obligations. The transformational leader can be characterized being as an unrealistic or futurist. The leader can be seen as a driver for alteration who assumes a more proactive approach to change management (Rayner, 2011).

2.2. Conceptual Frame Work

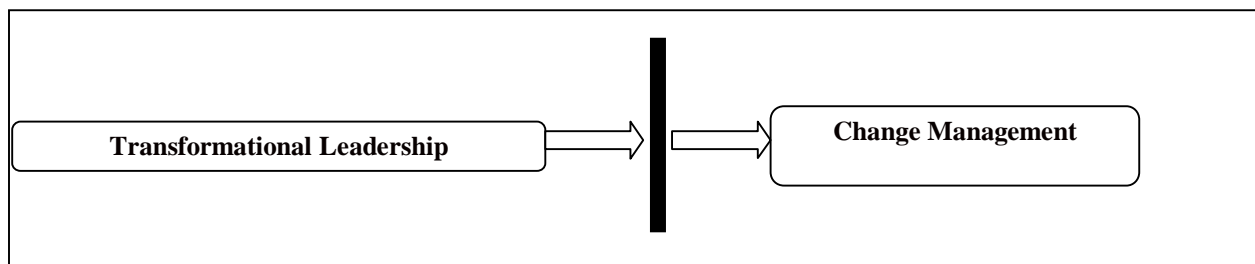A conceptual framework helps explains the relationship between the independent and dependent variables

| Transformational Leadership | | Change Management |

Figure 1

3. Research Methodology

3.1. Research Design
According to Lavrakas (2008) a research design is a general plan or strategy for conducting a research study to examine specific testable research questions of interest. Chandaran (2004) describes it as the glue that holds all the elements in a research project together. Kothari (2010) described a research design as a master plan that specifies the methods and procedures for collecting and analyzing the needed information. The study used descriptive research design.

3.2. Target Population
Zikmund, Babin, Carr and Griffin, Zikmund (2010) describe a population (universe) as any complete group for example, of people, sales territories, stores, or college students that share some common set of characteristics. Mugenda and Mugenda (2003) define population as "a complete set of individual cases or objects with some common observable characteristics". Beck and Polit (2003) refer to the term population as the aggregate or totality of those conforming to a set of specifications. This shows that a population refers to a group of subjects or entities which have a somewhat similar variables, concepts and phenomena. The target population of the study is 501 respondents who comprised of county executives and county assembly members.

3.3. Sample Size
Sampling is defined by Chandaran (2004) as a procedure of choosing a group of persons in wayin which the selected persons characterize the larger group where the sample has been chosen. This study used a simple random and convenience sampling methods. This study had a sample of 218 individuals.

3.4. Data Analysis
A regression model was employed as the overall model to determine the relationship between the dependent and all the independent variables. The regression model below expresses the value of predicted (dependent) variables and the predictor (independent) variables and an error term.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:
Y= Change management
X_1= Transformational leadership

4. Results and Discussion

4.1. Results of Pilot Test
The study performed a pilot test in order to test for the reliability of the instrument. The participating respondent in the pilot test were not included in the final study. Cronbach Alpha was used to evaluate the reliability of this instrument which measure internal consistency. Cronbach's Alpha value is widely used to verify the reliability of the construct.

Item	Cronbach's Alpha	No of items	Comments
Transformational leadership	0.757	10	Accepted

Table 1: Cronbach's Alpha's Reliability Test for Study Variables

4.2. Transformational Leadership
The study used several statements to determine the effect of transformational leadership on the change management. The findings are shown in the table below 4.2. Majority (40.5%) of the respondents strongly agree with the first statement leaders influence the followers, 30.1% agreed with the first statement, 13.1% were neutral to the statement, 6.5% disagreed and 9.8% strongly disagreed. The mean for the statement was 3.85. For the second statement, a majority (49.7%) of the respondents strongly agreed with the statement that leaders influence the followers to accept the change 24.2 % agreed with this statement, 15.7% were neutral to the statement, 6.5% disagreed and 3.9 % strongly disagreed. The mean for the statement was 4.09. The third statement on leaders use intellectual stimulation to make change possible majority (50.3%) of the respondents strongly agreed with the statement, 26.8% agreed with this statement, 8.5% were neutral to the statement, 8.5% disagreed and 5.9% strongly disagreed. The mean for the statement was 4.07. The fourth statement leaders always instill pride in staff majority (50.3%) of the respondent strongly agreed with this statement, 20.3% agreed with the first statement, 15.0% were neutral to the statement, 8.5% disagreed and 5.9% strongly disagreed. The mean for the statement was 3.85.
The respondent responded to the fifth statement on leaders articulate clearly the future where the majority (45.8%) of the respondents agreed with the statement, 32.0% strongly agreed with the statement, 15.7% were neutral to the statement, 6.5% disagreed and 0% strongly disagreed. The mean for the statement was 4.03 while the standard deviation was 0.86. The sixth statement leaders always instill pride in staff majority (45.1%) of the respondent strongly agreed with this statement, 27.5% agreed with the first statement, 7.8% were neutral to the statement, 11.8% disagreed and 7.8% strongly disagreed. The mean for the statement was 3.90. The respondent responded to the seventh statement on leaders build genuine trust between them and followers. The majority (32.7%) of the respondents agreed with the statement, 31.4% strongly agreed with the statement, 19.0% were neutral to the statement, 11.1%

disagreed and 5.9% strongly disagreed. The mean for the third statement was 3.73. Majority (35.9%) of the respondents agree with the eighth statement leaders adjust the culture to meet the long-term needs for change, 33.3% strongly agreed with the statement, 13.1% were neutral to the statement, 9.8% disagreed and 7.8% strongly disagreed. The mean for the statement was 3.77.

