

Analysis of the Role of Leadership Styles in Managing Change in Organizations: A Case Study of Kenya Tea Development Agency (KTDA)

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Abstract

The importance of leadership in the process of change management is unveiled through studying the current situation, challenges and coming up with possible solution. The study was based on Kenya Tea Development Authority (KTDA). The conceptual framework explores the effects of autocratic, democratic, transactional and transformational leadership styles in change management. A descriptive research design was used with a target population of 45 members of the management team who have worked for KTDA for a period of no less than three years. A structured questionnaire was used as a primary data collection instrument. The conclusion of the study was that autocratic leadership style was the most commonly practiced at KTDA. A possible reason why computerization process failed since the management did not lead by example in the change process. The recommendation is for the management to employ appropriate leadership styles in the adoption of change.

Keywords: Change management; leadership styles; transformational leadership style

1.0 INTRODUCTION

Change is unavoidable as it is a continuous and a natural process. Change is conceptualized as having three phases. The first phase is unfreezing which implies creating readiness to change in terms of understanding that change is essential and being prepared to leave the current state of comfort in attempts to realize future benefits. The second phase is moving, this stage entails people having to move forward and adopt change. The final stage is refreezing and it involves accepting the new norm in the organization and making the change part of the routine (Armstrong, 2003).

Chirimbu (2001) indicated that any successful organization must implement change and this should be done at three distinct levels namely, the individual level, group level and organizational level. At all the levels of executing change leadership is very crucial. This is because leadership plays different roles for instance, it is the duty of any leader to manage the people and ensure their efforts are in favor of change for the organization. Management of change is also a responsibility of leadership and this is a very essential since it determines whether a business will experience healthy growth. It is also important for the survival of organizations in the current business world. It is unrealistic to achieve successful change in an organization without the management actively participating. Any change whether planned or accidental is not easily received, all living creatures are reluctant to change. Response to change is influenced by both external and internal organizational factors. The internal factors include the management styles and leadership (Amabile & Khaire, 2008).

It is indicated that the human resource of organizations is considered an essential factor in achieving organizational change and in some cases the biggest inhibitor to achieving change. It is thus worth noting that leadership is an important element for a successful change in any organization (Smith, 2005). Leaders are champions of change as it is the management of any organization that keeps the process of change ongoing and maintains the organization's operational reliability (Nadler D& Nadler M, 1998). When one is a leader, he/she is less interested with personal needs but more so about the needs of the people and the organization he/she is leading. Organizations should be managed in such a way that there is a favorable environment that make it possible for people to pursue collective goals and exercise control over its performance. Coordinated interactions among members of the staff which should be rational and continuous are made possible by the leaders (Almansour, 2012).

Leaders have the mandate of overseeing a set of tasks which are assigned through various duties, roles and responsibilities of leadership. Leadership is a process through which an individual exerts control over another or other individuals with the intention of providing guidance, influencing them and facilitating activities amongst team members in an organization setting (Boedker, Vidgen, Meagher, Cogin, Mouritsen, & Runnalls, 2011). In the course of their interactions with their subordinates, leaders tend to employ combinations of character traits, skills and behaviors widely known as leadership style (Iqbal, Inayat, Ijaz, & Zahid, 2012).

According to Zahid et al, (2012) the leadership styles adopted are subject to beliefs, norms, ideas and values of the organization. Authoritarian leadership style is one of the traditional styles that involve a leader dictating guidelines to be used in the accomplishment of tasks for groups of people. This style leads teams to

success and is applied under fixed and strict guidelines and timelines making it functional for teams whose members are inexperienced or unskilled. The style denies other members contribution or input in the issue at hand. A leader who applies a democratic leadership style largely involves all members of the team in organizational issues whether on planning or decision-making through gatherings which are favorable for consultations, deliberations or even voting. This style encourages development of team-building enabling generation of ideas and inputs from team players thus increasing their motivation (Dulewicz & Higgs, 2005). A transactional leader is one who is always ready to give a reward for following them and the rewards are in form of promotions, pay raise, desired change of duties and many more. They also punish for undesirable behavior. Transformational leadership style encompasses the use of knowledge, expertise and vision in changing those around you in such a way they fully participate in changing others and they remain that way even when the leader is no longer there (Carter, Armenakis, Field, & Mossholder, 2012).

Change management is a vital plan in determining how an organization is expected to move from the current state to the preferred future state. When organizational change is planned, it acts as a link between the existing parts of a change process which includes; setting up priorities and timelines, delegating responsibilities, designing mechanisms for review and revision if applicable. In order for the change management process to be effective, there is a need to make proper plans. Planning for change should be done long before changes take effect and this should involve consultations (Smith, 2006). To ensure any change management plan is effectively completed, proper plans should be put underway and it should also be fully budgeted for. This therefore makes leadership very important as it is the duty of the manager to capture employees back into their work so as to produce maximum benefits from the change. This simply emphasizes the importance of leaders during the process of change (Bejestani, 2011).

