

**EFFECT OF LEADERSHIP STYLES ON CHANGE
MANAGEMENT IN SELECTED COUNTY
GOVERNMENTS IN KENYA**

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**Effect of Leadership Styles on Change Management in Selected
County Governments in Kenya**

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Philosophy in Leadership and Governance in the Jomo Kenyatta
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DECLARATION

This thesis is my original work and has not been presented for award of any degree in any other university.

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Date

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DEDICATION

To the Kingdom of the Almighty God where I serve.

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LIST OF ABBREVIATIONS AND ACRONYM

ANOVA:	Analysis of Variance
CG:	County Government
CL	Change Leader
CM:	Change Management
FEBM:	Faculty of Economics and Business Management
IC:	Individualized Consideration
II:	Idealized Influence
IM:	Inspirational Motivation
IS:	Intellectual Stimulation
LG:	Leadership Group
LMX:	Leader-member exchange theory
LS:	Leadership Styles
MAGL:	Meta-Analyses of Gender and Leadership
SPSS:	Statistical package for social sciences
PGM:	Path-Goal Model
RoK:	Republic of Kenya
US:	United States

OPERATIONAL DEFINITION OF TERMS

Autocratic Leadership: The autocratic leadership process generally entails one person making all strategic decisions for subordinates (Gill, 2014). Refer to a situation where a leader Telling followers what needs to be done and giving appropriate guidance along the way. This includes giving them schedules of specific work to be done at specific times. Rewards may also be increased as needed and role ambiguity decreased.

Change Management: It refers to the systematic approach to dealing with Change both from the perspective of an organization and on the individual level ((Smith, 2011).

Democratic Leadership: Refers to a leadership style whereby power and authority are derived from his/her subordinates (Kirkbride, 2006).

Laissez-Faire Style Leadership: Refers to a hands-off approach, where a leader abdicates his or her responsibilities in decision making, giving feedback or helping followers to fulfill their needs (Northouse, 2010).

Leadership: Leadership is a process whereby an individual influence a group of individuals to achieve a common goal (Northouse, 2010).

Leadership Style: Leadership style refers to the manner and approach in which leaders providing direction, implementing plans and motivation to the individuals or persons under their authority. There are several types of styles that can be employed such as transformational, transactional, laissez-faire, autocratic and democratic (Lovvorn & Chen, 2011).

Organizational Culture: Organizational culture refers to a system of common values, beliefs and assumptions that are used to govern people's behaviors in organizations. The shared values influence various aspects of organizational members such as dress code, how they behave and how they perform their duties in the organization (Yergler, 2012)

Transformational Leadership: Refers to a situation where a leader considers the needs of the follower, showing concern for their welfare and creating a friendly working environment. This includes increasing the follower's self-esteem and making the job more interesting (Epitropaki & Martin, 2013).

Transactional Leadership: Setting challenging goals, both in work and in self-improvement (and often together). High standards are demonstrated and expected. The leader shows faith in the capabilities of the follower to succeed. This approach is best when the task is complex (Pihl-Thingvad, 2014).

ABSTRACT

The main aim of the study was to assess the leadership styles on change management in county governments using organization culture as a moderating variable. The study was guided by the following research variables; to establish the effect of transformational leadership, transactional leadership, laissez faire leadership, autocratic leadership, democratic leadership on change management in county governments in Kenya. The study had a moderating variable which is organizational culture. This study would be of benefit to civil society, managers in the county government and future scholars. The study used descriptive study design. The study used the following theories to explain the relationship between the independent research variables and the dependent research variable: Fiedler's Contingency Theory, Behavioral Theory, Great Man and Trait Theories, Leader-Member Exchange (LMX) theory, The Vroom-Yetton-Jago Normative Contingency Model, Hersey and Blanchard's Situational Leadership Model and The Path-Goal Leadership theory. The target population for this study comprised of county chief officers, county executives and county assembly members. The target population of the study was 501 respondents. The sample size for this study was 218 respondents. The study focused on the following counties: Machakos, Kiambu, Nairobi and Kajiado in Kenya. These counties have had leadership issues and have been in the limelight due to the leadership wrangles. These counties were chosen because they form the Nairobi metropolitan which makes them homogenous. This study used simple random and convenience sampling methods. Both questionnaires and, interviews were used to obtain primary data while the review of the county reports provided secondary data. The data obtained was analyzed using Statistical Package for Social Sciences (SPSS) version 21. Regression Model was used as the overall model to determine the relationship between the dependent and all the independent variables. Autocorrelation of residuals in the dependent variable was tested using the Durbin Watson test. The study also did other tests for inferential analysis like the correlation analysis to establish the nature of relationship between each independent variable and the dependent variable. Q-Q plot was used for checking for the normality of dependent variable and the outliers. Heteroscedasticity and multicollinearity tests were also done. The study used t-statistics to test whether the hypothesized model was significant at 95% significance level. The findings were presented in the form of frequencies, percentages, bar graphs, tables and pie charts. There was a significant positive correlation between transformational leadership and Change management at an r value of 0.581, there was also a positive correlation between transactional leadership and change management at an r value of 0.463. There was a negative correlation between laissez-Faire Leadership with change management at an r value of -0.286. There existed a significant positive correlation between autocratic leadership and change management at 0.699. Finally, the relationship between democratic leadership and change management had a positive correlation at an r value of 0.549. The result of the regression analysis showed that $R=0.790$ and $R^2=0.624$. This result indicates that 62.4% of the changes in the dependent variable (Change Management). The remainder 37.6% of the changes are explained by other factors not captured in the study. The study concluded that transformational leadership did have a significant influence on the change management in county governments in Kenya. The study further concluded that transactional leadership did influence the change management in Kenyan counties. The study concluded that

laissez-faire leadership had an influence on the change management in counties in Kenya. The study concluded that democratic leadership did have an influence on the change management in county governments. The study concluded that autocratic leadership had an influence on the change management of counties; this conclusion is based on the findings of this study. The study concluded that organization culture had a moderating effect on the relationship between leadership styles and change management.

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, statement of the problem, the research objectives and questions of the study. It also gives the justification of the study together with the scope of the study and limitations of the study.

1.1 Background of the Study

The world today is characterized by new technologies, unstable demographics, fluctuating consumer tastes, transforming economies, remodeling governments, and dynamic competition it is no longer a question of whether the organizations should change but rather of when, how, where and in what way they need to change (Gupta, Singh, Kumar, & Bhattachary,2012). Organizations need to regularly align themselves to their environments by either reacting to an external event or by being proactive in shaping the businesses environment in which they are operating in (De Wit & Meyer 2010).

Change in organization is inevitable (Peus, Wesche, Streicher, Braun, & Frey, 2012). Businesses are faced by both unprecedented and planned changes in the environment in which they operate (Huang, Iun, Liu, & Gong, 2010). Change forces individuals and organizations out of their comfort zone and forces them to act. Change is inevitable in a changing environment (Waldman, 2011). Therefore, in the end organizations will have to change their structures in order to be better and also be able to meet their set goals and growth.

Change is the result of organizations quest to achieve a strategic fit within an operating environment (Čater, Lang, & Szabo, 2013). It is a response by the organization to the opportunities and threats which manifest themselves in the external environment. Change can also rise from internal challenges which are being encountered by the organization

(Caldwell, Hayes& Long, 2010). Organizations have to create better ways of ensuring planning, forecasting and managing change in order to achieve the planned results of change and reduce the negative effect on people (Phipps, 2012).

Wegge, Shemla, and Haslam (2014) assert that employee's resistance to change includes behaviors such as disobedience, procrastination, indifference and resignation. Such responses are as a result of the need for security and change threatens this security. He noted that resistance is likely so the leader should ensure that he reduces this resistance through: encouraging employees to express views, increasing supervisor-employee communication, encouraging employees to support the organization goals, employee education and training and offering various types of rewards to employees.

Ruiz, Ruiz and Martinez (2011) defined organizational change by identifying that an organization is formed from open organism requiring transformation plus adjustment according to both the internal and external environments. Internal adjustments are intended to advance organizational member's behavior and attitudes whilst redefining the organizational practices (Gans, 2011).

External adjustments determine the organization's competitiveness to achieve continuous growth and increased performance. These strategies and adjustments are known as organizational reforms. Hu (2010) then classified these changes into both proactive and reactive ones, according to how proactively a firm initiated the changes. Hsu (2010) identified that when an organization is in the process of change and innovation the process encompasses strategies, managerial systems, structures, skills, production methods, organizational culture, technical innovation, plus approaches for increasing organizational performance.

This means that the use of development, innovation, turnarounds, transformation and renewal are important for any organizational change. One of the most effective ways of ensuring change sustainability is by getting the leaders and followers to participate in the change procedure from the beginning and ensuring that each person's view is observed

(Fickenscher & Bakerman, 2011). Miller (2011) posits that leaders in the organization require being skillful in the capability of integrating themselves into the modification progressions so as to ensure that change initiated is sustainable. Leaders are also expected to familiarize with the strengths, weaknesses and culture of various sectors and have the capability to forge links with them (Miller, 2011).

Chocqueel-Mangan (2011) asserts that the influential leaders should generate a “shared purpose” between all parties involved in the change process. Leaders are expected to efficiently change trade units, teams and infrastructures such as policies and systems in ways that have a sustained and transforming effect on an organization. In combating confrontation to adjust, the leader has to emphasis on how to contract with fear from employees or subordinates (Benn, Todd, & Pendleton, 2010).

Edmonds (2011) corroborates that this is amongst the major reasons of resistance to change. Employees and people affected by change will embrace the change only when they feel empowered in the change process. This takes place through negotiations between them and the leader. The leader needs to engage and communicate with the skeptical groups of staff in a way that develops clarity by communicating the organizations vision and need for the change being effected (Levine, Christian, & Lyons, 2013). Edmonds (2011) notes that these skills are required by all executive staff in the public domain in order to encourage employees to retrieve from the comfort zone moving to the direction of betterment.

To be able to build collaboration with employees and people affected by change the public manager needs to familiarize with the employees’ labor and their work style (Shulman, 2010). Shulman (2010) then notes that unlike the private sector where the change is effected from the top and the leaders demand and instigate change from the topmost, the public sector is different since the workers in the public segment have opinions, strong views, and commitment levels.

The leader has to take time to understand these opinions and views in order to effect the change required (Mahajan, Bishop, & Scott, 2012). If the leader fails to respect these views the change process can be sabotaged from within making change not possible. The public managers are required to have strong skills in persuasion plus the ability to present a compelling vision of the change and how it is necessary (Bhal & Dadhich, 2011). Public leaders need to gain the respect of the workers since this will help them greatly in achieving the required change (Vijayalakshmi & Bhattacharyya, 2012).

1.1.1 Global Perspective of Leadership Style (LS) and Change Management (CM)

In a society culture highly influences the leadership style of a leader, culture influences the way people treat others in various aspects such as ethics, their value system, and perspective of the world. Effective leadership is a prerequisite for bringing effective changes (Čater, Lang, & Szabo, 2013). Having unique cultural characteristics like beliefs, values languages, religion, are considered important in the forming of a leader's leadership style. There are clear differences among cultures, mainly considering their values, attitudes and behavior of people and this deviation has insinuations for leadership in organizations (Kezar, & Lester, 2010).

In countries like Japan which possess a unique culture which is characterized with higher masculinity and paternalistic attitudes (Felfe & Heinitz, 2010). Leadership styles includes transactional, transformational, and passive or avoidant styles which have continued to be developed within the last more than twenty-five years and have been broadly used in field research in the US as well as in Korea, Belgium, Singapore, Canada, Malaysia, Germany, china, Switzerland, Venezuela, South Africa, Great Britain, Mexico, India, Taiwan, Israel, Ireland, the Netherlands, New Zealand, Japan, Spain, and Italy.

In Japan it is required that one respect and obey leaders and the Japanese mentor relationship system which strengthens the individual bond amongst both supervisors and subordinates (Felfe & Heinitz, 2010). The Japanese use both extensive consultation and collective decision making before making decision. (Chen, 2010). This shows that this highly democratic type of leadership. Yukl (2010) identifies that managers have a strong focus on fairness of group participants and agreement which is considered more vital than making money. In South Korea Leadership the social order stresses deep respect and obedience to all leaders and the leaders assumes the responsibility for the well-being of the subordinates or followers. This in turn creates agreement and smooth, conflict-free relational relations ((Kim, 2010).

