EFFECT OF TRANSFORMATIONAL LEADERSHIP ON CHANGE MANAGEMENT IN KENYA PORTS AUTHORITY

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ABSTRACT

The objective of the study was to evaluate the effect of transformational leadership on change management in Kenya Ports Authority (KPA). The descriptive research design was used in the formulation of knowledge to evaluate the effect of transformational leadership on change management in Kenya Ports Authority (KPA). A structured questionnaire was used to get primary data, journals, online research were used to obtain secondary data. A both quantitative and qualitative research technique were used during data analysis. Simple random sampling technique was used to identify and select eligible participants for the study. Data was analyzed using statistical packaging social sciences software (SPSS) version 23. Reliability was tested using Cronbach's Alpha. Inferential statistics such as Pearson's correlation and multiple regression analysis were used for further analysis. The study findings indicated that 51.1% of the relationship was explained by the four variables namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration; the dependent variable (Change Management). The rest of 48.9% can be explained by other factors in the change management which are not studied in this research. The model was statistically significant in predicating the effect of transformational leadership on change management in Kenya Ports Authority. Where F was (23.484) at significant level of 0.00 thus less than (P) value of 0.05. Since F was greater than F critical value, it showed that the overall model was significant that is Idealized Influence Leadership, Inspirational Motivation Leadership, Intellectual Stimulation Leadership and Individual Consideration Leadership affect change Management in Kenya Ports Authority.

***Key terms:** Change Management, Idealized Influence, Individual Consideration, Inspirational Motivation, Intellectual Stimulation, Transformational leadership*

INTRODUCTION

Northouse (2014) argued that transformation` leadership is characterized by integration of four key dimensions that shift followers' beliefs, values and attitudes through personal attention. The fundamental feature of transformational leadership that distinguishes it from other leadership style is its ability to focus on facing new incoming challenges with high perception and expectation of solving them tactical and building bridges and trust to the team members (Herrmann & Felfe, 2014). Transformational leader motivate and encourages team members to be of excellent standard through optimism and creating an attainable view of the future perspective of attaining organizational goals. The leaders lead through motivational inspiration to their followers by providing meaning and purpose to the current formulated and implemented strategies hence creating an attractive path toward achieving organizational goals (Mittal & Dhār, 2015).

Gill (2013) argued that there isn't precise type of leadership style that exits and accepted worldwide. However transformational leadership is most expressed practically in various literatures. Potcovaru (2015) stated that for any competitive organization with internal hiccups; top management with leadership traits should facilitate involvement of subordinates in solving crisis and coming up with concrete solutions. These are leaders with high level of integrity in their positions and are accountable for their work. Hence organization to boost its performance in double digits leaders at the top management needs to instill and in crave creativity and innovation and let subordinate articulate strategies fit for incremental value addition (Trmal, Bustamam & Mohamed, 2015).

Transformational leadership sets concrete foundation for erecting pillars of holistic and collective approach in order to bring radical changes and the inner drive to accomplish and meet specified goals. The

environment, organizational resources, value systems and expectations of different stakeholders are elements made to either promote or diminish the art of transformational change in the organization (Boberg & Bourgeois, 2016). Dvir (2015) argued that transformational leadership is equated by its ability to bring positive transformation change in the organization by transcending with the elements of culture and attitude perception while fostering innovation and creativity for production of goods and services of substantial standard and value. Organization to constantly maintain high performance target they have to reshape and refurbish their leadership potentials and strategies applied on alignment with the target vision of the organization (Overall, 2015).

Transformational leadership has the ability to transform the vision, mission, culture and mindset of employees in order for the organization to be sustainable and competitive in the business industry (Chou, 2015).The current economic transformation in south Asia is an apex for local business transformation in capitalizing on creativity and innovation for creating sustainable economic growth rooting from business venturing. Pakistan clearly needed elaborate and stiff policies reforms which were going to bring transformational change and safeguard the mind set and interest of the local people while transacting business transactions with their competitors. The government which assumed power recently mitigated the risks by being more transparent and accountable in consultation with all stakeholders and addressing the concerns of Pakistan's interests. Its economy mainly comprises of small medium enterprises but their leadership of the business community had not realized its potential fully (Centre for creative leadership, 2016).

Government of Kenya (2013) stipulated the efforts of formulating policies aimed at restructuring the functions of state corporations. Kenya Ports Authority management has not fully committed to embrace the

SMART HR strategies which are going to transform the organization in achieving value addition into the system. The continued challenges has disrupted services offered to clearing agents, port users, shipping lines and transporters causing cargo delay and increase in charges for clearing containers at port of Mombasa therefore causing much inconvenience to the stakeholders (World Trade Organization, 2016). Therefore measuring and controlling mechanism need to be implemented on time to avoid hampering the Government vision 2030 goals through state corporation contribution (Datche, 2015).

In view of the statement of the problem above the researcher has sought to explore relevant SMART HR strategies that are going to be used to capitalize on the challenges facing Kenya Ports Authority in order to facilitate improved and consistency performance in the organization. This study evaluated the influence of four transformational leadership behaviors and their effects on change management in Kenya Ports Authority.

Research Objectives

- To find out the effect of idealized influence on change management in Kenya Ports Authority.
- To determine the effect of inspirational motivation on change management in Kenya Ports Authority.
- To investigate the influence of intellectual stimulation on change management in Kenya Ports Authority.
- To establish the effect of individualized consideration on change management in Kenya Ports Authority.