The process of change management involves thoughtful planning, sensitive implementation of the plans, consultation with and involvement of the people affected by the changes. Forcing change on people normally creates problems therefore dictatorial leadership might be inconvenient. The change to be introduced must be realistic, achievable and measurable. The management and executives of the organization are charged with the mandate of managing change and they must do it in a manner that employees can easily cope with (Karp and Helgo, 2008). The manager acting as a leader has a responsibility of facilitating and enabling change with an objective attitude so as to help people to understand the situation and its setbacks while employing a non-judgmental view. It is also the responsibilities of organizational leaders to assist people in understanding reasons, aims, and ways of responding positively depending on the employees' capabilities and own situations. Increasingly it is the manager's role to interpret, communicate and enable as opposed to instructing and imposing which negatively affects employee's response (Sathe and Tyabji, 2007).

Training of the management, empathy and facilitative capability are important areas because they enable managers to facilitate the change process as opposed to merely conveying and implementing policy from above as this may fail. Leaders are not supposed to impose change as people and teams need to be empowered so as to find solutions and responses favorable to them. This can only be possible with facilitation and support from the organizational managers and tolerance and compassion of the leaders and executives charged with the mandate. Employees need to develop trust in the organization and this can only be possible with the help of the management. The leader must agree and work with these ideas, or change is likely to be very painful. An individual qualifies to be a leader if he has the authority or power to exercise control on a group of people and in so doing get the people organized to perform a particular task or achieve a set goal. An organizational leader should have clear visions for the wellbeing and development of the organization. Leadership entails the quality of leader to lead the team or his group. A leader should have the following basic personality traits; self confidence, should be ambitious, self driven and tenacity, realistic, psychologically open, eagerness to learn, creative, fairness and dedication. Involvement of other team members in decision making also constitute leadership (Higgs and Rowland, 2005).

There are three important characteristics for a person who should be entrusted with leadership role in the modern organizations that is; being an architect, a steward and a teacher. The qualities help one in making clarifications, identification of strategies, structures and policies, generation of efficient learning process and the facilitation of subordinates in developing their mental model continuously so as to think systematically (Jansen, 2008). A leader ought to be persistent and innovative as these are necessary for the success of any leader. It is believed that a leadership style should be people oriented. This in turn creates an attitude of the leader's sense of belonging in the members of team making them motivated towards work and hence increasing the efficiency of the work. There is a positive strong relationship between change implementing behavior and monitoring of anticipators, the management level, and the department (Michaelis, Stegmaier and Sonntag, 2009).

According to Noer (1997), a leader is the most fundamental tool for change as he/she has the capabilities to lead others in embracing change. It is the behavior of the leadership that determines the effectiveness of the change situations (Higgs and Rowland, 2005). Leaders need to understand why changes at times fail in the organizations and consequently develop capabilities necessary for being successful change

agents (Manikandan, 2010). As visionary change agents, it is necessary that leaders be more skillful and motivational since discontinuous changes negatively affect the capabilities of leadership. The role of a leader doesn't end with the implementation of change (Gans, 2011).

Leadership is an important determinant of successful changes in organizations because leaders act as role model personalities in the communities. In the current dynamic business world, to gain support for change management dealings, transformational leadership style is the best. The type of leadership style employed and the employees' trust in the management are highly related to the behavior involved in the implementation of innovations, controlling individual differences and departmental affiliations (Michaelis, Stegmaier & Stonntag, 2009).

Leaders have the role of leading changes. They must help people to develop skills necessary to facilitate them in coping up with the introduced changes. Successful change leaders should be attentive towards the launching, implementation and sustaining of the change efforts (Herold & Fedop). In the modern era characterized by technological advancement, organizations are struggling to outdo their competitors and to achieve this, organizations are supposed to be more adaptive to change. This in essence can only be achieved through organizational leadership (Singh, 2011).

KTDA dates back to 1957. It was transformed into a private company KTDA Agency on June 30 2000 and registered under the Companies Act. In the year 2010 the Agency was re-structured leading to the setting up of KTDA Holdings Limited and KTDA Management Services (MS) Limited, which is a subsidiary of KTDA Holdings Limited. KTDA management service currently manages 65 tea processing factories spread in all tea growing regions all over Kenya. It does this through managing costs, offering extension services to farmers; manage the production process and assuring farmers of a secure financial future. It has over 562,000 shareholders who are small-scale tea farmers in the factory companies.

It is currently managing 65 factories that serve the small-scale farmers in Kenya. It is comprised of twelve (12) board members usually elected by farmers and two (2) executive directors. KTDA Board has the responsibility of appointing the top management staff (10). So as to be able to keep up with the changing business environment with the intention of maintaining market leadership, it has established a department of research and development which focuses on initiatives aimed at reducing cost example process automation, alternative forms of energy, utilization of resources efficiently and enhancement of product value, quality and safety. Over time KTDA has experienced massive changes and it is important to understand the role of the management styles that it has applied in the process of managing change (KTDA, 2011).

1.2 Research Objectives

- i. To determine the effect of Autocratic leadership style on change management in organizations.
- ii. To explore the influence of Democratic leadership style on the change management process in organizations.
- iii. To investigate the effect of Transactional leadership style on change management in organizations.
- iv. To determine the effect of Transformational leadership style on change management in organizations.

1.3 Research Questions

- i. What is the effect of Autocratic leadership style on change management in organizations?
- ii. What is the effect of democratic leadership style on the change management process?
- iii. What is the effect of transactional leadership style on the change management process in organizations?
- iv. What is the effect of transformational leadership style on the management process in organizations?