Moreover, Chinese organizations, leader behaviors are fairly distinct from transformational leadership, identifying this leader style as paternalistic leadership (Lau, 2012). Paternalistic leadership is a form of managerial methodology which comprises having a foremost authority figure that acts as a matriarch or patriarch the leader treats workers and subordinates as if they are participants of a large, extended family (Rayner, 2011). The leader anticipates loyalty and trust from staffs, as well as obedience from the employees in the organization (Caldwell, Hayes, & Long, 2010).

In Mexico the leadership style is highly characterized by high collectivism, paternalism, power distance, and masculinity (Boatwright, Lopez, Sauer, VanderWege & Huber, 2010). This leadership style influences the followers to adopt change. Leaders in this country are able to use the paternalistic leadership to make their employees follow a course of action in which they have authority over subordinates. Supportive leadership has displayed steadily stout positive relationships with follower's gratification and organizational pledge as well as modest to strong relations with followers' role ambiguity and recital in the United States (Kuppelwieser, 2011).

1.1.2 Regional Perspective of Leadership Styles and Change Management

In Africa the leadership styles are highly rich in African heritage and have a lot of leadership aspect, which is not uniform but is similar (Harold, 2011). There are also alterations from time to time, from place to place and from persons to persons in Africa. The dissimilarities of leadership in Africa were affected by the both Christian and Muslim faiths, as they were familiarized in Africa (Nkomo & Cook, 2006). As a result of the above, three kinds of leadership arose and molded African leaders in several styles.

Jackson (2010) who, via cooperative investigation in several African nations, has verified that African supervisors have a habit of being extremely skillful in several facets of management and leadership, in precise working with cultural dive. Jackson (2008) significant morals that nature leadership and management in sub-Saharan Africa include sharing, consensus, regard for compromise, deference to rank, sanctity of commitment, and good social and personal relations. It shows that the ‘hybrid’ nature of leadership and management exercise in Africa which is molded by a multifaceted and multi-layered cultural, social and historical context (Javidan, House, Dorfman, Hanges& de Luque, 2006).

Africa has been a cross-cultural continent since time immemorial and involves a lot of dynamism. Leadership in modern day Africa still contains such aspects of diverse cultural ideas and practices (Waldman, 2011). Therefore, it is important to understand some of these aspects which are essential in order to reconcile, integrate and synergizes the disparities which are contained within the aspects which are important to organization development and management activities in Africa (Jackson, 2010).

1.1.3 Local Perspective Leadership Styles and Change Management

The Kenyan devolved governance is based on Article 6(2) laws of Kenyan constitution 2010, which conditions that the governments has two levels of governments which are separate and inter-dependent of each other (Kenya constitution 2010). The adopting of

the present constitution in 2010 marshaled the country to a new system of domination which replaced the former centralized structure of government to a new decentralized system of governance. The two governments are expected to conduct their work through consultation and cooperation.

The counties are tasked in overseeing functions such as health care provision, maintenance of local roads and pre-primary education which has been devolved from national government. They are expected to mobilize revenue from source at the county level and are supposed to collect taxes on property (Kimenyi, 2013). It was established that 84.5% of the revenues was to be allocated to the national government and the 15 % to the county government the remaining 0.5% was designated to be an equalization fund.

Kenya county guide (2016) shows that the new structure contains the national government and 47 county governments. Formation of decentralized components of government ensures that amenities and self- governance have been conveyed nearer to the people. The national government has the order to do its purposes and workout its powers in a way that compliments the useful and organizational honesty of government at the next level, and compliments the legitimate status and institutions of government.

For county government to perform as anticipated, there are some arrangements that have been set up which include the office of the Governor, Women Representatives, the County Executive Committee, the Senate, County Assembly, and County Public Service Board. With the creation of this level of government the leader who is the governor has to have the required leadership skill to manage the duties that are bestowed upon him/her by the constitution. Other countries that have had devolution include Rwanda and South Africa (Thomas, 2011).

More countries may want the more decentralized government but due to challenges in creating such structure they have opted to continue with old systems since changing is difficult (Michalak, 2010). There are various advantages of having county government

such countries as Rwanda have been able to use it as a way fight poverty and a way to enhance reconciliation via the empowerment of local populations (Erkama, 2010).

The Kenyan constitution (2010) entails the intents of decentralized government is to endorse democratic and answerable implementation of authority, nurturing national unity by recognizing uniformity, giving supremacies of self-governance to the public and improve contribution of the public in implementation of the supremacies of the State and creating verdicts disturbing them, to identify rights of the society to accomplish personal undertakings and promoting their expansion, to safeguard and endorse the welfares and rights of interest group and sidelined societies, upholding social and economic expansion and the endowment of proper, effortlessly reachable facilities all through the country, to guarantee justifiable distribution of national and local resources all through Kenya, to ease the devolution of State structures, their purposes and amenities, from the capital city of Kenya and to improve checks and balances and the splitting of powers.

The county governments have a lot of structures such as the central government thus the counties leaders have to implement a lot of changes in various areas in their jurisdiction, thus the leadership must develop ways to manage change in this level of government (Pasche& Santos, 2010).

1.1.4 Leadership and Leadership Styles

Organizational theorists concur that the existence of operative leadership is one of the significant contributors to the general organizational achievement (Kraemer, 2011). Leadership is demarcated as a practice whereby people influence a group of people to achieve a mutual goal (Northouse, 2010).

Leadership, as defined in Yukl (2010), is the procedure of persuading others to comprehend and decide around what wants to be done and how to do it, and the procedure of enabling individual and mutual determinations to achieve shared intentions. Dixon and Hart (2010) explained an excellent leader does not only inspire subordinates'

potential but enhances efficiency to meet their objective in the achievement of organizational goals. Waldman (2011) corroborates with these statements by considering that leadership is a process in which various behavioral approaches are used to guide employees to a shared goal.

In the process the leader influences the organization members through a series of interpersonal interactions in which they seek to inspire the organizational members towards attaining organizational goals. Regardless of the definitions of various scholars on leadership the key arguments that are similar in all these definitions are that: The task cannot be achieved or accomplished by one person and so the need to organize the organizational members to assist in the attainment of the organizational objectives. Secondly, leadership is a social process with interpersonal relationships between organizational members and the leader. Finally, the leader acts on behalf of an assignment that is external to a group.

The above definitions tell us that leadership is round leading individuals and this is dominant as seen in the above definitions. Cheng (2011) points out that leadership is a procedure which exists in organizations and that varies in nature and forms used for accomplishing the organizational objectives. In the leadership procedure a leader practices his/her power to craft a team spirit and motivation which helps the organization members to work towards the organizational goals.

Leadership Style according to Strand (2011) describes the style employed by leader to develop capability and it is aimed at achieving organizational objectives. He continues to explain that it is a benevolent of technique and competence which aims at the realization of organizational targets and which affects all organizational activities. Chipunza, Samuel and Mariri (2011) also shares this view point and refers to leadership style as a kind of bond that a person uses his privileges and approaches to influence lots of people to work together on a mutual task. Leadership style is an important factor that play significant role in an organization in increasing or derailing the interest and commitment of the organizational members (Obiwuru, Okwu, & Akpa, 2011). Sharifah, Malcolm and

Zubaidah (2012) cited several leadership styles which are common in organizations today which are autocratic, transformative, transactional, bureaucratic, democratic, charismatic, servant, task oriented, relationship, and laissez-faire leadership.

Yukl (2010) assert that to be quite comprehensive approved a full- range of leadership styles which consisted of transactional, transformational and passive/avoidant/ Laissez-faire Style of leadership. They further stated that most leadership forms a new pattern for accepting the lower and higher command properties of leadership style. The style of leadership which is approved by a leader is influenced by the leader's background, personal experience, religion, political affiliation, ideology, inclination, culture and also coordination deprived of essentially being founded on the crescendos of the circumstances.

The major leadership styles consist of transformational, transactional, and laissez- faire leadership others that are common are democratic and autocratic types of leaderships. Transformational Style is the type of leadership style where the leader encourages the subordinates to go the extra mile to achieve the goals of the organization. The leader emphasizes on going beyond previous limits through the use of inspiration. The transformational leader uses the following values to influence the employees such as creating trust, loyalty, admiration, and respect to motivate the employee to work harder. This results in higher performance and commitment from the employee. Laissez-faire Style is the type of leadership where the leader avoids all type of intervention with the employees and lets them do what they want. This type of leadership is associated with unproductiveness, dissatisfaction and ineffectiveness in the organization.

Transactional leadership Style is where the leader uses the carrot and stick method to ensure that the employees do what is required. The relationship between leader and follower is based on the exchange or reward systems (Kaplan, Brady, Dritz, Hooper, Linam, Froehle, & Margolis, 2010). The employees behave so that they can get a reward and so they perform when they don't they are punished. The relationship is based on the contingent rewards or exchange relationship. Autocratic leadership also known as

dictatorship is one of the most common form of leadership despite it being the least popular leadership styles. The leader dictates what should be done and the employees have to follow his commands. Democratic/participative leadership style is a common type of leadership where the leader gives everyone a chance to contribute their opinion in decision making. The employee is allowed to discuss organizational matters with the leader and give their views.

1.1.5 County Culture and Relationship between Leadership Style and Change Management

Organizational culture, via its norms, values, assumptions, and symbols, regulates the manner in which the participants of an organization observe and understand the realism inside and round their organization, as well as the way they act in that reality (Nebojša, 2012). Organizational culture influences an industry's success (Khana & Afzalb, 2011). Global leaders need to upsurge their abilities to accomplish the intricacy of varied individuals, comprehend and respect changes, create essential modification in the leadership, and be prepared for prospects and contests that derive alone (Wang, 2011). Group dynamic dramas a significant role in global leadership exercise (Takahashi, Ishikawa & Kanai, 2012). Diverse leadership styles and executive methodologies should be functional dependent upon group dynamics and situations (Strand, 2011).

Group dynamics play a significant purpose in determining the leadership. One major variable that ought to be reflected in leadership is cultural setting (Gutierrez, Spencer & Zhu, 2012). Work ethics, management-labor, communication styles, and behaviors relationships are diverse from state to state. Leadership capability is intellectualized inversely in various states (Story & Barbuto, 2011). High setting countries (for instance, Japan, South Korea, and China), staffs tend to desire indirect communications and depend profoundly on nonverbal codes; workers from low setting countries (Germany and Great Britain) have a habit of communicating openly and concept more info in communications (Smith, 2011).

Nevertheless, cooperative relationships are frequently experiential in Asian states, since Asians have a tendency to feel personal flattering will impact individual coordination, and the supervisor ought to tribute the whole group rather than a specific group participant (Roy, 2012). In accord with diverse cultural prospects, various cultural individuals have distinct prospects of leadership, and this may disturb the performances of workers and supervisors. It is precarious when workers are conscious of their leaders' gratitude for personal cultural modifications without individual prejudice (Ragir & Brook, 2012). A better manager-employee correlation can considerably impact members' performances and upsurge the gradation of their obligation to the leaders of the organization (Okoro, 2012).

There is a robust agreement that attainment of efficient leadership skills drive bringing the organization through revolution chaos and subsidize to a justifiable benefit (Caligiuri & Tarique, 2012; Ulrich & Smallwood, 2012). Leaders are obligatory to recognize the cultural, strengths, and weaknesses of various sectors thus enabling furnace links within and amongst them (Miller, 2011). Chocqueel-Mangan (2011) upholds that leaders require creating a "shared purpose" midst executive's unit heads and the rank and file. For the alteration to uphold, it requires the organizational DNA (Chocqueel-Mangan, 2011).

Leaders should also be capable of efficiently transforming organizational teams and organization (systems, policies) in a technique that will withstand modification in an organization (Lovvorn & Chen, 2011).

1.1.6 County Governments in Kenya

The counties are geographical units envisioned by the 2010 Constitution of Kenya as the units of government. The county government powers are provided in Articles 191 and 192, and in the fourth schedule of the Constitution of Kenya and the County Governments Act of 2012. There are 47 counties in Kenya. Following the re-organization of Kenya's national administration, counties were integrated into a new

national administration with the national government posting county commissioners to represent it at the counties.

The county governments have executive and legislative authority, including the accompanying mandates and powers, to raise limited revenue, establish policies, plans, budget and governance. Under the County Governments, the national government is obliged to support the county governments.

1.2 Statement of the Problem

Several studies have been able to show that a lot of organizations have found change to be quite challenging (Shiva & Suar, 2012). The change process in different organizations has been seen as unique in every way, because organizations have different natures, they engage in different businesses, cultures, values, behavior, management and attitudes of the employees (Karakas & Sarigollu, 2012). Change happens on a daily basis in county governments due to the requirements of effectiveness and efficiency in running the counties and the need to achieve the objectives of devolution. Managing change has thus become one of the major challenges confronting the county government leaders who are in charge of enabling change by implementing and coordinating processes of change and innovation within the county structures.