LITERATURE REVIEW

Theoretical Framework

Transformational Leadership Theory

Transformational leadership is the leader's ability to foster bondage relationship with subordinates and through team work change can be implemented with the core objective of adding value to the organization (Top, Akdere & Arcan, 2015). Bass (2015) stated that dimension of idealized influence involves traits and characteristics of behavior being portrayed by the leaders; that is idealized influence attribute and idealized influence behavior. They are able to model and modify the character of subordinate to be altruistic, faithful and connected to the expectations of the organization. They act as role model in the organization whereby the subordinates are attached to organization culture and they vision assumptions and linked to real life situation creating positive uniqueness which chips into the organization.

Transformational leadership facilitates the mindset of a game changer whereby subordinates articulates new strategies which the organization can adopt in order to be unique and competitive in the business industry. Motivated employees surpass the target goals expected to achieve in the organization by following the team strategic plan of the organization (Girneata & Potcovaro, 2015). Transformational leadership represents cognitive development to their followers and stimulates subordinates mindset and emphasizes the issue of problem solving through setting up appropriate mechanisms (Johnson, 2013).

Charismatic Leadership Theory

Mallett (2013) argued that charisma is a character which depicts itself from characteristics of magnetism; they attract, capture and retain the attention of employees. Leader is perceived to have extraordinary characteristic which is appealing to employees to follow the desired expectations of achieving organization goals. It isn't accessible to ordinary people as it is a gift of grace as leaders are born with it like talent; leader possesses exceptional qualities which rekindles the art of pulling resources together for value addition to the organization. Epley (2015) stated that charisma state is accessible to ordinary leaders in the organization and it can be

developed gradually and systematically through cultivating a cautions mind, perseverance and determination. It can be abused by leaders who are self-centered through inflecting physical and emotional pain to the weak subordinates whom are not convergence with their rights and policy regulation of the organization. The resulting power is legitimized and based on exceptional quality it can foster commitment and determination by subordinate to accomplish the set up goals by encouraging the team players to be strategic fit (Schyns & Schilling, 2013).

Epley (2015) argued that Charismatic leadership emphasis on collective responsibilities which triggers subordinates ambitious to gain collective goals. Availing networking information effectively and efficiently to the desirable point of functionality enables subordinates to be visionary and committed in achieving organizational goals. Charismatic leaders are architect in motivating followers to supersede their self- interests in order to cultivate and enhance strong organization culture to meet the objectives of the organization (Castern, 2013). increasing momentum of subordinate determination and ambitious is perceived glamourizes because it is an essential element of subordinates in perceiving work not just for habitual ways of executing their mandate under their portfolio but also as a tool for creating networking relationship. Besides the obvious social advantage of excitement and fun there are also managerial motivations to ensure subordinates are provided with rewards and token to propel them in achieving organizational goals (Mallett, 2015).

Participative Leadership Theory

Bhatia (2013) stated that leaders of high integrity, ambitious and success have the knowledge and experience of innovation as one of the key component driving successful, established and vibrate institution. Innovation application to organization is vibrate when managerial leaders are open minded and think BIG about relentless growth and shared passion of solving problems affecting the organization. Innovation can take any form of transformational change based on the circumstance at that period. It can be product innovation or process innovation (Sinek, 2014). The leader create temporally conditions and situations which exposes subordinate to articulate issues creatively in order to achieve the desired goals. Jones (2013) argued that participative leader empowers and equips subordinates with knowledge and aligns the objectives of the organization with success by articulating vision that raises the subordinate's awareness of organization expectations. They also create a need of change and institutionalize it by motivating subordinates, creating an environment which is dominant, tolerance, conducive and links them to the pipeline of value addition perspective (Bhatia, 2013).

Robbins (2014) argued that when the executive management brings on board subordinates to articulate issues affecting the organization and come up with strategies compactable with the framework designed to achieve prosperous future of the organization, then it foster good relationship between management and subordinates. Subordinates feel they have been represented in decision making process and the running management of the organization. The benefit outcome of this theory is the development of mutual trust between managers and subordinates, hence boosting the code of transparency and accountability in executing their mandates in the organization (Sinek, 2014). Participative leaders are respected and admired hence they act as role model to the subordinates. Subordinates imitate their code of behavior in tackling issues affecting the organization in order to bring solution to problems. The leaders possess extraordinary capabilities and take risks to achieve organizational goals (Moorhead & Griffin, 2013).

Path Goal Theory

Sarti (2014) argued that Path goal leadership theory has a supportive attitude towards subordinates whereby leaders provide satisfactory services and commitment in achieving organizational goals. Leaders give support to the subordinates through the perceptive use of reward as a motivational component of incremental performance (Malik, 2014). Linski (2014) stated that leadership and culture are compactable in nature as it describes an organization culture through its leadership style. Leaders are concern about changing organization culture and subordinates development through impacting knowledge and skills. Leaders create and remodel subordinates in the organization who are aggressive, faithful and ambitious in supersede ding organizations goals.