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Leadership in the 21st Century

There are very many changes that have been experienced in the early years of the 21st-century globally. This countless challenges have resulted from the global economy and have impacts on all countries forcing leaders all over the world to redefine their leadership in order to succeed. The leaders in the 21st century have been confronted by many challenges making it crucial to change leadership so as to pace up. These changes are as a result of globalization, the increasing war for talent, digital communications, changes in the society, the changes in the shape of organizations, and the kind of aspirations the next generation has. There is a quest for more sustainable and ethical organizations prompted by the scandals of the nineties and the realization that for purposes of achieving future sustainability there is need to put extra pressures on today's leaders to perform against a range of criteria which has to go far beyond achieving success in business performance (Handin & Steinwedel, 2006).

In the 21st century leadership success is being measured increasingly on its contribution on achieving the common good that is, socially, ethically and globally while at the same time responding to the global

changes. Leaders should no longer stimulate those under them through gestures that demonstrate heroism and charisma alone as this is not enough. They need to be visionary hence focusing on the importance of growing deep organizational engagements amongst their followers, while at the same time generating a shared and common understanding of a dynamic and evolving vision for a better future. Having a vision today is no longer the solitary activity or even a sole responsibility of the top team (Yulk, 2007).

It is important to look beyond the organization's immediate environment and imagine the future which will help in creating a climate in which ideas can be shared and co-developed. It means using the available resources so as to regularly create new knowledge for the organization. The knowledge should focus on understanding trends and changes in the society, technology, markets and people involved, ability to spot tipping points early, being in a position to assess the rate of change and their destination, and consequently interpreting these so as to determine its effect on the organization and its contribution over time. The vision of a leader alone is not enough it should be combined with inspiration and ability to act (Heifetz, 1994).

Good leadership in the 21st Century is about integrity, humility and wisdom. These qualities are rare but very essential. People tend to trust leaders who are truthful since they keep their commitments, are courageous and open. A humble leader respects the others with no biasness, a wise one influences people with his thoughts when he/she shares knowledge and experience. The past few years have been characterized by fraud, embezzlement, and many more other financial misdemeanors making it a requirement for ethical behavior amongst our leaders in this century. It is clear that putting responsibility of managing and authority for an organization in the hands of a gullible individual can lead to the failure or even organizational ruin. Leaders should be authentic implying that they should not be pretenders. They should know, recognize their weaknesses and strive to excel (Miles, 2007).

This is an essential starting point for any leader who wants to be successful. One can however not be truly authentic if he/she doesn't understand how his identity is shaped by the norms of the society around him, ability to reject pressures to act as others expect of us and ability to refuse to display feelings that one doesn't really feel (Uddin, Noor, Shamaly, 2011). Achieving authenticity is not easy as it calls for courage, compassion, knowledge of self and a strong personal conviction. Those who manage to be authentic have happier working relationships and are more successful leaders since they easily engage and inspire those they lead. There is a shift in the 21st century leadership in that there is the renewed emphasis on mentoring and team development so as to grow the next generation of leaders. Leaders should be role models as many people learn through observation. A leader should have the conviction to help others grow, learn new skills, give people new challenges and opportunities, while at the same time offering an honest feedback and appraisal (Sathe & Tyabji, 2007).

Leadership in the 21st Century is more of leaders trying to spend more time with members of their teams with an intention of understanding their aspirations and identifying the areas in which intervention are needed, not underestimating mentoring and direction. There are those who see their leadership roles as more of unlocking the potential of those under them. They simply act as facilitators giving others opportunity to perfect their skills as this is an asset to the organization. The leadership qualities identified are essential for the 21st Century leader. They have been frequently overlooked by a large number of organizational leadership competency frameworks and developmental programs though being a basis for successful leadership (Sontag, 2009).

2.2 Empirical Review

2.2.1 Authoritarian (Autocratic) Leadership Style

This is a leadership style that provides clear expectations for what, when, and how things should be done. There is also a clear separation between the leader and the followers. It was the most dominant traditional style of leadership but has lost prominence in the current world with the adoption of more humanistic styles. These leaders make decisions independently. This leadership is widely used in the military as the military globally emphasize discipline, unquestioning the authority and order. For instance in responding to disasters such as war, leaders give orders to their subordinates which they are supposed to act on without questioning and with a lot of urgency. Authoritative leadership is also applied in most of the religious groups based on the assumption that authority is from God and is passed over by religious leaders who have the responsibility of interpreting God's will. Such organizations tend to be authoritatively managed since the will of God is not subject to debate. German's Adolf Hitler a founder of Nazis is one of globally known autocratic leaders who did not at all offer democracy to the Germans but instead applied authoritarian leadership to avenge those who were responsible for the problems that Germany was going through (Stogdill, 1981).