Change in county governments has been challenging with various counties having difficulties in effecting the day to day operations, this has manifested itself in various ways such as strikes and dissatisfaction (Thomas, 2011). Various studies have been done to explain this challenge in county government such as Kakucha (2014) study sought to discover out whether the designated County Government is going through any difficulties as a result, of this modification conveyed by the new Constitution. The study established that certainly the designated County was struggling with the problem of change.

Leading is one of the several functional areas of management but it is the center to the success of the county governments. Inefficient leadership style combined with the uncertainty of the political environment often led county governments to serious problems. Poor leadership is the main cause of failure for set plans and goals in county governments in Kenya. Counties such as Machakos, Nairobi, Kiambu and Kajiado have been in the limelight of change management challenges. They have been seen to be suffering from various conflicts between the leaders (Chepkemoi, 2015).

Therefore, this study chose these counties to study how county culture affects the association between leadership style and change management. Empirical studies into the direct links between leadership style and change management are scarce although a number of researches have been done on the effect of performance and organizational commitment, no detailed study on how leadership styles affect change management in the county governments has been encountered so far.

Thus this study sought to fill the existing research gap by studying the effect of leadership styles and change management moderated by county culture in county governments in Kenya. The findings from this study will contribute to greater productivity and efficiency in running the county governments in Kenya.

1.3 Study Objective

The study was guided by the following general objective and specific objectives.

1.3.1 General Objectives

The main objective of the study was to assess the effect of leadership styles on change management in selected county governments in Kenya.

1.3.2 Specific Objectives

The study was guided by the following research objectives;

- i) To establish the effect of transformational leadership on the change management in selected county governments in Kenya.
- ii) To assess the effect of transactional leadership on the change management in selected county governments in Kenya.
- iii) To determine the effect of laissez-faire leadership on the change management in selected county governments in Kenya.
- iv) To assess the effect of autocratic leadership on the change management in selected county governments in Kenya.
- v) To establish the effect of democratic leadership on the change management in selected county governments in Kenya.
- vi) To examine the moderating effect of organization culture on the relationship between leadership styles and change management in selected county governments in Kenya.

1.4. Research Hypotheses

The study was guided by the following research hypotheses:

H_{1_1} : Transformational leadership has no positive significant influence on the change management in selected county governments in Kenya.

H_{1_2} Transactional leadership has no positive significant influence on the change management in selected county governments in Kenya.

H_{1_3} Laissez-faire leadership has no positive significant influence on the change management in selected county governments in Kenya.

H₁: Autocratic leadership has no positive significant influence on the change management in selected county governments in Kenya.

H_{1.5} Democratic leadership has no positive significant influence on the change management in selected county governments in Kenya.

H_{1.6} Organizational culture does not moderate the relationship between leadership styles and change management in selected county governments in Kenya.

1.5 Justification of the Study

This was a timely research that would help in the understanding of how leadership styles affect the management of counties after the new constitutional dispensation in Kenya. The constitution allows for the existence of county governments in order to improve the better governance of the country. The findings from this study would have a positive contribution in understanding matters of leadership and how this can impact the counties management. This study would benefit the county governments' leaders, policy makers, civil society, development partners who aid in the devolution process and the staff of the county governments.

1.5.1 The Civil Society

This study would be of importance to the civil society who have been assisting in the devolution process in Kenya as they would be able to know how leadership styles affect change management in counties for example. UNDP, Transparency International. They would be able to help in development of policies and training materials that would enhance change in the various counties thus minimizing the ongoing wrangles.

1.5.2 Managers in the County Government

The study was seen to be important to the managers of County Governments as it would help them understand how leadership styles affect the management of change in different

levels of decision making. The managers would also be able to understand on when to apply each style of leadership in different scenarios. This would then contribute to effective management of the counties thus resulting to effective running of the counties and thus minimizing wastage of public resources and the leadership wrangles.

1.5.3 Academicians, Researchers and Scholars

The study was also seen to be important to academicians, researchers and scholars for use in further research and would serve as references on matters on the effect of leadership styles on the change management in county government. The study is also expected to add to the existing knowledge and fill gaps on areas that have not been reviewed by past researchers.

1.6 Scope of the Study

The study confined itself to investigating the effect of leadership styles on managing change in county governments and did not go beyond the county government level. The study focused on 4 counties because of the similarity in them being in the Nairobi metropolis. These counties were Machakos Kiambu, Nairobi, and Kajiado in Kenya. These 4 counties have been in the lime light due to various leadership challenges. These counties were also chosen due to the conflicts which have been reported in national media, which shows that there was need to investigate the leadership styles in these counties.

The study sought responses from the county executive, county chief officers and the county assembly members. The study used a descriptive research design. The study targeted a population of 501. The sample size chosen for this study was 218 respondents. The study included the following five independent variables Transformational Style, Laissez-faire leadership Style, Transactional Style, Autocratic leadership style, Democratic leadership style. The study had the moderating variable organizational culture and the dependent variable change management.

1.7 Limitations of the Study

The researcher encountered a number of challenges when undertaking the study. However, the limitations did not have a significant interference with the outcome of the study. The use of self-administered questionnaire was a limiting factor in terms of respondents getting the time and understanding the questions for which answers were being sought. The challenge was however reduced as the research assistants were able to make follow-ups and clarify the questions that respondents were not able to comprehend or answer. This greatly reduced the number of unfilled sections in the questionnaires and increased the response rate.

Since the information required was confidential, the respondents were not willing to participate in the study. This limitation was overcome by assuring the respondents that the research project was solely for academic purposes and that data confidentiality would be upheld. Since there were respondents who would not give objective opinions about leadership styles used in the counties and how they influence the change management the researcher encouraged the respondent to be more objective as possible.

Some of the respondent had concerns of being victimized for taking part in the study and hence were not willing to give the required information for the study. However, the researcher sought to create good rapport with the respondents and encouraged them to take part in the study since it could help solve the leadership problems in the counties.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looked into literature that has been reviewed by various scholars and researchers in various studies that assisted in the explaining of the dependent variable change management and the independent variables transformational leadership style, autocratic leadership, transactional leadership style, demographic leadership, and laissez-faire leadership style. This chapter also looked at the theoretical and conceptual frameworks which guided the study. The chapter looked at further the critiques, the research gaps and the summary.

2.2 Theoretical Review

According to Njue (2011) theoretical framework refers to a set of assumptions about the nature of a certain phenomenon. Mathooko (2007) advances that a theoretical framework is the basis and foundation in which the whole research project is based on and here the major concepts and theories are discussed tackling the problems. Therefore, a theoretical framework refers to a group of interrelated ideas which are based on theories. It is an attempt for clarifying why phenomena appear the way they are using theories to explain them.

2.2.1 Fiedler's Contingency Theory

Fiedler Contingency Model was created by Fred Fiedler in the mid-1960s, who was a scientist that premeditated leader's personality and physiognomies. The model describes leadership to have no best style. The model explains that leader's effectiveness is determined by the situation. According to Rowold & Heinitz (2007) assert that Fiedler is the first person to come up with this theory that shows that the situation is a variable which influences a leader's style of leadership.

Fiedler (1967) asserts that leadership style is the replication of some stressing need which stimulates behavior in different situations. He continues to assert that leadership styles are continuous and leaders should alter the situation. This means that leadership styles do not change and the leader's effectiveness is highly dependent on the situation at hand (Fiedler, 1967). There are several situations that a leader may find in the work place and the leader needs to adapt to each situation to be effective if he or she is unable he will fail in that situation.

A leader's style is seen as duty which is relationship oriented and the leader needs to apply the right style to maximize performance. Fiedler (1967) explains that situations are seen in terms of favorableness and they range from extremely favorable to highly unfavorable. He stresses that the more regulation exercised by the leader in a situation the more promising the situation was for him or her. Favorableness is strong-minded by three issues the first being the relationship amongst the leader and the supporters and if a leader has a good relationship with his follower he has a high chance of success as opposed to a leader who has a poor relationship. The second factor is the task structure and the more a task is complicated the likely the situation was unfavorable.

The favorableness is high in simple tasks. The third is the level of formal authority which means the ability to punish, discipline, assign work, recommend for promotion and sacking. A high level of formal authority means the situation is favorable than situations where the leader has a low level of authority. For leaders who are tasked to carry out duties in which change is likely this theory helps explain how a leader can use different situations to ensure that he/ she is successful in ensuring change takes place. The leader's relationship with the followers is important in ensuring success of change within organization since the favorableness is high in situations where the leader are in good relations with the followers. Managers should ensure that they have health relationships with employees/ subordinates to ensure change is effective in the organizations.

This theory helps us understand that for effective change to happen the leader has to ensure that the situation in which he/she is implementing the change is highly favorable. This theory helps explain the leader's responsibility in creating the right environment in which to effect change successfully. Failure to have the right situation leads to failure of achieving the change. In this study this theory explains how a leader may use a diversity of leadership styles in situation to effect change in the county. The leader can use any of the five leadership styles transformational leadership style, demographic leadership style, transactional leadership style, and the autocratic to bring about the desired change depending on how favorable a specific leadership style is able to bring the desired change. This theory supports four independent variables which include: the transformational leadership style, transactional leadership style, autocratic and the democratic leadership styles.

2.2.2 Behavioral Theory

The behavioral leadership perspective assumes that leadership is dominant to achieving organizational goals and objective. The theory focuses on the leader's conduct and not on leader's individual traits/characteristics. This style was first started by both the University of Michigan and Ohio State University (Kirkbride, 2006). They conducted various studies to identify the leadership behaviors that are important in the effectiveness of an organization. From their findings it was discovered that there are two main procedures of leader behavior's which are employee-centered and production- centered (Yukl, 2012).

In the employee-centered behavior the leader is very concerned and is sensitive to employee's feelings. The leader therefore tries to make things pleasant for them to ensure that they are happy. The second behavior of the production centered leader emphasis is on the completion of the organization task (Avolio, 2007). The results from the study showed that leaders need to be high in both behaviors. The behavioral theories help explain the leader's behaviors in which they need to facilitate change within the organization effectively. The leader needs to have the behavior of being concerned with

employees so as to ensure the employees do not reject the change implemented since the leader consulted them. This study relates to the study since the leader understands the need to be both people centered and also production centered. The county leader needs to have both characteristics to ensure change to take place.

Through being people centered the county leader is able to appeal to the followers through encourage and support their followers to engage in the decision-making process and coming up with solution together as opposed to the production centered where the leader is autocratic and sees as achieving set objectives as more important than appealing to followers. This theory supports both the democratic leadership style and autocratic leadership styles variables. By being people centered a leader is being democratic and by being production centered leaders are autocratic.

2.2.3 Great Man and Trait Theories

The Great Man theory advanced around the 19th century the theory was commercialized in the 1840s by Scottish writer Thomas Carlyle. Nevertheless, in 1860 Herbert Spencer expressed a counter-argument that has endured persuasive through the 20th century to the present. Great man theory is rooted on the assertion that leaders are instinctive with innate, leadership abilities which makes individuals accept them as leaders. The theory is grounded on the argument that the leaders are always correct and their leadership is entrenched in their own virtue. Followers elevate the leaders based on their unique qualities making them powerful and influential.

This results in followers following the leaders without doubting their judgment in different situations. The trait theories are grounded on the great man theories. Similar to the great man theories, the trait theories assume that leaders are born with unique physiognomies which style them diverse from other individuals. Trait perspective to understanding leadership perceives leadership as the essential of organization efficiency and goal achievement. Sashkin and Sashkin (2003) argue that scholars such as Stogdill, in his mission for determining the secret of great leaders by reviewing research reports

on leadership were founded on the assertion of great leaders being born. Stogdill was able to determine that leaders were more intelligent, creative, outgoing, responsible, self-confident, taller and heavier than the average persons. As Oke, Munshi, & Walumbwa (2009) did report on leader's trait research that it was later more dedicated on the contrast amongst the leader traits and his ability to be effective rather than the contrast between leaders and non-leaders. They identified that the possession of some trait may contribute to leadership effectiveness they emphasized that no set of traits guarantees leadership effectiveness.

Blanchard (2008) identifies traits such as self-confidence, integrity, emotional maturity, and stress tolerance as traits that make a leader effective. This theory helps explain traits that are present in transformational leaders who need certain traits for them to be able to influence, motivate and stimulate the follower in situations of change management. The transformational leader with this characteristics and qualities is able to affect change within the organization through his abilities as a leader and hence reducing the resistance to change since he has well expressed his vision to his followers.

