



INFLUENCE OF STRATEGIC LEADERSHIP ON ORGANIZATIONAL CHANGE MANAGEMENT AT KENYA POWER PENSION FUND

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ABSTRACT

Change cannot be avoided when it occurs, hence it is unstoppable. The inevitability of change has made most organizations to adapt and consider it as part of the company existence. But for effective change management to be realized, organizational leaders and individual contributors alike must be able to look beyond the 'now' and take a more strategic leadership approach to their work and responsibilities. The main objective of this study was to establish the influence of strategic leadership on organizational change management in KPPF. Specifically, the study assessed the influence of transformative leadership, transactional leadership, bureaucratic leadership and charismatic leadership on organizational change management in Kenya Power Pension Fund. The target population of interest in this study comprised of 45 employees from the Kenya Power Pension Fund, Fund Trustees and Fund regional representatives. Given the size of the population, the researcher used census to select respondents for this study. A questionnaire was used to acquire primary data from employees. Out of 45 targeted population, 37 of the respondents completed and returned the questionnaires, this translated to a response rate of 82.2%. The data collected was analyzed using content analysis technique to obtain a quantitative description that manifests the content of the data. Strategic leadership was found to be key in change management as it explained over 60% of any change in change management. From the findings it was affirmed that, a composite effect of transformative leadership, transactional leadership and bureaucratic leadership as well as charismatic leadership contributed to as positive change management where leaders not only offered intellectual stimulation but also encouraged idealised influence as well as embracing individual consideration. As part of recommendations, management of organizations should encourage adoption of strategic leadership among employees of their respective firm.

Key Words: *Transformative Leadership, Transactional Leadership, Bureaucratic Leadership, Charismatic Leadership, Change Management, Strategic Leadership*

INTRODUCTION

Change management involves improving the alignment among an organizations' environment, strategy and organizations' design. Change can originate from external sources through technological advances, social political or economic pressures. Or it can come from inside an organization as a management response to a range of issues for example, customer needs, costs or a human resource or performance issues. Change is an inherent characteristic of an organization and like it or not, all organizations, whether in public or private sector must undergo change to remain relevant (Tamimy, 2015).

Business world has been swiftly changing more than ever before. Factors such as competition, globalisation and technology have reshaped the environment which modern businesses thrive. To address this kind of environment, businesses require leaders with adequate capabilities. Strategic Leadership is the managerial ability to expect, predict, keep flexibility, and endow others to generate strategic change where appropriate (Robinnis et al. 2010).

Strategic leaders understand the current state of available markets, how to structure their products to serve the market competitively, and the health of their organisation and the presence of capital. They also determine how the needs of the different sections of an organisation need to be managed. Strategic Leaders also need to understand how to manage change in various states, how to use accountability and power, and ways to develop an optimum leadership team with adequate skills and competencies (Harris, 2008). Strategic leadership is one of key determinants of performance of an organisation through strategic decision-making, determining organisational structure and managing the organisational process.

Leaders are drivers of change in any organizations and managing change is the primary task confronting them. There are different approaches to leadership

which are quite relevant and have different implications when studying change in organizations. Organizational change can be described as the process of implementing new policies and procedures intended to realign an organization with the changing demands of its business environment (Bolman & Deal, 2017).

A primary goal of a strategic leader is to gain a better understanding of the business conditions, the environment and other aspects that identify the challenges of the future (Dimitrios & Athanasios, 2014). Strategic leadership is a managerial capability of a firm expect, predict, keep flexibility, and endow others to generate strategic change and a feasible future of the firm (Kjelin, 2009). It is therefore the capability of the leadership to keep on reinventing motives for the organization's sustained presence.

Change management as the effective management of a business change such that executive leaders, managers and frontline employees work in concert to successfully implement the needed process, technology or organizational changes (Korir et al.2012). Researchers have done research on effects of strategic leadership on organization change management in other organizations and they have varied observations on the subject. For instance, Rukunga (2003) carried a study on strategic change management practices in Kenya, a case of Nairobi Bottlers and found that Nairobi Bottlers did not give enough weight in empowering employees when implementing change. In her research, Nyororo (2006) set out to study strategic change management practices in the retirement benefits sector. The research study was carried out in National Social Security Fund (NSSF) and revealed that meddling of the government in the organizations' management has hindered success in change management. Mutuku (2015) did a study on strategic change management at East African breweries limited, Kenya. The results from the study established that the key success factors in strategic change management are: organization culture, leadership, organizational

structure, organizational change and stakeholder engagement.