Slavic and Berber (2015) argued that path goal leadership has a strong emphasis on subordinate collective vision to commit extensively to handwork and determination so that to accomplish organization goals. The visionary component has not only been core to conceptualization of the path goal leadership in contemporary management but highlighted the key feature to transform organization culture. Linski (2014) started that path goal leadership increases subordinate's self-confidence which triggers a mindset of accomplishing organization goals hence high returns to the organization. Leaders respond to subordinates needs through motivation, explaining the processes involved, providing structures and standards that will be benched mark to achieve the organization objectives (Hussain & Hassan, 2016).
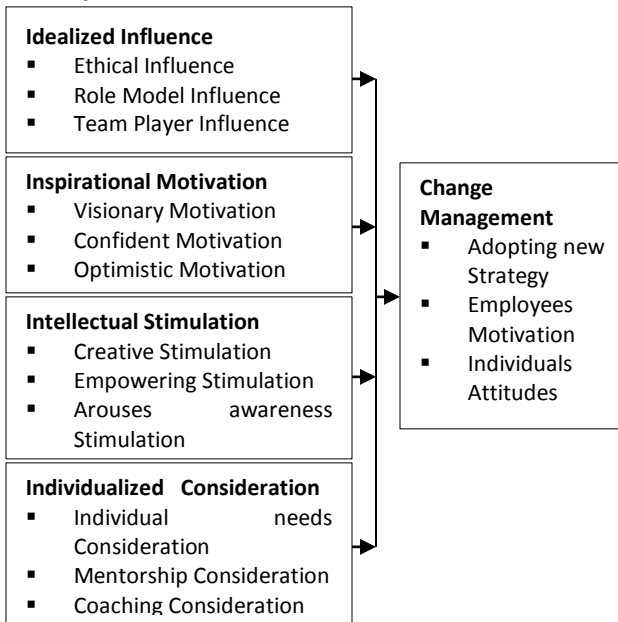
ADKAR Theory of strategic change management

Prosci (2017) stated ADKAR is a fundamental tool for understanding how, why and when to use different change management tool. It is the secret to successful change management process which lies beyond the active and dormant business activities that surround change evolution. The ADKAR theory consists of two main levels; the first level includes the people side of change and the second level takes into consideration the phases of a change project (Hiatt & Creasey, 2013). Mahmoud and Marwa (2016) argued that ADKAR theory is an extensively used principle framework that facilitates individual change by allowing change management apparatus to focus on set up targets which aligns the mission and vision stipulated in dictating the outcome performance of the ventured project in the organization. The ADKAR theory is based on the principle that organization does not change; it's the systems in the organization which change and the systems are the employees of an organization (Prosci, 2017). It is an effective tool for evaluating change management process and developing corrective mechanism which support team leaders in streamlining the organization structures in order to achieve the objectives set through strategic fit (Prosci, 2017).

Hiatt and Creasey (2013) argued that the success or failure of organizational change process depends on the character of the subordinates, beliefs, system facilitators, structured framework and culture of the organization. Human resource is one of the major components spearheading implementation of change management process and also the game changer capable of streamlining the structural system to enhance its effort of team spirit, endurance and accomplishment of change management process. Hussain (2016) argued that the subordinates in the organization are the key determinant of either beneficiary or upset consequences of change management process. The process through which a change occurs addresses the subordinates side of the change and bags into account employee's creativity, beliefs and organization culture in achieving precise and compactable change management process which is going to add value into the organization. Prosci (2017) stated that ADKAR model on its' first level is divided into five steps known as the people side of change.

Conceptual Framework

Idealized Influence
- Ethical Influence
- Role Model Influence
- Team Player Influence

Inspirational Motivation
- Visionary Motivation
- Confident Motivation
- Optimistic Motivation

Intellectual Stimulation
- Creative Stimulation
- Empowering Stimulation
- Arouses awareness Stimulation

Individualized Consideration
- Individual needs Consideration
- Mentorship Consideration
- Coaching Consideration

Change Management
- Adopting new Strategy
- Employees Motivation
- Individuals Attitudes

Independent Variable   Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2019)

Idealized Influence

The term idealized influence means simply being influential over ideals at the highest level of dynamic change (Bass & Riggio, 2015). It can be stated that transformational leaders demonstrate superior levels of ethical and moral conduct while serving as role models for their followers. They elevate the importance of common values and beliefs, emphasizing the significance of a strong sense of purpose and underline the worth of achieving a collective sense of the organization's mission (McCleskey, 2016). Leaders with idealized influence pose their worries about problems affecting performance of the organization and the need for its resolution. They progress by generating a sense of belonging and team spirit when solving issues affecting change management in the organization.

Followers are attached and identify themselves with leaders' motto of sharing information which increases the momentum recognition of solving problems as their own and in unity (Bass & Avolio, 2014). Block

(2013) argued that individuals who are superior in emotional intelligence will likely utilize transformational leadership behaviors. These are leaders who recognize issues and manage their own emotions through demonstrating self-control, inspiring trust and respect to their followers. Emotional intelligence also makes leaders more effective in pursuing organizational goals and is consistent with the notion of idealized influence. McCleskey (2014) argued that Idealized influence can be explained within the organization context of knowledge creation.

Inspirational Motivation

Inspirational motivation has a strong vision for the future prosperity based on values and ideals (Judge & Bono, 2013). A leader articulates a vision that is appealing and inspiring to followers hence the leader offers followers the opportunity to see meaning and purpose through working as a team. Behavior of inclusivity, implicitly, showing enthusiasm and optimism of followers and stimulating teamwork through pointing out positive results and initiating the need of confidence and trust in accomplishing the performance targets set by the top management (Van Knippenberg & Sitkin, 2013). Although leaders face complex challenges that lack simple 'yes' or 'no' answers they set moral example to others that becomes a shining star for an entire team or organization to imitate. For example, leaders who do not honor truth while executing their mandate in the organization do not inspire the code of transparency and accountability.

Shuck and Reio (2014) argued that when a leader discovers the need for major revitalization of the organization, it becomes necessary to find ways to inspire people to become confident for a better future that is sufficiently attractive to justify the costs of changing habitual ways of operating things. There is no more powerful force in driving an organization toward excellence and success than attractive, worthy and achievable vision, widely shared in the

organization (Van Knippen & Sitkin, 2013). Datche (2015) argued that Inspirational motivation might be achieved through motivational speeches and conversations by public figures through display of optimism and enthusiasm, emphasizing on the available opportunities which might be advantageous to the organization. Due to inspirational motivation the subordinates are ready to take risks and invest wisely, hence feel encouraged and optimistic about the future and they do believe in their abilities and talents to bring a positive change in the organization.