This theory relates to the study in observing the leaders in the counties on whether they possess the traits that helped them influence the followers to follow their course of action over another through the use of charm, creative, outgoing, responsible and assertive behavior which help the leader to be able to inspire staffs to give up their own personal ambitions towards the better good of the organization. This theory supports the transformational leadership style variable.

2.2.3 Leader-Member Exchange (LMX) theory

LMX theory emphasizes on the relations amid the leader and the employees i.e. the impact of the leader in the setting of dyadic relationships. The theory was industrialized by Fred Dansereau, George Graen and William J. Haga, in 1975. Dyadic discusses the correlation amid two characters i.e., amongst a leader and an employee. The key principle of LMX model is that supervisors advance on diverse relations with employees and that the

excellence of this association impacts several of emotional and behavioral employee results. As a result, the theory recognizes that supervisors do not treat all employees in similar manner (Glendon, Clarke, & McKenna, 2006).

Previous researches on the theory exhibited the correlation amongst supervisors and employees impacting the degree to which the staff was deliberated as part of an 'in group' or 'out group'. Involvement in an 'in group' or 'out group' is dogged by the degree to which the supervisor is capable of working well with the employees and the magnitude to which they are prepared to carry out accomplishments that go past his official job depiction (Bass & Bass, 2008).

Later research enthused from learning the dissimilarities amongst supervisors and 'out group' and 'in group' employees to scrutinizing how the feature of the theory correlation influences both persons and organizations (Northouse, 2010). LMX is characterized by trust, support, and mutual respect, is associated to several positive personal and organizational effects, comprising more optimistic employee approaches toward the organization. This result to advanced levels of obligation and general satisfaction and less intent to abandon improved job presentation and better job promotion chances (Northouse, 2010; Gerstner & Day, 1997; Bass & Bass, 2008).

The leader-member exchanges develop over time as shown in Northouse (2010) who suggests that leader-member exchanges go via three phases: the stranger phase, whereby leaders and staffs relay individually other in an official style and acquiescence with the supervisor is inspired by personal-benefits. Secondly, acquaintance phase, and forms a testing period for the supervisors and employees' correlation throughout which the leader attempts to determine if the employees are capable of taking on more roles and responsibilities. The employees, furthermore, scrutinizes whether the leader is eager to deliver more tasks and chances. Effective interactions throughout this phase aid advance faith and respect amongst leaders and employees. Lastly, throughout the final phase, leader-member contacts advance into developed organizations characterized by trust, respect and duty. This segment is characterized by quality relations as employees rely on

supervisors for provision and reassurance and supervisors rely on workers for extra projects and help.

High quality LMXs, supervisors and staffs work beyond their personal interests to the mutual good of the team and the organization (Northouse, 2010). This theory helps explain the relationship between the leaders and subordinates and how they relate into when working together. For change to take place without challenges in the organization there is need for the leader and subordinates to have trust and work together harmoniously. This theory explains the transactional leadership style where a leader there is an exchange of rewards and promises between the leader and follower. This theory helps explain the correlation amongst the leader and the follower and how the leader can use this relationship to get the follower to do what they want. The leader can be able to influence change through this relationship with the subordinates in the organization. This theory is important to the study in looking at how the leader at the county uses both inspiration and threats to motivate their followers into following a certain course of action in the county. County leaders resulted to threats if inspiration fails to motivate the followers to a course of action. Thus this theory helps explain how leaders would use any method in their power to get the followers to do what they want. This theory supports the transformational leadership style and the transactional style variables.

2.2.4 Hersey and Blanchard's Situational Leadership Theory

This model on situational leadership model by Hersey and Blanchard's was established in 1977 and is founded on the leadership studies done in Ohio. The model comprises of a two-dimensional model that constitutes four leadership styles (Grint, 2011). The leadership model emphasizes that there is no one effective leadership style in different circumstances (Conger, 2010). Leadership to be effective the leader must first determine the maturity level of the followers before picking a leadership style (Bass, 2008).

The model suggests that the leader has to select amongst four leadership styles which fitted the situation. The leader chooses the situation depending on the maturity readiness of the subordinates. The model aims at creating a match between the situation and the leadership style employed. According to Bass & Bass, (2008) they describe maturity or enthusiasm as being the degree to which subordinates are willingness to accomplish a task. In change management the leader needs to match the maturity of the subordinates so as to ensure that change takes place effectively.

The level of maturity of followers helps determines the right leadership style and this relates to previous training and educational interventions (Bass, 2008). This theory helps explain the use of one or more leadership styles by a leader to effect change in the organization. The leader looks at the maturity and readiness of the subordinates to select the leadership style to practice in that situation. This means the leader used the leadership style which got the best result and so he/she has no definite leadership style preference. This theory supports the transformational leadership style, laissez –faire leadership style, democratic leadership style and autocratic leadership styles variables. This theory applies to the study since it explains how the county leader will choose a specific leadership style in a certain situation according to the maturity and readiness of the subordinates. Therefore, the leader seeks to determine situation in order to come up with a specific leadership style that helped in the effecting of change in the county government.

2.2.5 The Vroom-Yetton-Jago Normative Contingency Theory

This Vroom-Yetton-Jago model was made originally by Victor Vroom and Philip Yetton model and was further improved by Vroom and Arthur Jago. Vroom and Jago (1988) state that this model is related to the path-goal theory which pronounces the way a leader is supposed to act in different circumstances so as to enhance efficiency. This model focuses on a major aspect which is the leader's behavior, when it comes to allowing subordinate choice making. The leader ought to know which decisions can be made by the subordinate and which the leader has to make. It is founded on one phase of leader behavior and that is subordinates' participation in decision-making.

Vroom and Jago (1988) assert that there exists no leadership style which can be found appropriate to use for all situations and therefore leaders need to follow or develop several of responses which may range from autocratic to consultative. The leader has to apply a leadership style that ought to be appropriate for a certain circumstance. They advise five decision-making styles of which each requires diverse degree in contribution by the staffs. These styles are founded on two factors which are individual decisions and time driven decisions. The time driven influences demand a leader to make verdicts as fast as conceivable and progress determined issues are employed by the leader when he wants to develop the subordinates' capabilities in decision-making (Barling and Hopton, 2011).

The leader identifies that there are some decisions that can only be made by the leader and some which he can involve the employees. Therefore, this method asserts that the leader can use both methods depending on the leader's discretion.

This theory applies to the study by helping explain situations in which the county leader can use his discretion to make some decisions can only be made by the leader and at other times involve followers for the decisions which the leader feels he need to consult. This theory supports the autocratic and democratic leadership styles variables depending on the situation.

2.2.6 The Path-Goal Leadership Theory

Path-goal model (PGM) is based on goal setting and expectancy theories of motivation. The writers of this model are House and Mitchell who use the model to clarify how leadership behavior has an influence on performance and the satisfaction of employees. Motivation helps people to be able to tackle challenges and stay focused on a set goal, irrespective of professional or personal goals and targets (Chipunza, Samueel & Mariri, 2011). Leadership is the most important factor in motivating employees and improving productivity. The most essential principle of this leadership model is that behavior by

leaders should motivate and satisfy the employee to the extent in which it increases goal attainment.

The difference between this leadership theory and other models is that this model doesn't have a leader trait and behavior variable. The leader's responsibility is to increase the subordinate's motivation to achieve organizational goals thus leading to organizational effectiveness. Motivation refers to the act of clarifying the subordinate's path towards the achievement of rewards it is done by identifying and learning behavior that lead towards the successful accomplishment of task and organizational rewards (King, Lunn & Michaelis, 2010).

There is an exchange of rewards and promises of reward for taking certain course of action. The theory is relevant to the study since the county leader used rewards to motivate the employees to act in a certain way. This theory supports the transactional leadership style variable where the leaders used both punishment and rewards to motivate certain courses of action in the county so as to achieve certain changes that the leader wants to have. By motivating the employees towards a course of action now change takes place. This model explains the transactional leadership style which followers are given some type of reward to motivate them to work.

2.3 Conceptual Frame Work

A conceptual framework helps explain the relationship between the independent, moderating and dependent variables. The conceptual framework of this study looks at the effect of leadership styles on change management in selected county governments in Kenya. The moderation effect of family characteristics as moderating variable, on financial management practices as independent variables and growth of family businesses as the dependent variable. For this study the independent variables were transformational leadership, autocratic leadership, democratic leadership, laissez faire leadership, and transactional leadership.

The dependent variable was change management. A conceptualization of the connection of the independent variables, and the dependent variable is illustrated in Figure 2.1.

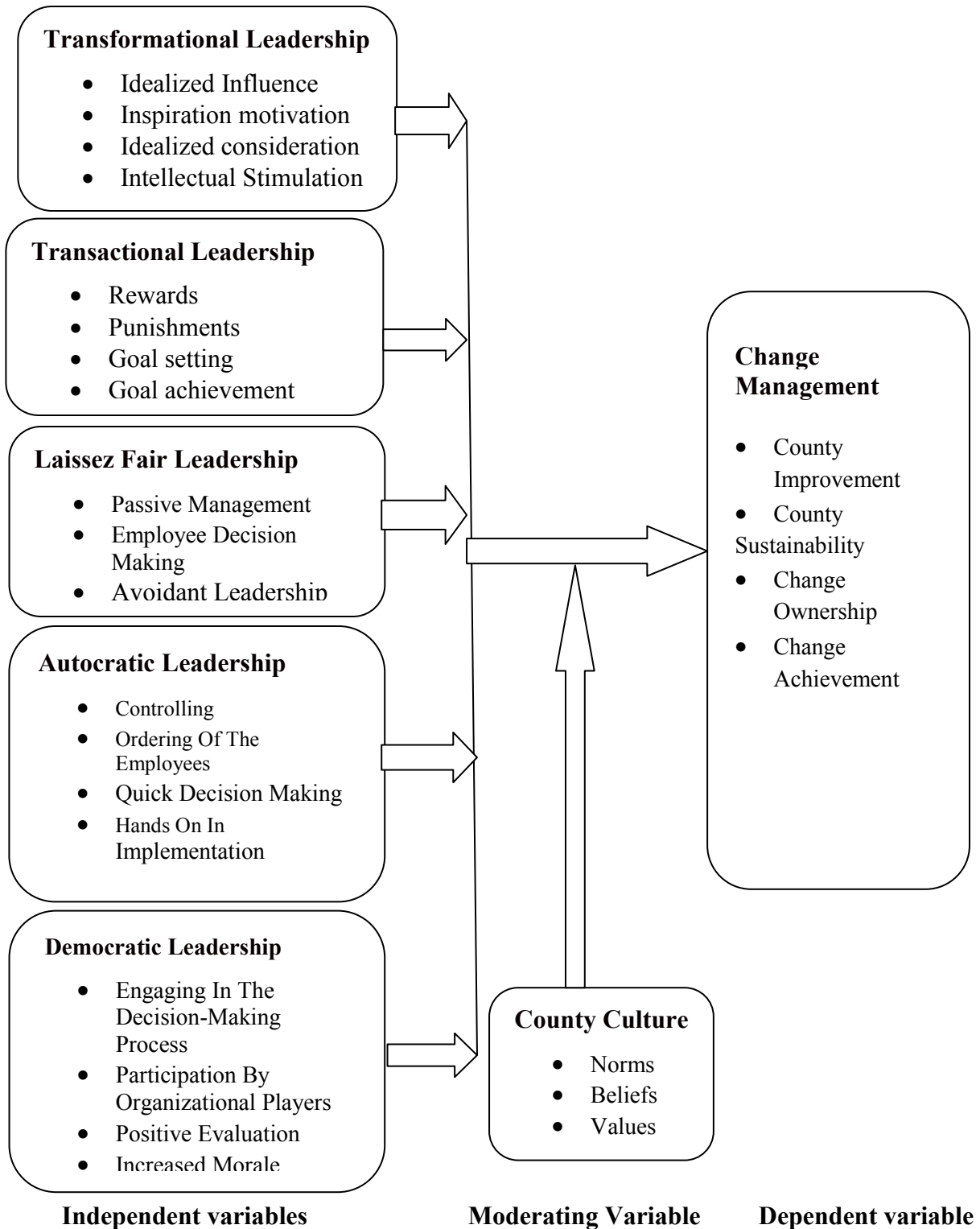


Figure 2.1: Conceptual framework

2.3.1 Transformational Leadership

According to Peter & James (2013) the transformational leader is apprehensive in “realizing a revolutionary change in the organizations and human service”. Bass and Avolio (2006) definition of transformational leadership was as the competence of a leader to be able to inspire employees to give up their own personal ambitions towards the good of the organization. Simola, Barling and Turner (2012) assert that the transformational leader is morally upright manager who is concerned with development of the values, moral maturity and standards of the subordinates. This is done by strengthening the subordinate’s will to serve for the wellbeing of others and their organization.