The Kenya Power & Lighting Company Limited (Kenya Power) as a Sponsor established a Staff Retirement Benefits Scheme (Pension Fund) by a Trust Deed dated 1 January 1971. KPPF is responsible for providing benefits to employees and their dependents upon withdrawal from service, death or retirement. The scheme provides the benefits to its members including lump sum payment upon retirement, accumulated personal contribution upon withdrawal, pension to retirees, and pension to widows/widowers and orphans upon member's death while in service or in retirement(<http://kplcpensionfund.co.ke>, 2017).

Statement of the Problem

Change cannot be avoided when it occurs, hence it is unstoppable. The inevitability of change has made most organizations to adapt and consider it as part of the company existence. But for effective change management to be realized, organizational leaders and individual contributors must be able to look beyond the now and take a more strategic leadership approach to their work and responsibilities (Wambua, 2014). Global mega-trends are leading to increasing levels of complexity, dynamism and uncertainty in the corporate environment (Robbins et al. 2010). A central strategic challenge for many leaders is managing people during the change process and dealing with resistance. Resistance to change and the absence of effective leadership are major reasons explaining effectiveness of change management. The focus should therefore be on the strategic leadership used by leaders to effectively manage change rather than simply react to it (Prewitt, Weil, & McClure, 2011).

Previous attempts have inadequately addressed the issue of strategic leadership on organizational change management. In studying strategic leadership and change management practices at the Kenya Wildlife Service (KWS), (Wambua, 2014) had two main

objectives of establishing strategic leadership and change management practices at the KWS and establishing the challenges of leadership strategies on organizational change management practices at the KWS. The study nonetheless did not address the context of the current study, which is pension fund. Another study establishing relationship between strategic leadership and change management practices at National bank of Kenya Limited (NBK) was carried out by (Muhoro, 2011) the study, again, addressed strategic leadership and change management in the banking sector as opposed to the current study which is based on pension fund. Kenya Power Pension Fund is facing several challenges and how to manage their effects, including increasing sophisticated membership demands, greater competition and options in the fund manager industry, inadequate resources and rapid technological changes. In addition, the legal environment is rapidly changing. The most recent change has been the inclusion of pension schemes owned by public entities into organizations subject to Public Procurement and Asset Disposal Act of 2015. While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress. Clearly if organizations are ever to experience a greater level of success in their development efforts, strategic leadership need to have a better framework for thinking about change and an understanding of the key issues which accompany change management. Given that a review of existing literature showed that little research has been done on the influence of strategic leadership on organizational change management and particularly in pension fund industry. This study thus sought to address this gap by analysing the influence of strategic leadership on organizational change management in Kenya Power Pension Fund.

Objective of the Study

The general objective of this study was to investigate the effects of strategic leadership on organizational change management in the pension industry at Kenya Power Pension Fund. The specific objectives were:-

- To assess the influence of transformational leadership on organizational change management at Kenya Power Pension Fund
- To establish the influence of transactional leadership on organizational change management at Kenya Power Pension Fund
- To analyse the influence of bureaucratic leadership on organizational change management at Kenya Power Pension Fund
- To determine the influence of charismatic leadership on organizational change management at Kenya Power Pension Fund

LITERATURE REVIEW

Theoretical Framework

Stewardship Theory

The Stewardship theory addresses transactional leadership and was developed by (James et al. 1997). It is a theory that managers, left on their own, will act as responsible stewards of the assets they control. Stewardship theory argues that shareholder interests are maximised by shared incumbency of these roles. Results of an empirical test fail to support agency theory and provide some support for stewardship theory.