Intellectual Stimulation

Arnold and loughlin (2013) argued that Intellectual stimulation refers to leaders' ability to enhance followers' efforts to be innovative and creative. The leaders generate different ways of thinking, seeking new opportunities or solutions to problems and adopting generative and exploratory thoughts. The leaders encourage followers to question assumptions and think about new ways of doing tasks. The leadership outcomes lead to positive individual and organizational achievements. Knowledge slack and absorption capacity are essential to facilitating personal and professional growth. As the importance of knowledge assets and absorptive capacity grow, firms increasing in transformational change on the aspect of valuable assets into the organization. Intellectual stimulation represents an important component of transformational leadership in the organization (Block, 2013).

Intellectual stimulation leads to the development of employee commitment to the organization through empowerment. This, in turn, has implications for the ability of the organization to achieve goals based on the dedication and hard work of employees (Anjali & Anand, 2015). The leadership might intrinsically foster more job satisfaction given ability to impart a sense of mission and intellectual stimulation. The leaders hence encourage their followers to take on more responsibility and autonomy in order to equip themselves with knowledge, sharpen their skills and experience so that they can bring value addition to the organization (Northouse, 2016).

Individualized Consideration

Individual consideration is practiced when there is a dynamic relationship between the managers and subordinates, hence showing care and respect to subordinates. Individual differences in terms of needs and desires are recognized. A two-way exchange in communication is encouraged, and "management by walking around" workspace is practiced (Bass & Riggio, 2016). Zhu (2014) stated that leadership demonstrates genuine concern for the needs and feelings of subordinates in the organization. This personal attention to each follower basis on their knowledge and talent is a key component in bringing on board efforts and creativity in achieving organizations objectives (Njogu, 2016).

Its leadership ability to envision, anticipate and maintain flexibility and empowerment to create change is necessary (Hitt, 2015). Its leadership demands leaders to develop and communicate the organization purpose (vision), tactfully to organize the human resource capabilities, exercise high intensity of integrity and ethical standards; deliver extraordinary performance and sustain a competitive advantage. These elements exist in dynamic tension, each demanding the leader's time and energy (Yasin, 2014). The importance of top management functionality becomes evident in a complex, rapidly changing environment that places many external demands on the CEO and in an organization with highly diverse but highly interdependent business units, because a single leader may not possess all the expertise required to direct and integrate the activities of these units (Yukl, 2015). Individualized consideration leadership pays special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor. Providing support is important as it builds confidence within the

team members hence coping up with the responsibility at hand.

Change Management

Ford (2013) argued that as a result of emerging development such a digitization and globalization; many organizations are being forced to initiate the process of change in order to stay competitive. Being a process that involves moving the organization from its present situation to a desirable situation during a transitional period, it requires crucial planning and provision of resources to cope up with both internal and external variations in business environment and to find suitable solutions. This requires a transformational leader to create a positive vision of change that is worth pursuing and to inspire employees through motivation to support organization in the change process. It is this positive influence that increases the motivation of employees (as well as of leaders) because leaders themselves are employees who experience the change and may resist or support it (Hughes, 2016).

Febres (2017) argued that a part from perception attractiveness, some studies have shown transformational leaders are able to increase work engagement by convincing subordinates that change management is important and that their work is meaningful and significant. As a result, subordinates feel proud and have a zeal for their work, resulting in the endurance required to achieve intended objectives through change management. Abu-Roman (2016) observes that change management has become the top priorities of business organizations whatsoever their activities of specialization, for reasons such that organizations live and operates in a state of accelerated developments and high turnovers where changes occurs everywhere at an increasing and complex state in that leadership and change has become a big challenge in a modern organizations.

METHODOLGY

The study has adopted a descriptive research design. According to Coopers and Schindler (2013) descriptive studies are more formalized and structured with clearly stated investigative questions. Pearson's product moment correlation analysis was used and it was a very outstanding and pricise tool for exploring the positive and negative relationship between independent and dependent variables. Correlation coefficient was computed to establish the strength of the relationship between dependent and independent variable. Standard multiple regression analysis was used to determine the relevancy and relationship between the dimensions of transformational leadership and change management to predict the causal relationship and significance between the studied variables. Analysis of the variance (ANOVA) was used to test the significance of the model. R^2 was used in this research to measure the extent of goodness of fit of the regression model. The multiple linear was used to estimate the coefficient .

Model Specification

The multiple regression formula is presented as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y – outcome as a result of changes in any or all the variables, x_1 to x_4

β_0 – is a constant, the results when all variables x_1 to x_4 are zero.

X_1 – Idealized Influence Leadership

X_2 – Inspirational Motivation Leadership

X_3 – Interllectual Stimulation Leadership

X_4 – Individual Consideration Leadership

'$\beta_1 - \beta_4$' – Regression coefficients

ε – error term

Hypothesis Testing

Table 1: Study Hypothesis and Analytical Models

Hypothesis Statement	Hypothesis Test	Decision Rule
H_{O1}: Idealized leadership has no significant effect on change management in Kenya Ports Authority	F-test (ANOVA) T-test **HO:** β_1=0; **HO:** $\beta_1 \neq 0$	Reject H_{O1} if P- value ≤ 0.05 otherwise fail to reje **H_{O1} if** P- value> 0.05
H_{O2}: Inspirational motivational has no significant effect on management in Kenya Ports Authority.	F-test (ANOVA) T-test **HO:** β_2=0; **HO:** $\beta_2 \neq 0$	Reject H_{O2} if P- value ≤ 0.05 otherwise fail to reje **H_{O2} if** P- value> 0.05
H_{O3}: Intellectual stimulation has no significant effect on change management in Kenya Ports Authority.	F-test (ANOVA) T-test **HO:** β_3=0; **O:** $\beta_3 \neq 0$	Reject H_{O3} if P- value ≤ 0.05 otherwise Fail to rej **H_{O3} if** P- value > 0.05
H_{O4}: Individualized leadership consideration has no significant effect on change management in Kenya Ports Authority.	F-test (ANOVA) T-test **HO:** β_4=0; **HO:** $\beta_4 \neq 0$	Reject H_{O4} if P- value ≤ 0.05 otherwise Fail to rej **H_{O4} if** P- value >0.05