Authoritative leaders maximize subordinate's commitment to goals and strategy. Flexibility is enhanced by the leader's clear definition of end results but the permitting of freedom in the selection of the means to achieve them. This style is appropriate in instances where employees are untrained and new in their jobs. It can also be effective where time is limited, the employees have questioned the authority of the leaders or if the organization has experienced prior mis-management by previous leaders (Gastil, 1994). Authoritative

leadership is effective in most, but not all, business situations, particularly when it is coupled with clear definitions of roles, responsibilities, and procedures. Authoritarian leaders tend to do better than other kinds of leader in situations wherein directive leadership is expected, such as the military. Situations where in the style is less effective are those in which the leader is less skilled or knowledgeable than his/her peers or subordinates or if his/her style becomes overbearing or domineering, in which case, it may “undermine the egalitarian spirit of an effective team”. The style becomes less effective if the Authoritative leader ceases to listen and take into account his subordinates’ input or staff turnover is high (Dixon & Hart, 2010).

Autocratic leadership style has been criticized because the leader is concerned with accomplishment of tasks rather than their welfare or happiness of the employees. Performance of employees is subject to job satisfaction but with this kind of working environment they may revolt and this may consequently affect their productivity. Autocratic leadership style has been associated with high levels of employee’s turnover and is known to hinder creativity of the subjects. Employees in most cases result into resistance due to feelings of alienation and resentment towards the leaders. Such feelings decrease employee’s morale making them absent from work for many days. This implies that productivity is adversely affected (Burns, 1978). This leadership style should be avoided in organizations where employee creativity is crucial to the success of the organization or where democratic leadership style has already been established or employee’s resentment is high and the organization has previously experienced rebellious behavior and work stoppages (Adorno, 1950).

2.2.2. Democratic Leadership style

Bergh, Perry and Hanke, (2006) have stated that this style has been considered the most successful trait-driven leadership style. Democratic leaders have a vision, as well as a personality that motivates followers to execute that vision. As a result, this leadership type has traditionally been one of the most valued. Democratic leadership provides fertile ground for creativity and innovation, and is often highly motivational. With Democratic leaders at the helm; the organization’s members simply want to follow. It sounds like a best case scenario.

Nonetheless, is considered as participative leadership in which members of the group are more involved in the role of decision-making. It is one of the most effective and leads to better outcomes, better contributions from group members, and amplified group morale. Most of the countries across the globe apply this style in forming governments, for example in United States of America democratic elections are conducted in order to get the candidate preferred by most of the citizens to lead the country. Competition is usually between the democrats and the republicans. This leadership style is widely used in the Kenyan government especially in running its activities. A good number of state offices are elective in nature and Kenyan citizens have the rights to give their opinions through democratic elections. Such offices include presidency, governorship, membership to the national assembly and many more.

Zammuto (2007) insists that effective leadership is required for developing appropriate organizational climate in the organization. Organizational climate refers to a set of values, beliefs and norms that are shared by an organization’s members. A leader should always lead from the front and involve others and not be attracted to making unilateral decisions that may have great ramifications to the effectiveness of institutions. It is the job of management to create that urgency by explaining to the staff why the implementation is necessary.

This leadership style has been because once a democratic leader leaves, an organization can appear rudderless and without direction. The floundering can last for years, because Democratic leaders rarely develop replacements. Their leadership is based upon strength of personality. As a result, Democratic leadership usually eliminates other competing, strong personalities. The result of weeding out the competition is a legion of happy followers, but few future leaders (Michaelis, Stegmaier, & Sonntag, 2009). Democratic processes are very much time consuming an indication that the style is unfavorable when dealing with matters that require urgency. A democratic leader makes an assumption that most people are honest, can be trusted, and will work hard to ensure accomplishment of set goals and challenging work. This is not always the case with employees.

2.2.3. Transactional Leadership Style

Dixon and Hart (2010) stated that Transactional leadership cuts across all the leadership styles. It is a method of leadership, as opposed to a true, personal leadership style. Transactional leaders are always willing to give out something in return for following them. It can be any number of things including a good performance review, a raise, a promotion, new responsibilities or a desired change in duties. This leadership style is applied in many organizations together with others leadership styles. Internationally this leadership style has been applied in different fields for instance in the Nobel Prize award and the Oscars. Rewards are given to those who perform exemplary. In Kenya, the Ministry of education promotion of teachers from one post to another is in most cases based on one’s performance. Some of the students who are good performers are also given national awards.

Thus, Transactional leaders motivate through the use of contingent rewards or negative consequences. The Transactional leader’s main focus is on setting goals and clarifying the relationship between performance and rewards. The leader tells his subordinates what they are to do to receive rewards. Constructive feedback is offered in terms of progress toward or away from rewards. The Transactional leader can punish subordinates for

performance that does not meet a pre-determined standard (Boulter, 2010). Often it is assumed that a clear chain of command is necessary to achieve results and that the concentration of authority and power are at the top of the chain. It is assumed that subordinates agree to cede their own authority to the top leadership. Subordinates may have little opportunity to improve their job satisfaction or influence decision making, since there may not be any allowance for “managing up.” (Giri and Santra, 2010).

When the Transactional leader allocates work to subordinates, they are considered to be fully responsible for it. The Transactional leader often uses management by exception, working on the principle that if something is operating to defined (and hence expected) performance, then it does not need attention. Exceptions to expectation require praise and reward for exceeding expectation, while some kind of corrective action is applied for performance below expectation. This leadership style is criticized for giving attention to what is not meeting performance standards. Rewarding employees for good performance in some sectors and not others may lead to shifted attentions to sector that is performing poorly which make consequently make sectors that were initially performing sectors deteriorate. Punishing employees may hamper resistance (Miles, 2007).