The stewardship theory holds that the Chief Executive Officer being a strategic leader essentially wants to do a good job, to be a good steward of the corporate assets, that they have an inherent motivation, working diligently to achieve good corporate performance, with interests similar to those of the stakeholders (Brennan, 2010). Thus, stewardship theory holds that performance variations arise from whether the structural situation in which the executive is located facilitates their effective action (Donaldson & Davis, 1991). The board on the other hand contributes to the stewardship of the of the

organization while giving unencumbered authority and responsibility to the management (Brennan, 2010).

Path-Goal Leadership Theory

The path-goal theory will address bureaucratic leadership. The theory was first introduced by (Evans, 1970) and then further developed by (House, 1971). The Path-Goal model is a theory based on specifying a leader's style or behaviour that best fits the employee and work environment to achieve a goal (House & Mitchell, 1974). The goal is to increase your employees' motivation, empowerment, and satisfaction so they become productive members of the organization. Path-Goal is based on (Vroom's, 1964) expectancy theory in which an individual will act in a certain way based on the expectation that the act was followed by a given outcome and on the attractiveness of that outcome to the individual.

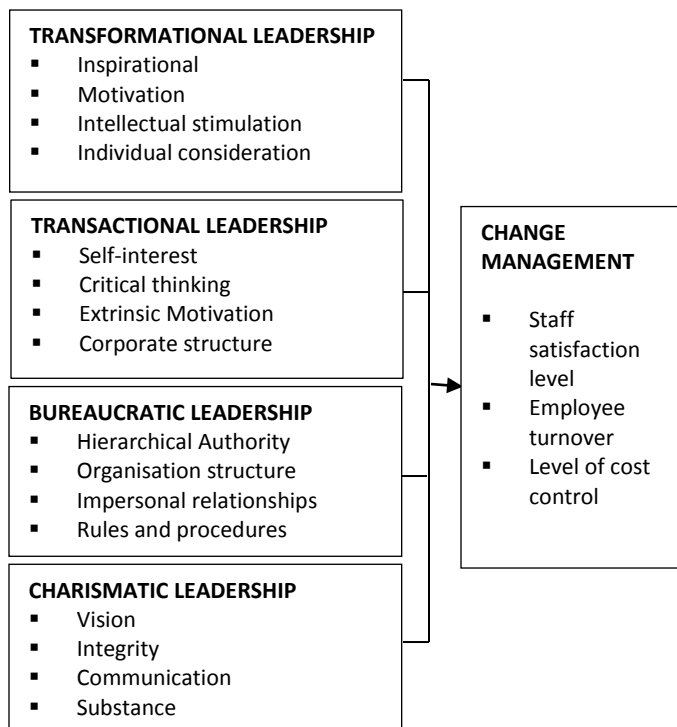
Transformational Leadership Theory

This theory will address transformational leadership. The original formulation of transformational leadership theory comes from (Burns, 1978). According to Burns, transformational leadership is a process in which leaders and followers promote each other to higher levels of morality and motivation. Transformational leaders help their followers to look at old problems via a new perspective. They stimulate their followers to attempt higher than usual levels. Transformational leaders inspire their followers to think more than their own aims and interests and to focus on greater team, organizational, national and global objectives. By providing a clear future perspective, such leaders influence over their followers in a manner that they assume that perspective as their own aim and show high efforts to achieve it. These leaders are able to move the organization toward the ideal perspective by coordinating the employees and integrating all system components (Cacioppe, 2009).

Self – Concept Theory of Charismatic Leadership

This theory will address charismatic leadership. House (1970) proposed a theory to explain charismatic leadership in terms of a set of testable propositions involving observable processes rather than folklore and mystique. The theory identifies how charismatic leaders behave, their traits and skills, and the conditions in which they are most likely to emerge. One limitation of the initial theory was ambiguity about the influence processes. Shamir et al.(1993) revised and extended the theory by incorporating new developments in thinking about human motivation and a more detailed description of the underlying influence processes.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2018)

Transformational Leadership

Managers who use transformational leadership style motivate members through dimensions of leadership, which can be ideal effects of inspirational motivation and rational stimulation (Jalilian et al. 2010). Therefore, transformational leadership and its dimensions contribute to change readiness. Planned changes and emergent changes are evaluated as a means of measuring success or failure of an organization to achieve its goals. In fact, one of the factors, which can hinder transformational leadership, is the structure of government organizations. In bureaucratic organizations, administrative tasks are distributed within the organizational hierarchy. This structure is governed by a formal system of regulations on activities and decisions of employees (Nabavi et al 2013). There is evidence of the relationship of transformational leaders with attitudes toward change. However, the question sought to be answered by previous study is whether organizational change can be managed effectively by use of strategic leadership.