FINDINGS

Idealized Influence Leadership

The first objective of the study was to find out the effect of idealized influence on change management in Kenya Ports Authority. Using Likert scale of 5-1 where 5=strongly Agree, 4=Agree, 3= Neither Agree nor Disagree, 2=Disagree and 1=Strongly Disagree. The respondents were asked to give their opinion of the following set of questions. Statement that leadership in the organization communicates the vision of the organization effectively had a mean score of 4.47 and standard deviation of 1.253. On whether the use of leadership goes beyond self-interest for the good of the team members had a mean score of 3.85 and standard deviation of 1.701. With a mean score of 4.32 and standard deviation of 1.113, the respondents agreed that idealized leadership is a leadership model which facilitates

employees to take risks in order to attain organizational goals. Bass (2015) argued that it inculcates the highest level of dynamic and ideals of evaluating and absorbing strategies which are effective in nature to accomplish the target goals. Respondents were in agreement with a mean score of 4.26 and standard deviation of 1.362 that leaders are very sensitive to individual employees needs when making decision. Finally statement on whether the leader usually encourages the participation of employees in decision making process had a mean score of 4.12 and standard deviation of 1.202. This concurs with Bass & Avolio (2016) observation that it is important to elevate the importance of common values and beliefs by emphasizing on the significance of a strong sense of purpose geared towards achieving a collective sense of the organization's mission.

Table 2: Idealized Influence Leadership

Idealized Influence	N	Mean	Std. Deviation
Leaders in the organization communicate the vision	95	4.47	1.253

of the organization effectively

	N	Mean	Std. Deviation
Leaders goes beyond self-interest for the good of the team members	95	3.85	1.701
Leaders in the organization are willing to take risks to attain organizations goals	95	4.32	1.113
Leaders are very sensitive to individual employee needs when making decision	95	4.26	1.362
Leaders in the organization encourages the participation of employees in decision making process	95	4.12	1.202

Inspirational Motivation Leadership

The second objective of the study was to determine the effect of inspirational motivation on change management in Kenya Ports Authority. The respondents were asked to give their opinion using Likert scale of 5-1 on the following set of questions. Whereby 5=Strongly Agree, 4=Agree, 3=Neither Agree nor Disagree, 2=Disagree and 1=Strongly Disagree. Statement that leader talks enthusiastically about what needs to be changed and implemented in order to achieve organizational goals had a mean score of 4.32 and standard deviation of 1.113.On whether the use of leadership inspire others through their behavior, attitudes and values in order to motivate subordinates to double their efforts to achieve the

target goals had a mean score of 4.12 and standard deviation of 1.103. This is in line with Ndisya & Juma (2016) findings in there study on the relationship between inspirational motivation and change management. With a mean score of 4.26 and standard deviation of 1.453, respondents agreed that leaders talks optimally about the future prosperity and growth of the organization. Respondents were also in agreement with a mean score of 4.47 and standard deviation of 1.253 that leaders express confidence that the target goals will be met by all and whether leaders often works with the best interest of others rather than of themselves had a mean of 4.09 and standard deviation of 1.195.

Table 3: Inspirational Motivation Leadership

Inspirational Motivation Leadership	N	Mean	Std. Deviation
Leaders talks enthusiastically about what needs to be changed and implemented in order to achieve organizational goals	95	4.32	1.113
Leaders inspires others through their behavior, attitudes and values in order to motivate subordinates to double their efforts to achieve the target goals	95	4.12	1.103
Leaders talks optimally about the future prosperity and growth of the organization	95	4.26	1.453
Leaders expresses confidence that goals will be met by all	95	4.47	1.253
Leaders often work with the best interest of others rather than of themselves	95	4.09	1.195

Intellectual Stimulation Leadership

The third objective of the study was to investigate the influence of intellectual stimulation on change management in Kenya Ports Authority. Using Likert scale of 5-1, whereby 5=Strongly Agree, 4-Agree, 3=Neither Agree nor Disagree, 2=Disagree and 1=Strongly Disagree. Respondents were asked to state the extent to which intellectual stimulation leadership affect change management in Kenya Ports Authority. The statement that leaders in the organization have creative ideas for solving problem affecting the target performance recorded a mean score of 4.47 and standard deviation of 1.253. Leader's re-examine critical assumptions on strategies formulated as to whether they are appropriate to be implemented had a mean score of 4.22 and standard deviation of 1.113. Respondents agreed with a mean score of 4.32 and standard deviation of 1.103 that leaders assist employees to develop innovative strategies in order to outweigh the threats of the internal and external environment. On whether leader's grants team members the opportunity to utilize their talents, skills and resources to solve challenging issues affecting target performance had a mean score of 4.47 and standard deviation of 1.253. Finally the statement that leaders direct employees to find solutions to problems in a logical manner had a mean score of 4.18 and standard deviation of 0.850.