According to Hackman & Johnson(2009) who defined the transformational leader as an original and one who was less likely in supporting the present state by looking for other prospects while facing of risk. The leader attempts to mold and build rather than reacting to the environment (Simons, 2010). Transformational leaders therefore motivate subordinates into accomplishing more than focusing on their own individual values and providing guidelines for the alignment of their values to the ones of the organization (Petranker, 2010). The leader helps the employees in becoming more creative, innovative and bringing new ideas to the organization that will permit the organization to grow familiarize itself to the ever altering external environment (Bushra, Ahmad& Asvir 2011).

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

Caldwell (2011) asserts that change is the key focus in transformational leadership. According to Wang & Howell (2010) who notes that the transformational leader needs to possess characters such as high self-esteem, high self-regard plus self-awareness in order to be effective in the transform of organizations and employees. Abrell, Rowold, Weibler and Moenninghoff, (2011) suggested the following as vital characteristics of transformational leadership which are creating a mutual vision, looking at the bigger picture and engaging with the complex issues, analytical approach, cheering participation and motivation, sharing data and enabling trust in working team, recognizing donations and celebrating accomplishments, creating chances for learning and supporting employee growth.

This type of leadership tends to increase the team's morale and ends up motivating the team members (Wilson, 2011). A study done by Wegge, Shemla and Haslam (2014) found out that the amount of transformational leadership used by a manager had a direct effect on a business unit's performance.

2.3.2 Transactional Leadership

Rowold, J. (2014) defined transactional leaders as individuals who “know what they want to achieve from their work and attempts to determine how they can achieve it. They determine: whether performance warrants exchange of rewards.; exchanges rewards and assurances reward for performance; and they are receptive to one’s direct self-interests if they are able to be encountered by accomplishing the work done “. Groves and Larocca (2011) asserted that workers are encouraged through the use of compensation. Rowold (2014) asserts that the leader holds the employees accountable regardless of resource availability or competency.

The transactional leader develops a vision, sells the vision to the employees and leads the way to the accomplishment of that vision. Success is determined by the leader having enough power and strength to have the employees perform the duties required of them (Pieterse, Van Knippenberg, Schippers & Stam, 2010). Kuppelwieser (2011) reported that the transactional leaders are mostly concerned with upholding of the “status quo” for their respective organizations. Transactional leaders have been identified to inaugurate routine requirements and ascertain they are achieved within a given time frame, limiting the contentment of workers and fashion low amounts of employee obligation and satisfaction (Dana & Bing, 2015).

Transactional leadership has been alienated into three distinct procedures that assist in the influencing of employees: active management by exception, contingent reward, and passive management by exception (Harold, 2011). In active management by exception, the transactional leader examines for mistakes, indiscretions, exceptions, divergence from standards, complaints, infractions of policy and regulations, and failures and he or she takes remedial act earlier or when these happen (Caldwell, 2011).

Transactional leadership has various shortcomings than advantages. Wegge, Shemla and Haslam (2014) assert that a transactional leader tends to be commanding and does have high confidence which is fixated on the job. Wilson (2011) asserts that transactional leadership is mostly suitable for a group setting that is under crisis since it offers gratification through a vital resolution. Caldwell, Hayes and Long (2010) noted the outcomes with transactional leadership are not valuable over time. Often transactional leaders focus on staff's needs; they do not suggest opportunities for obtaining motivation, job contentment or allegiance (Phipps, 2012).

Commonly the transactional leadership style is castoff frequently in organizations led by command and control procedures (Dixon, & Hart, 2010). Groves and Larocca (2011) stated that workers in a transactional framework acquire their position within the organization over competition and conformity. Furthermore, leaders continue to labor

within the transactional style and have a habit of been autocratic (Rowold (2014). With unanticipated issues, role model through conducts and goal setting, and network effectively (Eisler, & Carter 2010).

2.3.3 Laissez-Faire Leadership

This leadership style involves an inert leader who doesn't concern himself/herself in the stimulation of subordinates to get them to achieve certain goals (Giri & Santra, 2010). The Laissez-Faire style of leadership encourages the subordinate centered attribute where they are left to make decisions (Yukl, 2010). Leaders using this leadership style fail to offer any positive or negative direction to their employees (Rothfelder, Ottenbacher & Harrington, 2012). Pieterse, Van Knippenberg, Schippers and Stam (2010) notes that these leaders renounce their leadership which ends up giving employees more decision-making power than any other leadership style. This intern leads to employees amplifying their power and influence in an organization or company.

Mahajan, Bishop and Scott (2012) assessment of the leaders shun any organizational duties such as goal setting, achievement and other important matters. They assume that anything that comes the employee way they will be able to solve it and there is no need for their input. Some advantages for this style of leadership are that it permits participants to grow working relationship and gives employees a chance to make decision while there are other disadvantages such as incorrect decision making (Uddin, Noor and Shamaly, 2011). The absence of any leadership results to goals not being achieved and promotes cultures of ineffective leadership (Schneider & Schröder, 2012). This method of leadership is ineffective in managing change since no change will be successful without inputs of the leaders who in turn offer direction for organizations (Edwards & Gills, 2012).

2.3.4 Autocratic Leadership

This style of leadership was recognized by both the University of Michigan and Ohio State University studies as being job-centered approach (Boulter, 2010). This means the leader is after the accomplishment of the goal and will do anything to move towards ensuring that goal has been achieved. The leader's behavior focuses on taking control of the process of change to ensure that change takes place quickly and that it does not fail (Dixon & Hart, 2010). The leader makes order of the employees without offering much clarification and dialogue (Kim, 2010). The leader controls the employees through threats and reprimand (Awan and Mahmood, 2010).

This type of leadership offers various advantages such as swiftness of activity completion ensuring that projects are easily completed, the leaders is hands on in implementation of project (Levine, Christian, & Lyons, 2013). This type of leadership has the following disadvantages such as the dissociation of group members and the discouragement of employees to use their own methods to do an activity (Anwar and Haider, 2015). Pearce and Manz (2011) this method is best when a group is in danger of not achieving an activity in a timely manner or in crisis management. This method is the best for initiating change in short implementation periods (Bhal & Dadhich, 2011). It can help in the implementation of change in a group that is resisting change.

2.3.5 Democratic (Participative) Leadership

Democratic leadership commonly referred as participative is where the leader is pioneering, adventuresome and has an imaginative mindset used to empower employees in making decisions in the organization (Lisa, 2013). Participative leaders encourage and support their employees to engage in the decision-making process (Wegge, Shemla, & Haslam, 2014). They do this using meeting periodically and by listening to their inputs. Here the leaders are able to understand the employees and how they can involve their inputs in the decision by the organizations (Kelly, 2014). Therefore, this type of leadership necessitates and inspires participation from organizational players and

involves them in decision-making to ensure advancement of the organization (Benn, Todd, & Pendleton, 2010). This is done by giving out financial and self-image awards to the employees to boost their motivation.

Employees will gain financial gains and positive evaluation that translate to increased morale (Ruiz, Ruiz, & Martinez, 2011). Groves and Larocca (2011) noted this resulted in the improvement in labor relations, employee commitment, increased organizational allegiance, occupational contentment, apparent support, organizational ownership behavior, and employee performance (Tandoh, 2011). This type of leadership style is ideal for change management since everyone was invited to input their views and opinions so ensuring the change is effective.

2.3.6 County Culture

Webster's dictionary (2016) insists that culture is the ideas, arts, skills, customs, etc. of specific individuals in an assumed period of time. Astute managers have comprehended that any organization also has its specific corporate culture. It symbolizes an extensive series of communal phenomena, together with an organization's customary dress, language, subversion, modes of deference, behavior, myths, beliefs, ceremonies and rituals, values, symbols of status, and assumptions; all of which aid to describe an organization's character and norms (Nikčević, 2016).

Considering the organization's principal ethics can inhibit potential internal conflict, which is the key motive for our research into these cultural issues (Awan & Mahmoud, 2010). Culture is socially learnt and transferred by members; it delivers the guidelines for behavior within organizations (Ag Budin & Wafa, 2015). The essential morals of an organization start with its leadership, which will then grow to a leadership style (Chapman, Johnson & Kilner, 2014). Workers will be controlled by these ethics and the conduct of leaders, such that the behavior of both parties should become increasingly in line.

When strong integrated behavior, values and beliefs have been established, a steady organizational culture develops. Leaders have to respect their purpose in upholding an organization's principles. A strong culture is a system of guidelines that influences how societies should behave (Nikčević, 2016). Culture regulates how people do things within an organization and acts as a medium to which all organizational members relate to and act. In the county leadership style is highly influenced by culture and this does affect the change management in the county, thus the study used the county culture as a moderating variable to moderate the research findings.

2.3.7 Change Management

Change refers to the set of various actions that result to a shift in ways and procedures that may affect the ways in which organizations perform (Auer-Rizzi & Reber, 2013). Change begins after organizational management feels it is dissatisfied with the status quo. Change can be intentional or unintended. Most planned change is related more to the management this means that they are a deliberate effort in attempting to make things happen. There is need for strong pledge and logical approach for planned change. Some of the most important things to evaluate in scheduled changes are the leader's vision and set objectives. Change in the organizations affects the tasks and factions. The leadership styles (LS) are a crucial part in managing organizational changes since they are important in the handling of resistance. The leader has to be able to bring out the best behaviors in the employees so as to be able to achieve the required change. Therefore, the leader needs to constructively be able to deal with the human emotions (Pearce & Manz, 2011).

Organizations that are unable to adopt to change cannot be able to survive long in market. Organizational change provides various important benefits such as it improved financial performance, improved competitiveness, enhanced employees and customer satisfaction and leads towards organization improvement and sustainability (Mwangi, 2015). These are among the benefits an organizational gets from engaging in positive change and the leader has the responsibility to drive this change (Rothfelder, Ottenbacher

& Harrington, 2012). The organizational change process is very challenging but leads the organization towards success.

Change can lead to the organization being capable to meet future demands (Schneider & Schröder, 2012). As he continues to note that change for organizations is important in dealing with complex market situations. Cameron (2011) states there are need for management of change and he refers to it as being the structured strategy and process in which change is managed within an organization. It involves also managing the reaction to change by employees. The failure to adapt appropriately and timely results to organizational failure. Limbare (2012) argues that as the organization is undergoing change, the management should exercise leadership styles that promote the achievement of the change. The leaders should be the role models for the employees and should exhibit behaviors that promote the required attitudes from employees in relation to the change taking place.

2.4 Empirical Review

This section will look at the empirical review of the study. This section will look at past studies that looked at the relationship between leadership and change management.

2.4.1 Transformational Leadership and Change Management

Mwangi and Kwasira (2015) obligation in transformational leadership on organizational modification in certain public secondary schools in Nakuru north sub county, Kenya. The aim of this research was to study the importance of transformational leadership in organizational change in public secondary schools of Nakuru North Sub County, Nakuru County, Kenya. Moreover, the research wanted to institute the influence of inspirational leadership on organizational change. The target population comprised an aggregate of 406 tutors and principals. Eighty-one respondents from the sample were drawn from the board population by means of stratified random sample method. The study showed that transformational leadership certainly plays a significant in organizational change in that

it inspires enthusiasm which is one of its essential fundamentals in organizational change in the abovementioned schools.

The study suggested that the school heads have to persuade their members of staff by motivating them in such a way that they will enthusiastically clinch change in their schools. Datche and Mukulu (2015) in their study on the effects of transformational leadership on staff engagement: A study of civil service in Kenya. The stress was on the impact of idealized influence, individualized consideration, intellectual motivation, and inspirational motivation of supervisors in the civil service in Kenya on engagement of subordinates to the organizations. An investigation statistics collected from 252 civil employees from 18 best performance state organizations was used to explore the current relationships. The results concluded that transformational leadership though positively relation to employee participation in general; the leader performances of intellectual stimulation and individualized reflection of supervisor were found to be positive and moderately linked to employee engagement.

Supervisors' inspirational enthusiasm of leader was poor and irrelevant while idealized influence was negatively associated to employee engagement. The researchers thus endorse programs for leaders in civil service around transformational leadership with prominence on inspirational motivation, individualized concern, and intellectual stimulation if these leaders are to inspire their subordinates' participation to their organizations. Suada and Dževad (2014) study on the significance of transformational leadership in influencing employee approaches towards organizational change. The empirical research presented in the paper exhibited that the result of transformational behavior was mainly striking in the case of variations that are reactive, transformative, and that will alternate the character of the organization.