Transactional Leadership

Transactional leadership relies more about trades between the leader and follower by which followers are compensated for meeting specific goals or performance criteria. The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance. Transactional leadership in organizations plays an exchange role between managers and subordinates. Transactional leadership style is understood to be the exchange of rewards and targets between employees and management.

Bureaucratic Leadership

The Bureaucratic leadership is also called the participative style as it encourages employees to be part of the decision making (Gastil, 2012). The bureaucratic manager keeps his or her employees

informed about everything that affects their work and shares decision making and problem-solving responsibilities. This style requires the leader to be a coach who has the final say but gathers information from staff members before deciding. Bureaucratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale. Typically, the bureaucratic leader develops plans to help employees evaluate their own performance, allows employees to establish goals, encourages employees to grow on the job and be promoted, recognizes and encourages achievement.

Charismatic Leadership

Leaders of organizations are highly influential based on their position that allows for a heightened degree of influence over the followers, but charismatic leaders have an even more disproportionate level of influence based on the attraction that their followers feel toward them because of the attributes bestowed upon them (Cacioppe, 2009). Social identity theory's self-concept continuum explains clearly why people would follow even a flawed charismatic leader as the followers' self-concept is tied to the group performance and the continued acceptance by the leader. The reality of followers not only following flawed charismatic leaders but aiding in their behaviours which may run counter to the goals of the organization, begins to make sense with an understanding of how esteem motivates people.

Change Management

All managers agree that effective changes along with positive attitude are important features of administrative systems. This is not specific to a particular organization or institution; all administrative, social and state organizations, institutions and agencies should attempt to implement effective changes and reform the procedures commensurate with current conditions

(Malhotra & Hinings, 2015). In making organizational change, it is important that employees embrace the changes. To embrace and internalize the changes as an element of behavioural and personal structure of employees, it is first required to provide the needed readiness in employees and make them ready for change (Holloway, 2015).

Empirical Review

A strategy can be defined as a plan and pattern that integrates an organization's goal, objectives and policies to help marshal and allocate resources into a unique and viable posture based upon its relative internal capabilities and short falls, anticipated changes in the environment and contingent moves by the intelligent opponents. It can also be defined as the long-term directions and scope of an organization which serves to achieve advantage for the organization through its configuration of the necessary resources within a changing environment to meet the needs of the market and fulfill the expectations of shareholders. It is the creation of a fit between the organization's internal conditions and its external environment need to solve strategic problems where a problem occurs when there is a mismatch between internal conditions and the opportunity existing in the external environment (Nairobi, 2014).

Strategic leadership goes about forming great groups of top managers who accept responsibility for the outcome of the organization and those who seek to learn from different parties and embrace information and knowledge. A common consequence of strategic leadership is making it necessary for organizations to initiate change through strategic thinking. Effective change management involves three key activities evaluation, communication and mobilization.

Communication involves a set of activities that the leaders do make to the case for change and disseminate their vision of the desire to change to his followers. Monitoring and assessing the impact of the changes implemented falls under evaluation. Leaders

who have a high person-oriented skill concentrate on activities associated with communicating the desire to change. Procedures, process and systems need to implement the planned organizational changes are developed through task-oriented skills which are also need when redesigning existing organizational processes and systems so as to facilitate monitoring and evaluation efforts (Norzailan et al. 2016).

One of the major challenges in strategic change management appears to be more cultural and behavioural in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Brunes, 2014). Meanwhile, identified the deadly sins of strategic change management in which involve: a lack of understanding of how the strategy should be managed and implemented, customers and staff do not fully appreciate the change; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives.