Table 4: Intellectual Stimulation Leadership

Intellectual Stimulation Leadership	N	Mean	Std. Deviation
Leaders in the organization have creative ideas for solving problems affecting the target performance	95	4.47	1.253
Leaders re-examine critical assumptions on strategies formulated as to whether they are appropriate to be implemented	95	4.22	1.113
Leaders assists employees to develop innovative strategies in order to outweigh the threats of the internal and external environment	95	4.32	1.103
Leaders always grants team members the opportunity to utilize their talents, skills and resources to solve challenging issues affecting the target performance	95	4.47	1.253
Leaders directs employees to find solutions in a logical manner	95	4.18	.850

Individualized Consideration Leadership

The fourth objective of the study was to establish the effect of individualized consideration on change management in Kenya Ports Authority. The respondents were asked using a Likert scale of 5-1 whereby 5=Strong Agree, 4=Agree, 3=Neither Agree nor Disagree, 2=Disagree and 1=Strongly Disagree to what extent is individualized consideration leadership affecting change management in Kenya Ports Authority. The statement that leaders spend time teaching and coaching subordinates to gain skills in order to improve and grow in their field of specialization had a mean score of 4.32 and standard deviation of 1.113. The statement on whether the leader gives personal attention to others who seem demotivated had a mean score of 4.32 and standard deviation of 1.113. According to Bass & Riggz (2016) individual consideration can be created along with a supportive climate to meet individual differences in terms of needs and desires. This can be achieved

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when a two-way exchange in communication is encouraged and "management by walking around" workplace is practiced. Respondents were further asked on whether the leader treat others as individual rather than as a member of the group had a mean score of 4.29 and standard deviation of 1.166, with a mean score of 4.47 and standard deviation of 1.253 respondents were also in agreement with the statement that leaders pay special attention to each individual needs for achievement and growth. The statement where there are individuals' difference in terms of needs and desire are recognized by leaders

and tackle to the latter had a mean score of 4.13 and standard deviation of 1.196. This concurs with Hitt (2015) observations that transformational leadership is about leader's ability to envision and maintain flexibility so as to empower others to create necessary changes in the organization. This demands that leaders develop and communicate the organization purpose and tactfully organize resources capabilities while exercising high intensity of integrity and ethical standards in order to deliver extraordinary performance that can sustain a competitive advantage.

Table 5: Individualized Consideration Leadership

Individualized Consideration Leadership	N	Mean	Std. Deviation
The leader spends time teaching and coaching subordinates to gain skills in order to improve and grow in their field of specialization	95	4.32	1.113
Leaders gives personal attention to others who seem demotivated	95	4.32	1.113
leaders treats others as individual rather than members of the group	95	4.29	1.166
Leaders pay special attention to each individual needs for achievement and growth	95	4.47	1.253
Individual's differences in terms of needs and desires are recognized by leaders and tackle to the latter	95	4.13	1.196

Change Management

Examining the findings of change management as tabulated in table 6 below the respondents were asked using a Likert scale of 5-1 whereby 5=Strongly Agree, 4=Agree, 3=Neither Agree nor Disagree, 2=Disagree and 1=Strongly Disagree. From the table below it shows that leaders set high expectations and demonstrate sustainable personal commitment to employees had a mean score of 4.26 and standard deviation of 1.453. This is in line with Kotler (2017) observation who argued that there is need for change management to plan and formulate strategies and objectives in order to cope up with the constant changing environment. Respondents were also in agreement with a mean score of 4.26 and standard

deviation of 1.362 that leaders create and control leadership system and environment for empowerment through creativity and innovation. Statement that leaders integrate quality values, management controlling systems and communicate extensively through leadership structure to all employees had a mean score of 4.29 and standard deviation of 1.166. With a mean score of 4.37 and standard deviation of 1.392 respondents agreed that leaders review organizational performance to access organizational success and progress in the long term span. This is in support with Kotter (2016) argument that change management is about coping with changes in the entire organization system. Also Abu-Roman (2016) observed that change management had become the top priority component of business

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organizations whatsoever their activities of specialization they are dealing in. Organizations live and operate in a state of acceleration developments and high turnovers where changes occurs everywhere at an increasing and complex rate that leadership and change has become a BIG challenge in modern industries. Lastly, respondents were also in agreement with a mean score of 4.22 and standard deviation of 0.901 that leaders make use of change agents or organization development practitioners to facilitate the organizational change process.

Table 6: change Management

Change Management	N	Mean	Std. Deviation
Leaders set high expectations and demonstrate sustainable personal commitment to employees	95	4.26	1.453
Leaders create and control leadership system and environment for empowerment through creativity and innovation	95	4.26	1.362
Leaders integrate quality values, management Controlling system and communicate extensively through the leadership structure to all employees	95	4.29	1.166
Leaders review organizational performance to access organizational success and progress in the long term span	95	4.37	1.392
Leaders makes use of change agents and organizational development practitioners to facilitate the organization change process	95	4.22	.901

Table 7: Pearson Correlation Coefficient

	Change Management	Idealized Leadership	Inspirational Leadership	Intellectual Leadership	Individualized Leadership
Change Management	1				
	95				
Idealized Leadership	.441**	1			
	.000				
	95	95			
Inspirational Leadership	.704**	.489**	1		
	.000	.000			
	95	95	95		
Intellectual Leadership	.611**	.462**	.865**	1	
	.000	.000	.000		
	95	95	95	95	
Individualized Leadership	.557**	.474**	.743**	.877**	1
	.001	.000	.000	.000	
	95	95	95	95	95

**. Correlation is significant at the 0.01 level (2-tailed).

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*. Correlation is significant at the 0.05 level (2-tailed).