2.4.2 Transactional Leadership and Change Management

Komor (2012) in his research the relationship amidst transactional and

transformational leadership and organizational change. A non-experimental proportional research design was used and the research differentiated three departments at a British IT firm experiencing a major change. The study involved 59 staffs in these departments. Results shown that personnel with transactional and transformational leaders had similarly high scores for commitment, performance, satisfaction, and they were positive to change.

Moore (2012) in her study demonstrated the nature of leadership styles in women and men. Multifactor Leadership Questionnaire was used as a means of impartial assessment of the leadership style of several specialists. This study main's purpose was to identify whether women could exhibit more transformational and men more transactional leadership behaviors on the MLQ. Conflicting with the previously established meta-analyses of gender and leadership, this study found that neither women nor men have a tendency to exhibit more transformational or transactional behaviors. Worth noting is the fact that women did vary extensively from men on one of the five transformational subscales.

2.4.3 Laissez-Faire Leadership

Inju (2015) study on the Positive effects of laissez-faire leadership: a theoretical study. The Purpose of the study was to maintain that this conservative opinion is prejudiced from the start as it is loaded with the notion that laissez-faire leadership is non-tactical and therefore suggests negative magnitudes. The foremost interpretation of laissez-faire leadership has so far been termed as zero leadership.

Subsequently, it has been recommended that laissez-faire leadership often leads to negative concerns in employee's performance and attitudes. The findings moreover argue that to unveil the actual results of laissez-faire leadership, emphasis need to shift to

the behavioral feature of laissez-faire leadership, or non-participation of a leader/leadership. This paper used theoretical presentation and obtained schemes to encourage the revision of laissez-faire leadership in balanced ways. The findings insisted on the behavioral aspect of laissez-faire leadership, or non-contribution of a leader/leadership permits this paper to discover prospective positive results, particularly with contemplation with dynamics of time.

Present studies about laissez-faire leadership have been limited to negative concerns, this research explores different settings in which laissez-faire leadership ought be optimistic. This research is among the first tries to smoke out likely outcomes of laissez-faire leadership, which ought not just negative, but by encouraging the behavioral feature of non-participation of a leader.

2.4.4 Democratic (Participative) Leadership and Change Management

Soulita (2015) study on the appropriate leadership styles inspire employees to adapt to change. The study had 12 respondents who had senior management roles in the FEBM. The results of the findings revealed that there are five main leadership styles that leaders in the FEBM employed in order to inspire people to adapt to change. These are transformational leadership, laissez-faire leadership, charismatic leadership, the autocratic leadership style, and democratic/participative leadership. The study showed that some leaders executed more than one leadership style to motivate employees to participate in the change process.

This is because the leaders would change their leadership styles determined by the situations and the level of satisfaction of the employees. The study concluded that the FEBM leaders have an extensive understanding about the most suitable ways to motivate employees in times of change. Vesterinen et al. (2013) study on the importance of this research was to investigate nurse managers' insights correlated to their leadership styles, knowledge, and their expertise in these areas in health Centre wards in Finland. The

findings were composed from nurse managers (n = 252) in health Centre hospitals in Finland by means of an organized questionnaire (response rate 63%).

Six leadership styles visionary, isolating, coaching, commanding, demographic, and affiliate were reflected on. Most respondents in each age group examined four leadership styles visionary, affiliate, coaching, and democratic to be very important. Nurse Managers assessed their understanding and abilities in leadership styles to be essentially impartially sufficient or sufficient. Nurse Managers' capabilities to echo, recognize, and, if necessary, amend their leadership style since they have continued to influence the work unit's achievement and employees' job satisfaction.

2.4.5 Autocratic Leadership

Alkahtani (2011) research on the effect of leadership styles considering the ability of Malaysian managers. This research was aimed at investigating the impact of the leadership styles leading to modification of various capabilities. A total sample of 105 managers was considered in this study. The findings of the research discovered these managers have a habit of using consultative leadership style. Surprisingly, they engage autocratic, democratic and some of them use laissez-faire, but unfortunately the respondents of this research scored higher in consultative leadership style. The findings of the research obtained that the leadership style was certainly associated with Principal Change. Both Openness to Practice and Emotional Firmness were meaningfully and certainly linked with Consultative Leadership Style that the managers use. Involvement Leadership Style was termed to be considerably and positively linked with Leading Change. In conclusion, the research concluded a positively important correlation amid personality of managers, their leadership styles and their leading change competences.

Van der Voet (2013) research studies to what degree dissimilar alteration approaches and transformational leadership of direct supervisors add to the efficient application of organizational change in public organizations, and to what magnitude the administrative structure of public organizations makes the application of organizational modification

difficult. The findings emphasize that administrative organizations may efficiently implement organizational modification with both planned and emergent change methodologies. The involvement of transformational leadership is determined by the type of modification method and organizational configuration.

Transformational leadership conduct of direct managers adds little to intended procedures of modification, but is vital in developing practices of transformation in a non-administrative setting. However, the literature on alteration managing often stresses the leadership of senior directors; the leadership role of direct administrators ought not to be overlooked throughout organizational change in public organizations.

2.4.6 Change Management

Achitsa (2013) in her study sought to determine the significance of leadership in the management of strategic change at Equity Bank Kenya Limited, based on the Transformational theory of leadership, the study determined the effect of the various leadership styles and behavior on management of change, realization of change objectives, employee morale, motivation and their overall satisfaction with their jobs. The results from this study indicated that different leadership styles were adopted in the organization depending on the situation so as to reinforce the need for change. A significant majority of interviewees reported that the participation of employees in the decision making process of the bank made them feel included in the change management process and the bank's leadership recognized the employee's efforts by making the work environment conducive for their participation.

The researcher suggested that basing on the importance of proper leadership throughout the procedure of management of strategic change in an organization, it is compulsory that organizations appoint the type of leaders with the essential set of skills and skills in order to certify that the change management process is handled correctly (Achitsa, 2013).

Further research should also be conducted in other banks and organizations to confirm findings of the study.

Wasim and Imran (2010) research on the significance of management in the phenomena of organizational change. The findings of study recommended and the findings of life cases of companies which are intentional for this thesis indicates: that a supervisor with the capabilities of “Vision” and “Innovative Approach” among other features prove more efficiently to settle the multifaceted wonders of organizational change with success. Moreover, effective structural change can result to invention for society, which is the primary key element success and sustainability. This research as a consequence planned a study which is derivative from the leadership capabilities, organizational change, and workable success and invention literature.

The findings articulate relationship amid effective organizational change and leadership on the base of his/her features, which are “Vision” and “Innovative Approach”. With the help of projected model this correlation can be noticed graphically. Cloete (2011) study on the relationship between leadership styles and organizational change. The findings discovered relationship amongst leadership styles and organizational change by quantitative research. The findings specify that there was a positive correlation (0,749 at the 0.01 level).

2.4.7 County Culture, Leadership Styles and Change Management

Nikčević (2016) study on the effect of managerial culture on management case study Montenegro. The purpose of the research is to inspect the stimulus of organizational culture on management. Empirical research included a sample of 16 organizations (423 employees) in Montenegro where participants responded to the questions. The examination of information obtained was directed by chi square test. The findings displayed that diverse types of managerial culture, dependent on their gratified, implying diverse styles of management.

Tsai (2011) Relationship amid Organizational Culture and Leadership Behavior. A cross-sectional research was carried out that concentrated on hospital nurses in Taiwan. Data was collected by means of a planned questionnaire; 300 questionnaires were given and 200 valid questionnaires were returned. To test the dependability of the data, they were examined by Cronbach's α and assenting influences. Correlation examination was secondhand on the relationships amid organizational cultures and managerial behavior. Organizational cultures were positively correlated with leadership behavior.

2.5 Critique of Literature Review

Mwangi and Kwasira (2015) study on the significance of transformational leadership on organizational change where the researchers looked only at the inspirational leadership on organizational change. The researchers did not look into the other elements of transformational leadership such as the intellectual stimulation, idealized influence and individual consideration. Datche and Mukulu (2015) in their study on the effects of transformational leadership on staff engagement. The study did not look into other leadership styles and only focused on the transformational leadership. Therefore, their findings were based on one leadership styles and not on all leadership styles.

Moore (2012) in her study examined the properties of management styles in women and men. Unlike former establishment by meta-analyses of gender and leadership (MAGL), this research concludes that neither women nor men have a tendency to show more transformational or transactional behaviors.

In studies dating from 1970 to 1990, male managers perceived male managers as more transformational (Ojwang, 2013). Achitsa (2013) in her study required to determine the role of leadership in the management of strategic change at Equity Bank Kenya Limited. The study major respondents were the top leadership. The researcher should have interviewed middle managers and workers to get their inputs on the role of leadership on the strategic change in the bank.

2.6 Research Gap

Leadership is considered as the main determinant of the application of organizational change (Herold et al., 2008; Higgs & Rowland, 2005, 2010, 2011; Liu, 2010). Change management literature focuses on how to make change possible using leadership. Many researches have been intensive on structural changes in several types of public sector organizations, local government organizations (Liguori, 2012; Seijts & Roberts, 2011; Zorn, Page, & Cheney, 2000) and central government organizations (Coram & Burnes, 2001; Ryan, Williams, Charles, & Waterhouse, 2008; Sminia & Van Nistelrooij, 2006; Stewart & Kringas, 2003; Stewart & O'Donnell, 2007).

Basing the reviews on the literature of structural change organization in public administrations between 2000 and 2010. These researches often stress the significance of leadership throughout modification in communal organizations (Karp & Helgø, 2008; Klarner et al., 2008; Ryan et al., 2008). Previous research done in private sector include Herold, Fedor, Caldwell, & Liu, 2008; Higgs & Rowland, 2005, 2010; Liu, 2010. A common view in public management findings is that the private segment understandings cannot be appropriate in public organizations (Boyne, 2006).

Therefore, there is need to do more studies in the public sector in order to understand factors in the public sector. Several studies recommend that the specific public subdivision context may impact structural change (Isett et al., 2012; Klarner et al., 2008; McNulty & Ferlie, 2004). Recently, studies have recommended adjustment in public organizations. Few studies have been done examining how the leadership styles affect the organizations change management and more so in Africa. As such, there is little empirical evidence about what affects change management specifically in relation to leadership styles employed in public organizations.

This study identified that from the reviewed literature there is a research gap in the study of leadership styles in the public area where the majority of research done on leadership styles is mostly towards performance and organizational commitment.

Therefore, it is difficult to convince county leaders and managers of the need for changes in practices until evidence of the effect of leadership styles on change management is provided and the relationship between the two variables is proved thus study looked at how leadership styles affect the county change management to fill in the existing research gap.

2.7 Summary of Literature

This chapter has looked into the various leadership theories and models found in literature. These theories include the great man and trait theories, behavioral theories, Fiedler's contingency theories, Leader-member exchange (LMX) theory, Hersey and Blanchard's situational leadership model the Vroom-Yetton-Jago normative contingency model, the path-goal leadership model. This is followed by a review of literature on each of the five independent variables under study namely: transformational leadership, Laissez-faire leadership, transactional leadership, demographic leadership, and autocratic leadership. The chapter also looks at the empirical studies on the independent variables. Literature in this chapter has shown that leadership styles have an effect on the dependent variable change management.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter aims to discuss the following areas which are the research design, target population, the sampling method, sample size, data collection methods, and data collection tools and data analysis.

3.2 Research Philosophy

The research philosophy of this study was the positivist paradigm. The overall aim of the positivist research process is to construct a set of theoretical statements that are generalizable and service the development of universal knowledge. Positivists claim there is a single, objective reality that can be observed and measured without bias using standardized instruments. This approach therefore tends towards the use of questionnaires for data collection and analytical statistical analysis such as hypotheses testing, random sampling, aggregation, precision and measurement (Serinyel, 2008).

3.3 Research Design

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

There exist several research designs some of the mostly used are the exploratory research design, observation design, experimental research design and descriptive research design. Chandaran (2004) defines research design as “an arrangement of conditions for

collection and analysis of data in a way that combines their relationships with purpose of the research”. The study used descriptive research design.

According to Creswell (2006), the descriptive method of research is used to gather information about the present existing condition where the researcher interacts freely with the respondents without undue influence; the emphasis is on describing rather than on judging. The study used this method due to its appropriateness to gather first hand data from the respondents and measure the variables. This helped to understand the effect of leadership styles on the change management in county governments.