The most important factor when managing strategic change is the top-level management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy management. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the change management process (Kirk, 2014). Private and public institutions today operate in very turbulent business environments where there is a lot of uncertainty. For this reason, it is important that these organizations develop business strategies that positions them to excel regardless of external factors. One key factor is how well a company manages its strategic change programmes to achieve its objectives.

This change management needs to consider both external and internal factors that affect the implementation of their programmes (Nairoti, 2014). The management of KPPF has been dedicated to reform the services provided to meet the needs of

both customers and employees. This has however proved to be difficult since the organization has been lacking effective strategies to effect change.

METHODOLOGY

The study used descriptive survey design. This design concerns itself with the present phenomena in terms of conditions, practices beliefs, processes, relationships or trends invariably (Salaria, 2012). Descriptive design is appropriate because it enables the researcher to obtain information concerning the current status of the phenomena. The target population of interest in this study comprised of 45 employees from the Kenya Power Pension Fund. This constituted management, Fund Trustee and regional representatives. To collect data, from the respondents, a questionnaire was used. A questionnaire was chosen for this study due to its strong ability to communicate to the respondent what is intended and elicit desired response to achieve the study objectives (Kothari, 2004). The study used mixed modes of data collection where face-to-face interviewing and self-completion methods were used. The data analysed in this study was quantitative and qualitative data in line with the nature of the questions in the questionnaire. Analysis was facilitated by use of the Statistical Program for Social Sciences (SPSS) version 24 and Microsoft Excel 2016. The regression equation took the form of:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where: Y is the Change Management; X_1 is Transformational leadership style; X_2 is Transactional leadership style; and X_3 is Bureaucratic leadership style and X_4 is Charismatic Leadership. $\beta_1, \beta_2, \beta_3$ and β_4 are coefficients for X_1, X_2, X_3 and X_4 respectively. α is the level of transformational leadership style, transactional leadership style, democratic leadership style at KPPF when X_1, X_2, X_3 and X_4 are held constant while e is the error term.

RESULTS

Table 1: Transformative Leadership Practices at KPPF

Statement	Not at all	Low extent	Moderate extent	Great extent	Very great extent	Mean	Standard Deviation
The leadership of the organization offers intellectual stimulation	2.7	2.7	16.2	35.1	43.2	4.1	1.0
The leadership of the organization encourages idealised influence	2.7	5.4	16.2	29.7	45.9	4.1	1.0
Leadership of the organization embraces individual consideration	2.7	-	10.8	37.8	48.6	4.3	0.9
Average	2.7	2.7	14.4	34.2	45.9	4.2	1.0

Findings indicated that KPPF leadership embraced individual consideration (mean = 4.3; Standard deviation = 0.9), while offering intellectual stimulation (mean = 4.1; Standard deviation = 1). Findings also affirmed that the leadership of KPPF encourages idealised influence with mean of 4.1 and standard deviation of 1.0). The average mean was found to be 4.2 with standard deviation of 1.0. This implied that leaders at KPPF not only offered

intellectual stimulation but also encouraged idealised influence as well as embracing individual consideration.

These findings were consistent with those of a study carried out by Abbasi (2017) and found that that transformational leadership had a positive direct effect on employee change readiness and its dimensions.

Table 2: Aspects of Transformative Leadership

Statement	Not at all	Low extent	Moderate extent	Great extent	Very great extent	Mean	Standard Deviation
The organization leadership has proper and effective inspirational motivation	8.1	8.1	16.2	24.3	43.2	3.9	1.3
The leadership of the organisation are always prompt in making decisions or responding to issues	2.7	-	10.8	29.7	56.8	4.4	0.9
The leadership of the organization offers strategies to sustain the organization	2.7	2.7	18.9	27.0	48.6	4.2	1.0
The leadership of the organization practices democracy	10.8	2.7	13.5	18.9	54.1	4.0	1.3
The leadership of the organization focuses on employee empowerment	2.7	2.7	21.6	29.7	43.2	4.1	1.0
The leadership of the organization encourages accountability	8.1	5.4	13.5	21.6	51.4	4.0	1.3
The leadership of the organization emphasises on customer satisfaction	2.7	-	13.5	32.4	51.4	4.3	0.9
Good leadership enhances organizational performance	-	2.7	18.9	29.7	48.6	4.2	0.9
Average	4.7	3.0	15.9	26.7	49.7	4.1	1.1