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715a	.511	.489	2.159

a Predictors: (Constant), Individualized, Idealized, Inspirational, Intellectual

Table 9: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	437.665	4	109.416	23.484	.000b
	Residual	419.325	90	4.659		
	Total	856.989	94			

a Dependent Variable: Change Management

b Predictors: (Constant), Individualized, Idealized, Inspirational, Intellectual

Table 10: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		.
		B	Std. Error	Beta	t	Sig
1	(Constant)	8.192	1.558		5.259	.000
	Idealized	.173	.073	.118	2.369	.010
	Inspirational	.525	.119	.663	4.393	.000
	Intellectual	.590	.168	.105	3.512	.000
	Individualized	.328	.124	.101	2.647	.000

a Dependent Variable: Change Management

The established model for the study was:

$Y = 8.192 + 0.173X_1 + 0.525X_2 + 0.590X_3 + 0.328X_4$

Where: Y= Change Management in Kenya Ports Authority, X1= Idealized Influence Leadership; X_2= Inspirational Motivational Leadership, X3= Intellectual Stimulation Leadership; X4= Individualized Consideration Leadership

Table 10 presented the Regression Coefficients and the Significance of the Regressions (p-value). From the regression result, the coefficient of idealized influence leadership is 0.173. This implies that one unit increase in idealized influence leadership, change management increases by 0.173 units holding other factors constant. An effective and competent idealized influence leadership is critical in an organization to inspire trust and respect in their followers. According to (Bass & Avolio, 2014) idealized influence leadership recognize problems as their own which is critical to ensure that when they recognize problems there is the need to find resolutions as fast as possible to avoid future escalation of the risk.

The coefficient of inspirational motivation leadership is 0.525, thus a one unit increase in inspirational motivation leadership would result to 0.525 increases in change management, holding other factors constant. Inspirational motivational leadership is essential to inspire people with a vision of a better future that is sufficiently attractive to justify the costs of changing familiar ways of doing things. According to (Bass & Avolio, 2016), inspirational motivation leadership is powerful force in driving an organization toward excellence and success. It is therefore, essential for transformational leaders to behave in manner that motivates and inspires followers.

The coefficient of intellectual stimulation leadership is 0.590. The result implies that an increase in

intellectual stimulation leadership by one more member results in an increase in change management by 0.590 units. The result is expected on the basis that an increase in intellectual stimulation leadership results in increased ideas, knowledge, creativity and innovation that safeguards stakeholder interest. The positive effect findings are in line with other studies.

The coefficient for individual consideration leadership is 0.328. This implies that a unit increase in individual consideration leadership result in an increase in change management by 0.328 units. The influence is significant. An individual consideration leadership is essential in paying special attention to each individual follower's needs. They usually act as a coach or mentor. Followers and colleagues are developed to a highly and successively potential who add values to the organization.

Hypotheses Testing

The first null hypothesis H_{01} stated that idealized influence has no significant effect on change management in Kenya Ports Authority. The results indicated that idealized influence had a significant effect on change management in Kenya Ports Authority. ($\beta 1=0.118$; $t=2.369$; $P \leq 0.05$). Hence the H_01 was rejected leading to the conclusion that Idealized influence had a significant effect on change management in Kenya Ports Authority. The finding is therefore in harmony with Mccleskey (2016) who found out that Idealized Influence demonstrates superior levels of ethical and moral conduct while serving as role models for his followers. It also progresses by generating a sense of belonging and team spirit when solving issues affecting change management in the organization.

The second null hypothesis H_{02} stated that inspirational motivation has no significant effect on change management in Kenya Ports Authority. The results indicated that idealized influence had a significant effect on change management in Kenya

Ports Authority. ($\beta 2=0.663$; $t=4.393$; $P \leq 0.05$). Hence the H_02 was rejected leading to the conclusion that inspirational motivation had a significant effect on change management in Kenya Ports Authority. The finding confirms with Shuck & Reio (2014) assertion that Inspirational Motivation discovers the need for major revitalization of the organization, and it becomes necessary to find ways to inspire people to become confident through justifying the cost of changing habitual ways of executing their managerial responsibilities during day to day operation.

The third null hypothesis H_{02} stated that intellectual stimulation has no significant effect on change management in Kenya Ports Authority. The results indicated that intellectual stimulation had a significant effect on change management in Kenya Ports Authority. ($\beta 3=0.105$; $t=3.512$; $P \leq 0.05$). Hence the H_03 was rejected leading to the conclusion that intellectual stimulation had a significant effect on change management in Kenya Ports Authority. The research findings concur with Arnold & Loughlin (2013) who found out that Intellectual Stimulation enhances followers' efforts to be innovative and creative. The leaders generate different ways of thinking, seeking solutions to problems and adopting generative and exploratory idles in order to take advantage of available opportunities from external environment.

The fourth null hypothesis H_{04} stated that individualized leadership has no significant effect on change management in Kenya Ports Authority. The results indicated that individualized leadership had a significant effect on change management in Kenya Ports Authority. ($\beta 4=0.101$; $t=2.647$; $P \leq 0.05$). Hence the H_04 was rejected leading to the conclusion that individualized leadership had a significant effect on change management in Kenya Ports Authority. The finding confirms with Njogu (2016) assertion that Individual Consideration demonstrates genuine concern for the needs and feelings of subordinates in the organization. This personal attention to each

follower's basis on their knowledge and talent is a key component in bringing out their very best effort and creativity in achieving organizations objectives.