2.2.4. Transformational Leadership Style

Transformational leadership is also a method which cuts across leaders’ styles. This type of leadership style, leaders use knowledge, expertise and vision to change those around them in a way that makes them follow with deeply embedded buy-in that remains even when the leader that created it is no longer on the scene (Isaksen, 2007). This leadership style has been applied in a number of occasions for instance when the management of companies of businesses. For instance when Zain a communication company changed to Airtel, the company underwent transformation in its functions, mission, values and many more.

Transformational leaders represent the most valuable form of leadership since followers are given the chance to change, transform and, in the process, develop themselves as contributors. Organizationally this achieves the best leadership outcome since transformational leaders develop people. The leader must be a person with vision and passion. They achieve this through being highly visible, in constant communication with their teams, and by infusing their actions and communications with enthusiasm and energy. Relationships are built between leadership and subordinates. Many Transformational leaders delegate freely and may rely upon the talent and expertise of members of their team to achieve results. They tend to give recognition of accomplishment (Amabile&Khair, 2008).

Laohavichien, Fredendall& Cantrell, (2009) argues that Transformational leadership is strongly desired since it has no artificial constraints in terms of buy-in and instead is focused on getting followers on board based upon their own evolving thought process and changing responses to leadership challenges. It is particularly suited for fast-paced, change-laden environments that demand creative problem solving and customer commitment.

Nevertheless, the success of the Transformational leader’s organization depends upon his/her vision and the successful promotion of that vision among his/her subordinates, the leader must first perfect his vision of the future and must work on his/her own integrity and trustworthiness, because the leader is always selling himself/herself as well as the vision, and flaws in himself/herself will impact subordinates’ buy-in to the total package (Eisenbeiss, Knippenberg and Boerner, 2008). Characteristics of the Transformation leader are recognized as “leadership” in many cultures around the world. Thus, independent of how effective a person is, he/she is more likely to be recognized as having leadership qualities if he/she exhibits aspects of the Transformational method (Adams and Adams, 2009).

Leadership has a direct cause and effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Leaders can appear at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence those around them in order to reap maximum benefit from the organization’s resources, including its most vital and expensive: its people (Darling & Heller, 2009). Whether a public, special or academic library, that library’s leaders directly affect everything from patron experience to successfully executing stated missions, including resource allocation, services offered and collection development strategies. In fact, the influence of leaders and their effectiveness in moving people to a shared vision can directly shape the library’s people, its materials, how patrons use or interact with them and whether or not that experience is beneficial. With leadership potentially playing such a vital role in the success of information centers and patron experiences, it is useful to consider the different types of leaders and their potential impact on libraries as organizations (Karp and Helgo, 2008).

2.3. Challenges faced during the change management process.

Changes in any form are planned to improve the organization. However, no matter how marketable change ideas are, they can be fruitless if proper management is not employed during all the stages (Bergh, Perry, and Hanke, 2006). Training at all stages of change implementation should be undertaken by all staff members affected by the

process. Staff and other stakeholders should also be given the feeling of appreciation and recognition in the successful implementation of the process change. It is difficult for organizations to realize optimal change in instances where the people involved in the change management process are not adequately trained. In a situation where organizations that have been operating independently with distinct processes, vision, beliefs, it is likely that culture clash will be experienced. This may take time to go away. It will require that staff members are ready to change from their old ways of doing things (Burnes, 2004).

Culture differences need to be identified and streamlined. To have a disaster recovery and contingency plan at all stages is critical, especially during the implementation and post implementation stages. The plans helps ensure that the organization can continue its operations with minimal or no disruptions should the change process implementation fail. Having a change management strategy is not an easy task. It involved having an integrated planning process, which includes steps to take before, during and after the change (Boulter, 2010). Change is at times faced with a lot of resistance from the employees based on their personalities and the type of change introduced. Employees for instance have a high chance of resisting change if it is affecting them directly. There are those employees who never embrace change and hence managers need to put mechanisms of changing their attitudes in place in order to ensure desired change is realized (Amabile and Khaire, 2008).

2.4. Steps to take during and after change

2.4.1 Steps taken before change

To have an effective plan one needs to understand the developments on the previous change plan. This necessitates involvement of leaders and employees comprehend and identify what went as planned, what failed and what gaps need to be filled. This will ensure a better strategy is used in introducing the new change. Senior leaders, including the CEO, need to drive organization change. It's important to ensure that the capacity management strategy is connected with the business plan. Leaders have the responsibility of directing about the change and how it will benefit them and the organization (Gans, 2011).

Assessment of individuals who might be potential stumbling blocks or champions need to be done. Managers should motivate the employees to share the findings. This will help managers build an awareness of how to respond to challenges during the process of introducing change. It will also help managers create employee profile that he/she will use to involve employees individually with their traits in mind. Key areas which employees are likely to be affected should be mapped out in order to put in place appropriate initiatives to help them acclimatize to these changes. For any change to be effective the employees must contribute heavily (Tylor and Hirst, 2001). They can only make realization of the intended changes easy only when they feel that their interests are considered. Communication should be well structured. This is founded on everything one does, from the performance management system to information dispensation like posting on the intranet. Availing information to the relevant stakeholders keep them updated and feel that they are part of the change process which make them offer necessary support.