Findings revealed that, the leadership of KPPF was always prompt in making decisions or responding to issues (mean = 4.4; Standard deviation = 0.9) and emphasises on customer satisfaction (mean = 4.3; Standard deviation = 0.9). Respondents were also in agreement that, good leadership enhanced organizational performance (mean = 4.2; Standard deviation = 0.9) with leadership of KPPF offering strategies to sustain the organization (mean = 4.2; Standard deviation = 1). It was also found that KPPF leadership focused on employee empowerment

(mean = 4.1; Standard deviation = 1) and they practice democracy (mean = 4; Standard deviation = 1.3) and accountability (mean = 4; Standard deviation = 1.3). Average mean was 4.1 with standard deviation of 1.1. This implied that at KPPF, leaders were prompt in making decisions making emphasising on customer satisfaction and offering strategies to sustain the organization. Democracy and accountability are also practiced. These were important aspects that enhance change management within an organization.

Table 3: Aspects of Transactional Leadership

Statement	Not at all	Low extent	Moderate extent	Great extent	Very great extent	Mean	Standard Deviation
The leadership of the organization encourages Critical thinking	10.8	2.7	24.3	18.9	43.2	3.8	1.3
The leadership of the organization enhances Extrinsic Motivation	5.4	5.4	21.6	29.7	37.8	3.9	1.1
The leadership of the organization focuses on Corporate structure	5.4	2.7	24.3	24.3	43.2	4.0	1.1
The leadership of KPPF utilizes their capability to manage the business' external environment	10.8	5.4	13.5	18.9	51.4	3.9	1.4
The leadership of KPPF is able to separate personal needs and those of the firm	5.4	2.7	16.2	37.8	37.8	4.0	1.1
The leadership of KPPF has conviction that they are able tackle all situations without sacking any staff that differ with them	2.7	5.4	16.2	37.8	37.8	4.0	1.0
The leadership normally avoid underrating impediments that have occurred in the past	5.4	2.7	16.2	37.8	37.8	4.0	1.1
Average	6.6	3.9	18.9	29.3	41.3	3.9	1.2

This study revealed that the leadership of KPPF had conviction that they were able tackle all situations without sacking any staff that differ with them (mean = 4; Standard deviation = 1) and were able to separate personal needs and those of the firm (mean = 4; Standard deviation = 1.1). Respondents also acknowledged that leaders at KPPF normally avoided underrating impediments that had occurred in the past (mean = 4; Standard deviation = 1.1) focusing on corporate structure (mean = 4; Standard deviation = 1.1). There was high rating by the respondents that their leaders normally utilize their capability to

manage the business' external environment (mean = 3.9; Standard deviation = 1.4). The average mean was 3.9 with standard deviation of 1.2. This indicated that for KPPF to achieved effective change management, the leadership had tried to handle all situations without necessarily sacking any staff while separating personal needs and those of the firm. The leadership had also avoided underrating impediments that had occurred in the past, utilizing their capability to manage the business' external environment as well as employing extrinsic Motivation and encouraging critical thinking.

Table 4: Aspects of Bureaucratic Leadership

Statement	Not at all	Low extent	Moderate extent	Great extent	Very great extent	Mean	Standard Deviation
Hierarchical authority in our organization has encouraged change management	5.4	5.4	13.5	18.9	56.8	4.2	1.2
Organisation structure has facilitated smooth change management at KPPF	8.1	10.8	16.2	16.2	48.6	3.9	1.3
Bureaucracy at KPPF has highly enabled impersonal relationships that has in turn stimulated change management	8.1	5.4	21.6	27.0	37.8	3.8	1.2
There are friendly rules and procedures at KPPF that facilitates change management within the organization	13.5	-	13.5	27.0	45.9	3.9	1.3
Average	8.8	5.4	16.2	22.3	47.3	3.9	1.3

This study established that hierarchical authority at KPPF had encouraged change management (mean = 4.2; Standard deviation = 1.2) with friendly rules and procedures and organisation structure that facilitates change management within the organization (mean = 3.9; Standard deviation = 1.3). Bureaucracy at KPPF had also somehow enabled impersonal relationships that had in turn stimulated change management (mean = 3.8; Standard deviation = 1.2). Average mean was 3.9 with standard deviation of 1.3. This indicated that for change management to be successful, bureaucracy must have friendly rules and procedures including organisation structure that facilitates the change.