For the ninths statement a majority (43.1%) of the respondents agreed with the statement that leaders develop skill of employees to meet the requirement of change 33.1 % strongly agreed with this statement, 16.3% were neutral to the statement, 3.9% disagreed and 3.3 % strongly disagreed. The mean for the statement was 3.99. For the tenth and last statement on leaders seeks different perspectives before initiating change a majority (43.1%) of the respondents strongly agreed with the statement ,33.3 % agreed with this statement, 10.5% were neutral to the statement, 6.5% disagreed and 6.5 % strongly disagreed. The mean for the statement was 3.9. Findings collaborate Mwangi and Kwasira (2015) study which found out that transformational leadership indeed plays a role in organizational change. The findings also concur with Datche and Mukulu (2015) that transformational leadership though positively related to employee engagement in general; the leader behaviors of intellectual stimulation and individualized consideration of supervisor were found to be positive and moderately related to employee engagement.

Statements		SD	D	N	A	SA	Mean
Leaders influence the followers to accept the change	%	9.8	6.5	13.1	30.1	40.5	3.85
Leaders increase the motivation to change	%	3.9	6.5	15.7	24.2	49.7	4.09
Leaders use intellectual stimulation to make change possible	%	5.9	8.5	8.5	26.8	50.3	4.07
Leaders always instills pride in staff after achieving a change	%	5.9	8.5	15.0	20.3	50.3	3.85
Leaders articulate clearly the future	%	0	6.5	15.7	45.8	32.0	4.03
Leaders inspires others to change	%	7.8	11.8	7.8	27.5	45.1	3.90
Leaders build genuine trust between them and followers.	%	5.9	11.1	19.0	32.7	31.4	3.73
Leaders adjust the culture to meet the long-term needs for change	%	7.8	9.8	13.1	35.9	33.3	3.77
Leaders develop skill of employees to meet the requirement of change	%	3.3	3.9	16.3	43.1	33.1	3.99
Leaders seeks different perspectives before initiating change	%	6.5	6.5	10.5	43.1	33.3	3.90

Table 2: Transformational Leadership statements

4.3. Regression Model

The study went further to run regression analysis on the independent variable (Transformational leadership) on the dependent variable (Change Management) in order to determine the statistical significance in the relationship between the two variables. The result of the regression analysis as displayed in Table 12 which show that r=0.581 and r^2=0.338. This result indicates that 33.8% of the changes in the dependent variable (Change Management). The remainder 76.2% of the changes is explained by other variables. The p-value showed that the model was statistically significant.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.581[a]	.338	.334	.85496	.338	77.084	1	151	.000
a. Predictors: (Constant), Transformational Leadership									
b. Dependent Variable: Change Management									

Table 3: Model Summary for Transformation leadership and Change

An F-test was performed so as to test the null hypothesis of the study on the first variable that there is no significant relationship between the transformational leadership and change management. The results of the analysis as shown in the Table 15 shows the significance of the p value for the models is 0.000 which is less than the value of 0.05. This shows that the null hypothesis should be rejected and is therefore determined that there is a significant relationship between the transformational leadership on change management. The above result shows that transformational leadership does have an effect on change management due to the positive effect displayed in the regression model. The study concurred with Carter et al (2010) who found that transformational leadership had a positive effect on change in the company studied. Their study further revealed the quality of relationships between leaders and employees mediated the influence of transformational leadership on performance. This shows that transformational leadership effect on change can lead to improved performance in counties in Kenya.

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.345	1	56.345	77.084	.000b
	Residual	110.374	151	.731		
	Total	166.719	152			
a. Dependent Variable: Change Management						
b. Predictors: (Constant), Transformational Leadership						

Table 4: ANOVA Results for Transformation leadership and Change

The study went further to report the regression coefficients are as presented in Table 39. The result in Table 39 shows that the relationship between transformational leadership and change management in counties in Kenya was significant at 5% level of significance. The p-value was 0.000. The regression equation for this relationship was $Y=2.084+0.503x_1$. More specifically, this result shows that a unit increase in transformational leadership was associated with a .503-unit increase in change management.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.084	.239		8.725	.000
Transformational Leadership	.503	.057	.581	8.780	.000
a. Dependent Variable: Change Management					

Table 5: Coefficient Transformation leadership and Change

→   Change Management in County Government = 2.084 + 0.503 Transformational leadership

4.4. Hypothesis Testing
From the findings displayed in the table below shows the result of the hypothesis testing. The Null hypothesis wasrejected since all the P-values were less than 0.05.

Objective No	Objective	Null Hypothesis	Rule	P value	Comment
1	To establish the effect of transformational leadership on the change management in selected county governments in Kenya.	Transformational leadership has a significant influence on the change management in selected county governments in Kenya.	Reject the null hypothesis is if P value is less than 0.05	0.000	Reject Null hypothesis

Table 6: Hypothesis results

5. Conclusion
Based on the study findings, the study concluded that leadership style did have an influence of change management in counties in Kenya. The study concluded that transformational leadership did have a significant influence on the change management in county governments in Kenya.

6. Recommendations
The study was able to make the following recommendations. Transformational leadership was seen to have an effect on change management, the study recommends that managers and leaders should try to use this type of leadership to mold and build employees to accepting change rather than reacting to the environment.

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