2.4.2 Steps to take during and after Change

This is for line managers to provide and lead employees throughout the change process. This can never be possible without healthy interactions between managers and the members of the staff. The involvements of all the parties concerned make them own the change process and hence support it. If they are unable to communicate well on the vision, strategy and connect the team to the process, the change initiative will fail (Karp and Helgo, 2008). This need to be done to those that still need help and thus provide direction and ensure employees adapt to the new strategy in order to achieve goals. Success should be defined and therefore measure whether the goals and objectives have been realized. It is important to measure the ability of the manager to have a successful conversation about change with an employee. Under those circumstances, it might be appropriate to ask his or her direct reports to do a 360° evaluation of their interactions (Taylor and Hirst, 2001).

3.0 RESEARCH METHODOLOGY

This study adopted a descriptive research design that aimed at analyzing role of leadership styles in managing change in organizations. Descriptive tools of data analyses which are significant in determination of attributes of a given relationships that exists between variables of a given population. The target population consisted of 45 members of the management team who have worked for KTDA for a period of not less than three years. The study used census sampling so as to get accurate information for all departments of the population. Primary data was gathered through semi-structured questionnaires. Statistical tools will be used for data analysis, the results will then be presented using graphs and charts for ease of understanding.

4.0 FINDINGS AND DISCUSSION

4.1 Planning skills

Most of the respondents, (68% n=34) rate the planning skills of the operation manager as good, 24% (n=12) of the respondents rate it as satisfactory whereas 8% (n=4) of the respondents rate the planning skills as poor.

Table 1.0 Planning skills

		Frequency	Percent
Valid	POOR	4	8.0
	SATISFACTORY	12	24.0
	GOOD	34	68.0
	Total	50	100.0

4.2 Organizational Skills

Most of the respondents (60%, n=30) rate the organizational skills of the operational manger as good, 16% (n=8) of the respondents rate it as very good while 8% of the respondents (n=4) rate it as satisfactory.

Table 2.0 Organizational Skills

		Frequency	Percent
Valid	SATISFACTORY	4	8.0
	GOOD	30	60.0
	VERY GOOD	16	32.0
	Total	50	100.0

4.3. Controlling of tasks

Most of the respondents, (44%,n=22) rate the controlling of tasks by the operation manager as good, 34% (n=17) of the respondents rate is as very good, 12% (n=6) of the respondents rate it as satisfactory and 10% (n=5) rate it as poor.

Table 3.0 Controlling of tasks

		Frequency	Percent
Valid	POOR	5	10.0
	SATISFACTORY	6	12.0
	GOOD	22	44.0
	VERY GOOD	17	34.0
	Total	50	100.0

4.4. Participation in Tasks given

Most of the respondents, (56%, n=28) rate the participatory aspects of the operations manager as poor, 32 % (n=16) of the respondents rate it as satisfactory, 12% (n=6) of the respondents of the respondents rate it as good.

Table 4.0 Participation in Tasks given

		Frequency	Percent
Valid	POOR	28	56.0
	SATISFACTORY	16	32.0
	GOOD	6	12.0
	Total	50	100.0

4.4 Information on Diplomatic Leadership style

4.4.1 Motivated to Meet Organizational Objectives

Most of the respondents, (70%) are not motivated to meet the organizational objectives while only 30% are motivated to meet the organizational objectives.

4.4.2 Rate Leadership

Most of the respondents, (48%, n=24) rate the leadership of the organization as satisfactory, 30% (n=15) of the respondents rate it as poor while 22% (n=11) of the respondents rate it as good.

Table 5.0 Rate Leadership

		Frequency	Percent
Valid	POOR	15	30.0
	SATISFACTORY	24	48.0
	GOOD	11	22.0
	Total	50	100.0

4.4.3 Performs effectively and Achieves Objectives

Most of the respondents (72%, n=36) are neutral on whether the organization performs effectively and achieves

its objectives while 28% (n=14) disagree that the organization achieves its objectives.

Table 6.0 Performs effectively and Achieves Objectives

		Frequency	Percent
Valid	DISAGREE	14	28.0
	NEUTRAL	36	72.0
	Total	50	100.0

4.4.4 Staff Make Policies without Input of Managers

Most of the respondents (74 %) do not make policies without the input of their managers while only 26% made policies without the input of managers

4.4.5 Flexible Work Environment

Most of the respondents (82%, n=41) rate the flexible work environment as poor while only 18% (n=9) of the respondents rate it as satisfactory.

Table 5.1 Flexible Work Environment

		Frequency	Percent
Valid	POOR	41	82.0
	SATISFACTORY	9	18.0
	Total	50	100.0

4.4.6 Distribution of Control

Most of the respondents, 54% (n=27) rate the distribution of control as poor, 18% (n=9) rate it as good, 16% (n=8) rate it as good whereas 12% (n=6) rate it as very good.

Table 5.2 Distribution of Control

		Frequency	Percent
Valid	VERY POOR	6	12.0
	POOR	27	54.0
	SATISFACTORY	8	16.0
	GOOD	9	18.0
	Total	50	100.0

4.4.7 Conflicts Openly Resolved

Most of the respondents, (54%, n=27) rated the conflict resolution as poor, 32% (n=16) of the respondents rated it as satisfactory while 14% (n=7) of the respondents rated it as good.