Table 5: Aspects of Charismatic Leadership

Statement	Not at all	Low extent	Moderate extent	Great extent	Very great extent	Mean	Standard Deviation
Leaders persuade them to transcend their personal interests based on organization’s function	-	8.1	18.9	37.8	35.1	4.0	0.9
KPPF leaders brings out strong feeling to the followers that lead themselves to a higher identification with the leader	5.4	2.7	16.2	27.0	48.6	4.1	1.1
Leaders bring change through confidence, respect and honesty	8.1	2.7	16.2	27.0	45.9	4.0	1.2
Employees at KPPF are motivated to work for objects besides for their own interest.	10.8	5.4	13.5	37.8	32.4	3.8	1.3
Average	6.1	4.7	16.2	32.4	40.5	4.0	1.1

As shown in Table 5, KPPF leaders brought out strong feeling to the followers that lead themselves to a higher identification with the leader (mean = 4.1; Standard deviation = 1.1). Leaders also persuaded them to transcend their personal interests based on organization’s function (mean = 4; Standard deviation = 0.9) while bringing change through confidence, respect and honesty (mean = 4; Standard deviation = 1.2). Moreover, employees at KPPF were motivated to work for objects besides for their own interest (mean = 3.8; Standard deviation = 1.3). Average mean was found to be 4 with standard deviation of 1.1. This

implied that, strong feeling to the followers that lead themselves to a higher identification with the leader together with strong persuasion them to transcend their personal interests based on organization's

function are important aspects for successful change management. This was in addition catalysed by bringing change through confidence, respect and honesty.

Table 6: Aspects of Change Management

Statement	Not at all	Low extent	Moderate extent	Great extent	Very great extent	Mean	Standard Deviation
As a result of effective change management at KPPF, staff satisfaction level has improved	8.1	-	13.5	24.3	54.1	4.2	1.2
Employee turnover at KPPF has reduced as a result of change management	5.4	2.7	18.9	21.6	51.4	4.1	1.1
Change management has improved levels of cost control at KPPF	-	8.1	8.1	18.9	64.9	4.4	0.9
Average	4.5	3.6	13.5	21.6	56.8	4.2	1.1

This study had disclosed that change management had improved levels of cost control at KPPF (mean = 4.4; Standard deviation = 0.9). As a result of effective change management at KPPF, staff satisfaction level had improved (mean = 4.2; Standard deviation = 1.2). Moreover, employee turnover at KPPF had reduced as a result of change management (mean = 4.1;

Standard deviation = 1.1). The average mean was found to be 4.2 and standard deviation was 1.1. This implied that strategic leadership was key towards improved levels of cost control, improved staff satisfaction levels and reduced as a result of change management.

Table 7: Correlation Coefficients

		Change management	Transformative leadership	Transactional leadership	Bureaucratic leadership	Charismatic leadership
Change management	Pearson Correlation	1.000	0.271	0.331	0.523	0.564
	Sig. (1tail test)	-	0.052	0.023	-	-
Transformative leadership	Pearson Correlation	0.271	1.000	-0.146	0.217	0.038
	Sig. (1tail test)	0.052	-	0.195	0.099	0.412
Transactional leadership	Pearson Correlation	0.331	0.146	1.000	0.327	-0.043
	Sig. (1tail test)	0.023	0.195	-	0.024	0.399
Bureaucratic leadership	Pearson Correlation	0.523	0.217	0.327	1.000	0.037
	Sig. (1tail test)	-	0.099	0.024	-	0.414
Charismatic leadership	Pearson Correlation	0.564	0.038	-0.043	0.037	1.000
	Sig. (1tail test)	-	0.412	0.399	0.414	-

Correlation between variables was established as shown. The highest correlation was found between charismatic leadership and change management as

given by an index of 0.564. An inverse relationship (-0.146) was however found between transformational leadership and transactional leadership.