Table 11: Hypothesis Testing Results

Hypothesis	B	t	P	Decision
H_01: Idealized influence has no significant effect on change management in Kenya Ports Authority.	0.118	2.369	0.010	Rejected the H_01
H_02: Inspirational motivation has no significant effect on change management in Kenya Ports Authority.	0.663	4.393	0.000	Rejected the H_01
H_03: Intellectual stimulation has no significant effect on change management in Kenya Ports Authority.	0.105	3.512	0.000	Rejected the H_01
H_04: Individualized leadership has no significant effect on change management in Kenya Ports Authority.	0.101	2.647	0.000	Rejected the H_01

DISCUSSION

The first null hypothesis H_{01} stated that idealized influence has no significant effect on change management in Kenya Ports Authority. The results indicated that idealized influence had a significant effect on change management in Kenya Ports Authority ($\beta1=0.118$; $t=2.369$; $P≤0.05$). The results findings are consistent with (Bass, 2015) study findings that idealized influence leadership inculcates a high level of dynamic change and ideals of evaluating and absorbing strategies which are effective in nature to accomplish the target goals. The findings support transformational theory of leadership which states that leaders facilitate the mindset of a game changer whereby subordinates articulates new strategies which the organization can adopt in order to be unique and competitive in the business industry (Girneata & Potcovaro, 2015).

The second null hypothesis H_{02} stated that inspirational motivation has no significant effect on change management in Kenya Ports Authority. The results indicated that idealized influence had a significant effect on change management in Kenya Ports Authority. ($\beta2=0.663$; $t=4.393$; $P≤0.05$). Ndisya and Juma (2016) examined the application of components of transformational leadership at Safaricom. The study founded a positive relationship between inspirational motivation and change management. The findings supported Charismatic Leadership theory that emphasized on collective responsibilities which triggered subordinates ambitious to gain collective goals in order to reduce personnel barriers, making information sharing effectively and efficiently to subordinates (Epley, 2015).

The third null hypothesis H_{02} stated that intellectual stimulation has no significant effect on change management in Kenya Ports Authority. The results indicated that intellectual stimulation had a significant effect on change management in Kenya Ports Authority ($\beta3=0.105$; $t=3.512$; $P≤0.05$). This concurs with (Block, 2013), who ascertained that knowledge slack and absorption capacity are essential in facilitating personal and professional growth. The study finding established that intellectual leadership has positive and significant link with change management therefore contributes positively towards change management in the organization. The findings support participative Leadership theory which states that leaders motivate their subordinates with an aim of creating actualization to team members hence create aggressive and a game

changer mindset ready to accomplish the goals of the organization (Rost, 2013).

The fourth null hypothesis H_{04} stated that individualized leadership has no significant effect on change management in Kenya Ports Authority. The results indicated that individualized leadership had a significant effect on change management in Kenya Ports Authority ($\beta4=0.101$; $t=2.647$; $P\leq0.05$). This concurs with individual consideration transformational leaders who pay special attention to each individual follower's needs for achievements and growth through coaching and mentoring (Bass & Riggio, 2016).

The finding supports path goal leadership which emphasis subordinate to have insight on collective vision in order to commit extensively to handwork and determination to accomplish organization goals (Slavic & Berber, 2015)

CONCLUSIONS

The study established a positive link between idealized influence leadership with change management. The study concluded that Idealized Influence had significant effect on change management in Kenya Ports Authority. This is because an effective and competent idealized leader is able to encourage the participation of employees in decision making process hence achieving organizational goals.

There is a positive link between inspirational motivation leadership and change management. The study concluded that Inspirational Motivation had significant effect on change management in Kenya Ports Authority. This is because there is need for the organization to have leaders who can articulate a vision that is appealing and inspiring to followers to go extra miles in achieving organizational goals.

The study found that intellectual stimulation leadership plays a significant role in the quality of leadership in the organization. Thus study concludes Intellectual Stimulation had significant effect on

change management in Kenya Ports Authority. In general intellectual stimulation leadership is the most crucial determinant of change management in Kenya Ports Authority for organization to compete favorably for its sustainability in the shipping industry.

From the study, it can be concluded that individualized consideration had significant effect on change management in Kenya Ports Authority. This is because Individual Consideration provides encouragement to team members in form of individual mentorship; coaching and counseling hence it fosters bright achievement and growth of an individual for value addition to the organization.

RECOMMENDATIONS

Decision makers and other stakeholders who have an upper hand in influencing the workforce task, should change from being highly autocratic and absorb the component of inspirational and intellectual leadership practices whereby leaders empowers and equips subordinates with knowledge, innovation and creativity hence aligns the objectives and goals of the organization with success by articulating strategies which are SMART in nature to capitalize on the available opportunities which are going to blend the dynamic position of the organization.

There is need for the board of Kenya Ports Authority to ensure that leadership diversity is inculcated to its' members group whereby intellectuals and specialists of various field of port models are brought on board to add value into the system. Increased diversity in leadership through transformation change brings in diverse knowledge and experience in managing organization resources and its direction it takes in terms of competitiveness, value addition and sustainability.

Organization to compete favorably there is need for organization to formulate and implement an independent nomination board to ensure that most suitable candidates in the position of top leadership management are selected based on professionalism,

experience and performance base arch but not on political mileage. The nomination board will act like a pivot block to check on balances and errors in all fields of Port Operations.

Areas for Further Study

This study focused on effects of transformation leadership on change management in Kenya Ports Authority. From the analysis, the study variables explained only 51.1% of the identified four factors namely Idealized Influence Leadership, Inspirational Motivation Leadership, Intellectual Stimulation Leadership, Individualized Consideration Leadership and the dependent variable (Change Management). The rest 48.9% is explained by other factors in the change management not studied in this research. This study therefore suggest other studies to focus on other aspects of policy framework like ethical practices and how they influence transformational leadership in Kenya Ports Authority. This is because ethical practices are a component to leadership policy framework, but was not covered in this study.

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