3.4 Target Population

Zikmund, Babin, Carr and Griffin, Zikmund (2010) describe a population (universe) as any complete group for example, of people, sales territories, stores, or college students that share some common set of characteristics. Mugenda and Mugenda (2003) define population as “a complete set of individual cases or objects with some common observable characteristics”. Beck and Polit (2003) refer to the term population as the aggregate or totality of those conforming to a set of specifications. This shows that a population refers to a group of subjects or entities which have somewhat similar variables, concepts and phenomena. The target population for this study comprised of county executives, county chief officers and assembly members. The study focused on 4 counties Kiambu, Nairobi, Machakos and Kajiado in Kenya. These counties were selected due to the constant leadership wrangles in the counties which were due to leadership problems. The target population of the study is 501 respondents who comprised of county executives and county assembly members.

Table 3.1: Target Population

County	County Executive and Administration	County Assembly	Total
Kiambu	11	89	100
Nairobi	10	128	138
Kajiado	13	127	140
Machakos	12	111	123
Total	46	455	501

Source: Kenya County guide (2016)

3.5 Sampling Frame

According to Fowler (2009) a sampling frame refers to a set of people that have a chance to be selected. A list containing all sampling units is known as sampling frame (Kothari, 2004). In this study a sample of 218 was identified to take part in the study. The purpose of doing sampling is to acquire an understanding into the attributes or features of the target population basing it on the characteristics of the sample.

3.5.1 Sampling Technique

The study adopted a simple random sampling and convenience sampling. According to Mugenda and Mugenda (2008) the rationale for using simple random sampling method was to gain a representative sample and which also allowed generalizability of the results of the entire population. The convenience sampling method was used because it helped the researcher to use the most available respondents for the study.

3.6 Sample Size

Sampling is defined by Chandaran (2004) as a process of selecting a number of individuals in manner with the selected individuals represent the larger group from which the sample has been selected. It ensures representation of the whole population. According to Babbie, (2004), there are two types of sampling design or methods: probability and non-probability sampling. In probability sampling the principle of equal opportunity for all members of the population for the selection is assured. Probability sampling provides accurate information above groups that are too large to study in their entirety. Probability sampling comprises of simple random sampling systematic random sampling, stratified sampling, and clusters sampling, (Mugenda & Mugenda, 2003, Berg (2007). This study used a simple random and convenience sampling methods. This study had a sample of 218 individuals.

A sample was obtained using the following formula adopted from Zikmund, Babin, Carr and Griffin (2014).

:

$$n = \frac{Z^2 \cdot p \cdot q}{e^2}$$

Where:

$$Z= 1.96$$

$$p= 0.5$$

$$q= 0.5(1- 0.5)$$

$$e^2= 0.052$$

n = sample size

N = population size

e = error term or other parameters not used (minimum margin error).

Therefore

$$n = \frac{1.96^2 * (0.5)(0.5)}{0.05^2} = 385$$

The formula is adjusted as follows:

$$N_{adj} = \frac{nN}{n + N} = \frac{385 * 501}{385 + 501} = 218$$

The table below shows the sample size. The total sample size was 218

Table 3.2: Target Sample Size

County	County Executive and Administration	Sample size	County Assembly	Sample size	Total
Kiambu	11	4	89	38	42
Nairobi	10	4	128	56	60
Kajiado	13	5	127	57	62
Machakos	12	5	111	49	54
Total	46	18	455	200	218

3.7 Data Collection Instruments

Mugenda and Mugenda (2003) define data as all the information gathered by a researcher for the study. Data is categorized into two: primary data which is information

collected from the field and secondary data which is information obtained from magazines, periodicals, articles, books etc.

There are various methods of collecting data which can be summarized in four broad categories: interviewing, questionnaire observation and documents review (Orodho 2003). The study used questionnaires and, interviews to obtain primary data while the review of the county reports provided secondary data. Questionnaires were administered to the respondents.

The researcher targeted the use of collective administration to improve the response rate. The use of multiple data collection methods was emphasized in order to enhance the reliability of the data (Sekaran, 2003). This is “because each research method has particular strength and weaknesses” (Babbie 2004).

3.7.1 Questionnaires

The questionnaire was structured and unstructured in order to obtain all the relevant information, and was appropriate for the diverse respondents from different counties with varied experiences in the public service to produce predetermined response categories. Sasaka, Namusonge and Sakwa (2014) showed that self-administered questionnaires are usually preferred for purposes of developing close relationship with the respondents and also assists in providing clarifications sought by respondents on the spot.

3.7.2 Interviews

Interviews were conducted to enrich and compare with the data collected through questionnaires. It was necessary to conduct interviews in this study because interviewees give details in some specific areas of study. An interview is an oral administration of an interview schedule and provides an indebt inquiry to meet specific objectives of the study and guard against confusing questions since the interviewer can make

clarifications. However, they can be costly in terms of required technical and skilled labor (Kothari (2004), Mugenda and Mugenda (2003)).

In the interviews the researcher encouraged the interviewees to relate their experiences freely in order to reveal their opinions and attitudes. Interview was used for collecting data from all the members of county administration. The researcher's choice was based on the fact that interviews are able to give an in-depth analysis of the subject. The managers had valuable information which was considered important by the study which in the opinion of the researcher may not have been exhaustively covered through other methods.

3.8 Data Collection Procedure

Authorization was sought from the relevant authorities to conduct the study from the counties. Interviews were conducted with selected county executives, chief officers and county assembly members. Research assistants were hired to assist in administering questionnaire and reviewing documents. The questionnaire was structured and unstructured in order to obtain all the relevant information. The questionnaires were all administered on a one to one basis and the respondents were given three days after which the research assistants collected the questionnaires.

Both primary and secondary data was used in this study. Primary data was collected through issuance of questionnaire through the drop and pick method. The interviews were carried out in three weeks with each interviewee offering at least 40 minutes for the interview. The study used the research assistants to distribute the questionnaires.

3.9 Pilot Testing

Pilot testing was carried in the county offices of the chosen counties in the study. Pre-testing the instrument helps to identify the questions which respondents could have found confusing or they would have felt uncomfortable to answer. Twenty-two questionnaires were administered as this constituted 10 percent of the number of sampled

respondents. Based on the strata of the sample, the questionnaires were administered to the participants from Kiambu County to pre-test the questionnaire items. Pre-testing is done so as to make assessment of questionnaires before the actual study is carried out. Cooper & Schindler, (2006) and Mugenda and Mugenda (2003), state that the pre-testing procedure used should be identical to those used during the actual data collection. Corrections were then made on the questionnaires before they were distributed to the rest of the respondents. The piloted group was not included in the main study.

3.9.1 Reliability of Instruments

According to Kothari (2004) he asserts that reliability is the consistency of measurement, he continues to note that the more reliable a data collection instrument is, the more consistent the measure is. Therefore, reliability is a measure of the degree in which data collection instruments yielded consistent results after various repeated trials (Mugenda & Mugenda, 1999). It is concerned with the consistency and stability in measurement in research instruments (Sekaran, 2003). Consistency is used to indicate how well the items which are measuring a concept hang together in a set. Cronbach's alpha was used to test for the internal reliability of each variable in the study. Cronbach's alpha values range from 0 to 1 whereas Cronbach alpha coefficient of 0.7 and above was considered high enough to judge the instrument as reliable (Bryman, 2008).

3.9.2 Validity of Instruments

Validity refers to the meaningfulness and accuracy of inferences, which are based on study results (Mugenda & Mugenda, 2003). Kothari (2004) refers to validity as being the extent in which differences existing within a measuring instrument reflect the true differences among those which were tested. Sekaran (2003) asserts that there are two types of validities: external validity and internal validity. He continues to explain external validity as being the extent of generalizability of the results of a causal study to other settings, people, and events while Internal validity he asserts that it's the confidence in which we place in cause- and- effect relationships.

In order to make sure that there is high level of content validity in the study the researcher sought comments by supervisors whom she considers to be experts and incorporate the changes given accordingly into data collection instrument. The researcher also conducted a pilot study in order to be able to check the data instruments ability to collect the required information by the study. After which the result of the pilot was used to improve the data instruments.

3.10 Data Analysis and Presentation

Mugenda and Mugenda (2003) describe data analysis as the process of bringing order, structures and meaning to the mass of information collected. Data analysis involves interpretation and processing of data to provide answers to the research questionnaires. This is a qualitative study therefore descriptive statistical techniques were used to analyse the data which involved sorting, editing and identification of categories, themes and patterns, analyzing and interpreting of the results. The data obtained was analyzed using Statistical package for Social Sciences version 21 (SPSS) and the findings were presented in the form of frequencies, percentages, bar graphs and tables and pie charts and measures of central tendency such as mean, mode and median.

These assisted in drawing inferences and establishing the extent to which the independent variables affect the dependent variables in relation to the study. The collected data was used in assessing the effects of the five leadership styles on change management. According Chandaran (2004), analysis of descriptive data requires both measurements and description of measurement. It is essential because the mind may not understand the raw data therefore may not make sense out of it.

Content analysis was used to analyze the qualitative data which was obtained from the interviews.

Q-Q plot was used for checking for the normality of dependent variable. The researcher also tested for autocorrelation of residuals in the dependent variable using the Durbin

Watson test. Inferential analysis was used to perform correlation analysis to so as to be able to establish the nature of relationship between each independent variable and the dependent variable. The variables were also tested using the F-test to establish whether they are jointly significant. F values were used to determine their significance in the model. A regression model was used as the overall model to determine the relationship between the dependent and all the independent variables. The regression model below expresses the value of predicted (dependent) variables and the predictor (independent) variables and an error term.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_Z Z + \varepsilon$$

Where:

Y= Change management

X_1 = Transformational leadership

X_2 = Transactional leadership

X_3 = Laissez-faire leadership

X_4 = Autocratic leadership

X_5 = Democratic leadership

Z= Organizational Culture

ε =Error term

β_0 is a constant which denotes relationship between the independent variable and the dependent variables

$\beta_1 - \beta_5$ – Intercepts for the independent variables

3.10.1 OLS Model

The study also determined the presence of the moderating effect using the OLS model. This was done by estimating interaction effects using the regression model above which consists of creating an ordinary least squares (OLS) model and a moderated multiple regression (MMR) model equations involving scores for a continuous predictor variable Y, scores for a predictor variable X, and scores for a second predictor variable Z hypothesized to be a moderator (Aguinis & Gottfredson, 2010).

3.10.2 Heteroscedasticity

This study also tested for Heteroscedasticity. Heteroscedasticity means a state in where the variance of the dependent variable varies across the data, as opposed to a situation where Ordinary Least Squares, OLS, makes the assumption that $V(\epsilon_j) = \sigma^2$ for all j, meaning that the variance of the error term is constant (homoscedasticity). Normality is important in knowing the shape of the distribution and helps to predict dependent variables scores (Paul & Zhang, 2009).

3.10.3 Normality Test

This study also tested for normality. A normality test is used to determine whether sample data has been drawn from a normally distributed population. Q-Q plot was used for checking for the normality of dependent variable. Q-Q plot refers to a plot of the percentiles of a standard normal distribution against the matching percentiles of the detected data. If the observations follow approximately a normal distribution, the resulting plot should be roughly a straight line with a positive slope. Q-Q plot should be linear.

3.10.4 Autocorrelation

This study also tested for autocorrelation. Autocorrelation refers to the correlation of a time series with its own past and future values (Box & Jenkins, 1976). The autocorrelation function can be used to detect non-randomness in data and also to identify an appropriate time series model if the data are not random.

3.10.5 Multicollineality

This study also tested for Multicollineality. It refers to the undesirable situation where the correlations among the independent variables are strong (Martz, 2013). To test for multicollinearity, Variance Inflation Factor (VIF) was used.

If no two independent variables are correlated, then all the VIFs were 1. If VIF for one of the variables is around or greater than 5, there is multicollinearity associated with that variable. In this case one of these variables must be removed from the regression model (Cohen, Cohen, West& Aiken, 2003).

3.10.6 T-statistics

The study also used the t-statistics to test whether the hypothesized model was significant at 95% significance level. The hypothesis of the study was tested using Pearson Product Moment Correlation. The test statistics was generated from Statistical Package for Social Sciences (SPSS). The study used Pearson Product Moment Correlation so that the relationship between the leadership styles and change management was established. If the P (probability) value associated with each test was less than the significance level $< 0.05>$, the relationship was deemed statistically significantly. If greater, the relationship was deemed not statistically significant.

3.10.7 Exploratory Data Analysis (EDA)

This study also used the Exploratory Data Analysis (EDA). EDA is an approach/philosophy for data analysis that employs a variety of techniques (mostly graphical) to maximize insight into a data set; uncover underlying structure; extract important variables; detect outliers and anomalies; test underlying assumptions; develop parsimonious models; and determine optimal factor settings (Borden's & Abort, 2014).