Table 5.3 Conflicts Openly Resolved

		Frequency	Percent
Valid	POOR	27	54.0
	SATISFACTORY	16	32.0
	GOOD	7	14.0
	Total	50	100.0

4.4.8 Awards Given

Most of the respondents,62% (n=31) rated the aspect of award giving in the organization as satisfactory,28% (n=14) of the respondents rated it as good whereas 10% (n=5) of the respondents rated it as poor.

Table 6.0 Awards Given

		Frequency	Percent
Valid	POOR	5	10.0
	SATISFACTORY	31	62.0
	GOOD	14	28.0
	Total	50	100.0

4.4.9 Recognition of rights and wrongs

Most of the respondents, (42%, n=21) rate the recognition of rights and wrongs as satisfactory, 38% (n=19) of the respondents rate it as satisfactory while 20% (n=10) of the respondents rate it as good.

Table 6.0 Recognition of rights and wrongs

		Frequency	Percent
Valid	POOR	21	42.0
	SATISFACTORY	19	38.0
	GOOD	10	20.0
	Total	50	100.0

4.4.10 Open communication

Most of the respondents, 58% (n=29) rate the level of open communication as satisfactory, 28% (n=14) of the respondents rate it as poor whereas 14% (n=7) of the respondents rate it as good

Table 6.0 Open Communication

		Frequency	Percent
Valid	POOR	14	28.0
	SATISFACTORY	29	58.0
	GOOD	7	14.0
	Total	50	100.0

4.5 Information on Transactional Leadership

4.5.1 Inclusion of Employees in Key Decision Making

Most of the respondents, (66%, n=33) rate the inclusion of employees in key in key decision-making as poor, 30% (n=15) of the respondents rate it as very poor whereas 4% (n=2) rate it as good.

Table 7.0 Inclusion of Employees in Key Decision Making

		Frequency	Percent
Valid	VERY POOR	15	30.0
	POOR	33	66.0
	GOOD	2	4.0
	Total	50	100.0

4.5.2 Staff Motivation

Most of the respondents, (66%, n=33), rate the staff motivation as poor 18% (n=9) of the respondents rate it as satisfactory, 16% (n=8) of the respondents rate it as good.

Table 8.0 Staff Motivation

		Frequency	Percent
Valid	POOR	33	66.0
	SATISFACTORY	9	18.0
	GOOD	8	16.0
	Total	50	100.0

4.5.3 Implementation of Report and Meetings

Most of the respondents, (48%, n=24) rate it as satisfactory, 44% (n=22) of the respondents rate it as poor while 8% of the respondents (n=4) rate it as good.

Table 9.0 Implementation of Report and Meetings

		Frequency	Percent
Valid	POOR	22	44.0
	SATISFACTORY	24	48.0
	GOOD	4	8.0
	Total	50	100.0

4.5.4 Evaluation of Performance

Most of the respondents, (46%, n=23) of the respondents rate the evaluation of performance as satisfactory, 44% (n=22) of the respondents rate it as good while 10% (n=5) of the respondents rate it as poor.

Table 10. Evaluation of Performance

		Frequency	Percent
Valid	POOR	5	10.0
	SATISFACTORY	23	46.0
	GOOD	22	44.0
	Total	50	100.0

4.5.5 Career Advancement

Most of the respondents, (62%, n=31) rate the chances of career progression as poor, 22% (n=11) of the respondents rate it as satisfactory, 22% (n=11) of the respondents rate it as satisfactory, 10% (n=5) of the respondents rate it as good whereas 6% (n=3) rate it as very good.

Table 11.0 Career Advancement

		Frequency	Percent
Valid	VERY POOR	3	6.0
	POOR	31	62.0
	SATISFACTORY	11	22.0
	GOOD	5	10.0
	Total	50	100.0

4.5.6 Job Security

Most of the respondents, (48%, n=24) of the respondents rate the job security in the organisation as good, 28% (n=14) of the respondents rate it as satisfactory, 18% (n=9) of the respondents rate it as poor whereas 6% (n=3) of the respondents rate it as very good

Table 12 Job Security

		Frequency	Percent
Valid	POOR	9	18.0
	SATISFACTORY	14	28.0
	GOOD	24	48.0
	VERY GOOD	3	6.0
	Total	50	100.0

4.5.7 Promotion Opportunities

Most of the respondents (70%, n=35) rate the provision of promotion opportunities as poor while 30% (n=15) rate it as satisfactory.

Table 13.0 Promotion Opportunities

		Frequency	Percent
Valid	POOR	35	70.0
	SATISFACTORY	15	30.0
	Total	50	100.0

4.5.8 Values Supported By Leadership

Most of the respondents, (64%) agree that the values of the organization are supported by the leadership while 36% disagree that the values of the organization are not supported by the leadership.

4.5.9 Set Deadlines

Most of the respondents, (74%) agree that there are set deadlines for the job while 26% agree that there are no set deadlines for jobs given.

4.6 Information on Transformational Leadership

4.6.1 Visionary

Most of the respondents, 46% (n=23) rate the visionary aspect of the managing director as good, 40% (n=20) of the respondents rate it as satisfactory while 14% (n=7) of the respondents rate it as poor.