Table 8: Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
0.807	0.651	0.607	0.193	0.000

Predictors: (Constant), Charismatic leadership, Bureaucratic leadership, Transformational leadership, Transactional leadership

To establish the degree to which strategic leadership explain any change in change management, an R square of 0.651 was established. This implied that for any change in the dependent variable for this study (change management), charismatic leadership,

bureaucratic leadership, transformative leadership, transactional leadership collectively contribute up to 65.1% with the remaining 34.9% being explained by other variables not considered in this study.

Table 9: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.215	4	0.554	14.915	0.000
	Residual	1.188	32	0.037		
	Total	3.403	36			

Predictors: (Constant), Charismatic leadership, Bureaucratic leadership, Transformational leadership, Transactional leadership

Dependent Variable: Change management

Further analysis was done to establish the variance between the explanatory variables and the dependent variable. A p-value of 0.000 was found which gave a confidence level of more than 95% confirming that explanatory variables considered in this study charismatic leadership, bureaucratic leadership, transformational leadership and transactional leadership significantly influence change management. This was further affirmed by a high calculated F-value of 14.915. This was further affirmed by F-Calculated (4, 32, 0.05; = 14.915) which was greater than F-Critical (4, 32, 0.05; = 2.64).

Table 10: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.538	0.554		0.971	0.339
	Transformative leadership	0.180	0.095	0.209	1.894	0.067
	Transactional leadership	0.187	0.080	0.265	2.323	0.027
	Bureaucratic leadership	0.299	0.093	0.371	3.212	0.003
	Charismatic leadership	0.272	0.051	0.554	5.292	0.000

Dependent Variable: Change management

The matrix showed that an increase in one unit in transformative leadership led to an increase in change management by 0.971. Other coefficients are 0.265 (transactional leadership), 0.371 (bureaucratic leadership) and 0.554 (charismatic leadership). When all variables are held at zero, change management would remain at 0.538. This was summarized by the following formula: $y = 0.538 + 0.209X_1 + 0.265X_2 + 0.371X_3 + 0.554X_4$

CONCLUSION

Strategic leadership was found to be key in change management as it explained over 60% of any change in change management. From the findings it was affirmed that, a composite effect of transformative leadership, transactional leadership and bureaucratic leadership as well as charismatic leadership contributes to as positive change management where leaders not only offer intellectual stimulation but also encourage idealised influence as well as embracing individual consideration. In addition, leaders who are prompt in making decisions making emphasising on customer satisfaction and offering strategies to sustain the organization with democracy and accountability make change management more successful. Therefore, for KPPF to achieve effective change management, the leadership of an organization should avoid underrating impediments that have occurred in the past, utilizing their capability to manage the business' external environment as well as employing extrinsic Motivation and encouraging critical thinking. In addition, bureaucracy must have friendly rules and procedures including organisation structure that facilitates the change.

Moreover, strong feeling to the followers that lead themselves to a higher identification with the leader

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together with strong persuasion them to transcend their personal interests based on organization's function are important aspects for successful change management. This is in addition catalysed by bringing change through confidence, respect and honesty. This implies that strategic leadership is key towards improved levels of cost control, improved staff satisfaction levels and reduced as a result of change management.

RECOMMENDATIONS

Given the findings of this study, the researcher recommended that management of organizations should encourage adoption of strategic leadership among employees of their respective firm. Emphasis should be put especially on transformative leadership, transactional leadership and bureaucratic leadership as well as charismatic leadership, all of which highly contributes to effective change management. Organizations should create in-service training forums for all employees that stresses on strategic leadership. This should be enhanced at all cadres in the organization. They should formulate policies that encourage strategic leadership in organization rather than inhibiting them.

Areas of further studies

Given the limitations of this study, the researcher recommended a study to be done on the relationship between strategic leadership and change management but focusing on different industries. More variables should also be established and included given the current model explains 65% of the dependent variable with the remaining 35 explained by other variables.

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