Table 14.0 Visionary

		Frequency	Percent
Valid	POOR	7	14.0
	SATISFACTORY	20	40.0
	GOOD	23	46.0
	Total	50	100.0

4.6.2 Level of Innovation

Most of the respondents, (52%, n=26) rate the level of innovation in the managing director as good, 8% (n=24) of the respondents rate it as satisfactory.

Table 15.0 Level of Innovation

		Frequency	Percent
Valid	SATISFACTORY	24	48.0
	GOOD	26	52.0
	Total	50	100.0

4.6.3 Good Communicator

A majority of the respondents, (60%, n=30) rate the good communication skills of the managing director, 20% (n=10) of the respondents rate it as satisfactory whereas 20% (n=10) of the respondents rate it as poor.

Table 16.0 Good Communicator

		Frequency	Percent
Valid	POOR	10	20.0
	SATISFACTORY	10	20.0
	GOOD	30	60.0
	Total	50	100.0

4.6.4 Delegator

Most of the respondents, (44%, n=22) rate the delegation skills as good, 42% (n=21) of the respondents rate the skills as satisfactory while 14% (n=7) of the respondents rate it as poor.

Table 17.0 Delegator

		Frequency	Percent
Valid	POOR	7	14.0
	SATISFACTORY	21	42.0
	GOOD	22	44.0
	Total	50	100.0

4.6.5 Openness to Change

Most of the respondents, (64 % n=32) rated the managing director's openness to change as satisfactory, 20% (n=10) of the respondents rate it as good, 12% (n=6) of the respondents rate it as poor whereas 4% (n=2) rate it as very good.

Table 18.0 Openness to Change

		Frequency	Percent
Valid	VERY POOR	2	4.0
	POOR	6	12.0
	SATISFACTORY	32	64.0
	GOOD	10	20.0
	Total	50	100.0

4.6.6 Mentorship

Most of the respondents, 60% (n=30) rate the availability of mentorship as satisfactory, 30% (n=15) of the respondents rate it as poor, whereas 10% (n=5) rate it as good.

Table 19.0 Mentorship

		Frequency	Percent
Valid	POOR	15	30.0
	SATISFACTORY	30	60.0
	GOOD	5	10.0
	Total	50	100.0

4.6.7 Team Player

Most of the respondents, (54%, n=27) rated the ability of the managing director to be a team player as satisfactory while 26% (n=13) of the respondents rated the ability to be poor while 20% (n=10) of the respondents rated it to be good.

Table 20.0 Team Player

		Frequency	Percent
Valid	POOR	13	26.0
	SATISFACTORY	27	54.0
	GOOD	10	20.0
	Total	50	100.0

4.6.8 Risk Taker

Most of the respondents, (76%, n=38) rated the risk taking nature of the managing director as poor, 18% (n=9) of the respondents rated it as satisfactory whereas, 6% (n=3) of the respondents rated it as very good.

Table 21.0 Risk taker

		Frequency	Percent
Valid	VERY POOR	3	6.0
	POOR	38	76.0
	SATISFACTORY	9	18.0
	Total	50	100.0

4.6.9 Strategic Plan

Most of the respondents, (82%, n=41) knew of a strategic plan of the organization has while 18% (n=9) did not agree that the organization had a strategic plan in place.

4.6.10 Strategy Formulation

Most of the respondents, (68%, n=34) rated the strategy formulation as good, 16% (n=8) of the respondent rated the strategy formulation as satisfactory while 16% (n=8) of the respondents rated the strategy formulation as poor.

Table 22.0 Strategy Formulation

		Frequency	Percent
Valid	POOR	8	16.0
	SATISFACTORY	8	16.0
	GOOD	34	68.0
	Total	50	100.0

4.6.11 Strategy Implementation

Most of the respondents, (66%, n=33) rated the strategy implementation as satisfactory while 34% (n=17) of the respondents rated it as poor.

Table 23.0 Strategy Implementation

		Frequency	Percent
Valid	POOR	17	34.0
	SATISFACTORY	33	66.0
	Total	50	100.0

4.6.12 Evaluation of Performance and Control

Most of the respondents, (82%, n=41) rated the evaluation of performance and control in the company as poor while 18% (n=9) rated it as satisfactory.

Table 24.0 Evaluation of Performance and Control

		Frequency	Percent
Valid	POOR	41	82.0
	SATISFACTORY	9	18.0
	Total	50	100.0

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The researcher found out that autocratic leadership style was the most commonly practiced form of leadership. This was the cause why there computerization of KTDA failed since the management did not lead by example in the uptake of ICT. The employees were also ill prepared to handle the changes thus the computerization proved ineffective since it did not impact much on the way business was conducted therefore it was not a successful process. The management also views the management director as a visionary but they do not emulate him and effect transformations in the organization that will impact on the organization. The management does not also

carry along the values of the organization in their day to day management of the organization thus there is poor implementation of organizational strategies.

5.2 Recommendations

The board of directors of KTDA should organize training sessions that will teach the managers to employ other leadership style also in their management of employees so as to advance the objectives of the organization. The management should also thoroughly prepare employees and put in place necessary structures to handle change in the organization since change is a vital component for any organization that wants to survive in the modern day competitive business environment.

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