In this study, EDA was used to reveal the data structure, assess whether the assumptions were met before any further statistical inferences are done, and detect outliers. Exploratory Factor Analysis (EFA) was employed in order to identify the constructs that were then regressed against the dependent variable (Cooper & Schindler, 2003). Exploratory Factor Analysis (EFA) was employed in order to identify the constructs that were then regressed against the dependent variable (Cooper & Schindler, 2003).

3.11 Operationalization of Study Variables

The table below shows the operationalization of the study variable and how they were measured in the study.

Table 3.2 Operationalization of Study Variables

See Appendix III

3.12 Research Ethics

This study adhered to proper research procedures and all sources of information used were acknowledged as far as possible. All participants that were selected for the study were given a letter of informed consent, which was signed prior to participation in the research study. From the signed and returned letter of consent indicated the subject's agreement to take part in the current study. Each respondent was kept anonymous to the public, and all information retrieved from the subjects was kept confidential. The study

sought a letter of introduction before proceeding to do the data collection from both the school and the government to collect data. The letter authorizing for data collection by the National Council of Science, Technology and Innovation (NACOSTI) to issued permission allowing the research to be carried out. The researcher explained that the findings from the study would be used strictly for academic purposes only. The research aimed to adhere to the three principles of ethics which are beneficence, respect for human dignity as well as justice to enable respect and protection of respondents (Polit & Beck 2003).

CHAPTER FOUR

DATA FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter comprised of the data analysis, findings and interpretation of the study. Results are presented using tables, graphs, scatter plots, pie-charts and descriptive statistics. This chapter includes the response rate of the study, general background information of the respondents and the descriptive statistics, Tests and assumptions and inferential statistics. Correlation and regression analysis were also done.

4.2 Results of Pilot Test

The study performed a pilot study on 10 respondents. The test as shown in the table 4.1 in order to test for the reliability of the instrument. The participating respondents in the pilot test were not included in the final study. Cronbach Alpha was used to evaluate the reliability of this instrument which measure internal consistency. Cronbach's Alpha value is widely used to verify the reliability of the construct. George & Malley (2003) provided the following values of the rule of the thumb for Cronbach's Alpha values > 0.9 Excellent, > 0.8-0.89 Good, > 0.7-0.79 Acceptable, > 0.6 - 0.69 Questionable, >.5.0.5.9 Poor, <.5.0. The results obtained were above the acceptable limit for all the variables.

Table 4.1 Cronbach's Alpha's Reliability Test for Study Variables

Item	Cronbach's Alpha	No of items	Comments
Transformational leadership	0.757	10	Accepted
Transactional leadership	0.888	10	Accepted
Laissez-faire leadership	0.872	10	Accepted
Autocratic leadership	0.892	10	Accepted
Democratic leadership	0.768	10	Accepted
Organizational culture	0.882	10	Accepted
Change Management	0.868	10	Accepted

4.3 Response Rate

The table 4.2 shows the response rate of the study. The researcher administered 218 questionnaires; the researcher was able to get 153 representing 70.2% of the questionnaires back. 65 questionnaires representing 29.8% of were not recovered. Babbie (1990) asserts that a response rate of 50% is considered to be adequate; this is corroborated by Bailey (1987) who asserts a response rate at 75% is considered

adequate. Rogers, Miller and Judge (2009) also agree and recommend a response rate of 50% which they considered acceptable for a descriptive/correlation study. This shows that the response obtained by the study was enough to conduct the study.

Table 4.2 Response Rate

Questionnaires	No. of respondents	Percentage (%)
Issued	218	100
Returned	153	70.2
Not returned	65	29.8

4.4 Demographics Information

This section presented the background information demographics such as the age, Position, highest level of education and response rate across county.

4.4.1 Age Distribution

The study sought to determine the age of the respondents who took part in the study. The findings were presented in figure 4.1 shows that the majority of the 59(39%) respondents were between the ages of 18-30 years, 35(23%) were between the ages of 31-40 years, 22(14%) were of the age of 41-50 years and lastly 37(25%) were of the age of above 50 years.

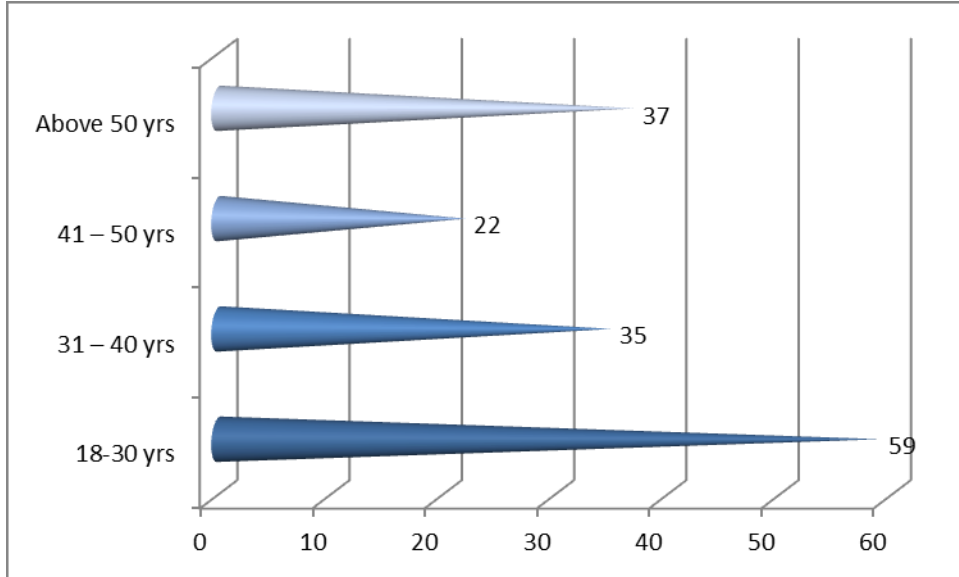


Figure 4.1 Age Distribution

4.4.2 Job Designation

The study went on further determine the job designation of the respondent and from the figure 4.2 show that the majority (73%) of the respondents were from the county assembly members, 18% were the county secretary, another 5% were directors, and finally chief officers were also 5%.

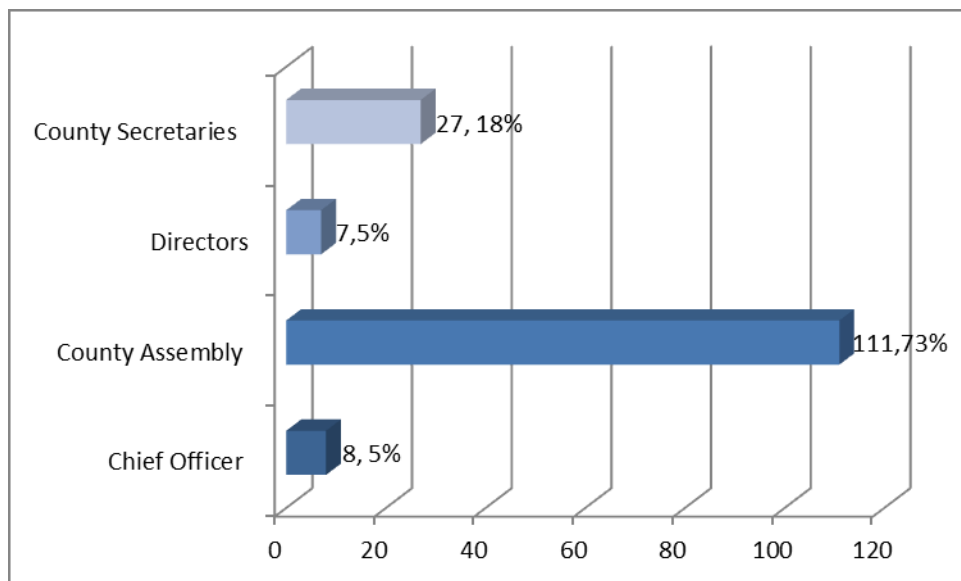


Figure 4.2 Job Designation

4.4.3 Academic Qualifications

The study further sought to establish the respondent's academic qualification of the respondents in order to understand their qualifications and their ability to provide the study with the information the study needs. From the study findings as shown in figure 4.3 shows that majority (44%) had a degree as the highest level of education, 36% had a master's degree, 18% had diplomas and 4% had doctorate degrees as the highest level of education.

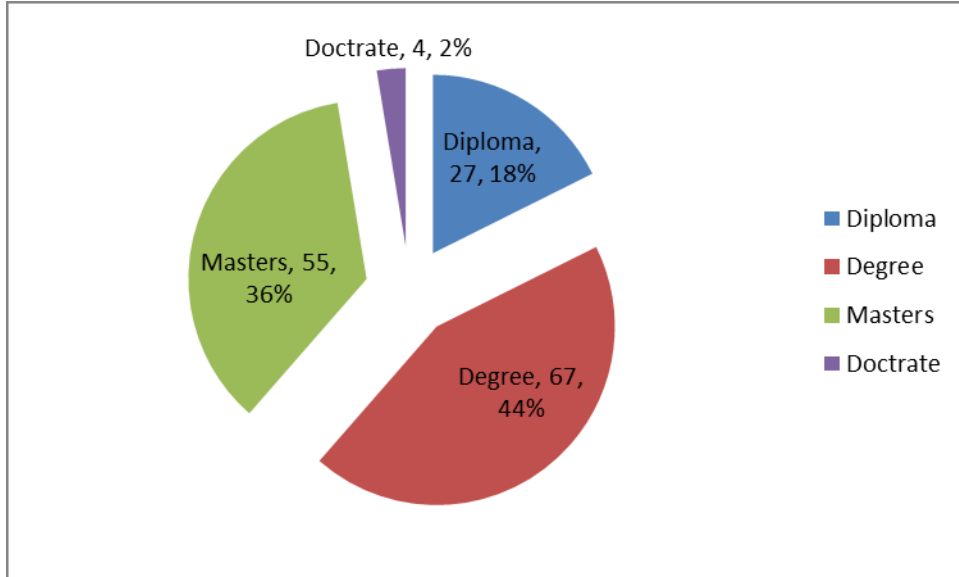


Figure 4.3 Academic Qualifications

4.4.4 Response Rate across Counties

The study went further to report the response rate of the counties in which the study performed the study from the findings as displayed in the figure 4.4 shows that the majority (43%) of the respondents were from Nairobi county, 29% were from Kajiado County, 18% were from Machakos and 10% were from Kiambu county.

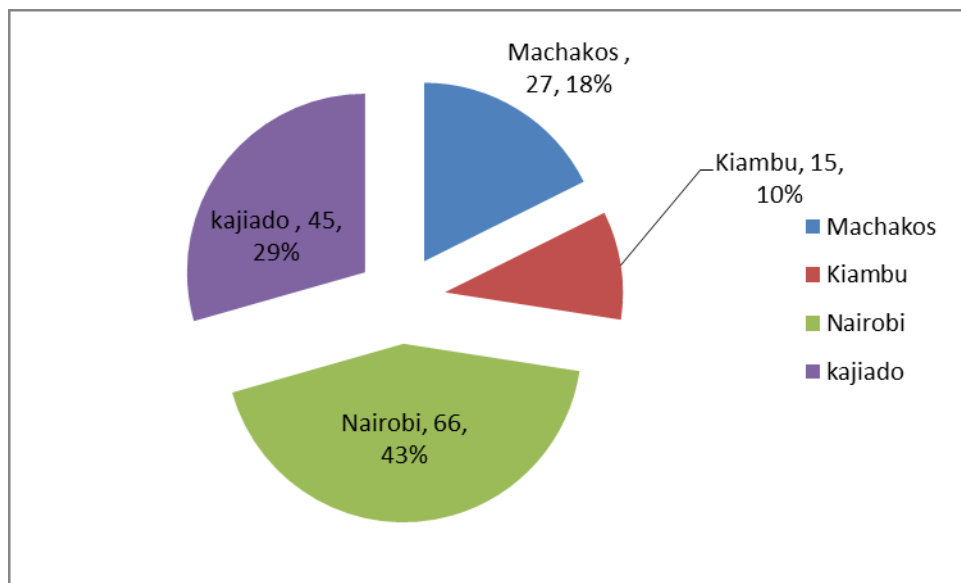


Figure 4.4 Response rate across Counties

4.5 Qualitative Data Analysis

An interview is a “way of accessing people’s perceptions, meanings, and definitions of situations and construction of realities”; the interview is a formal and guided conversation involving the process of asking question and listening. Many participants were government appointees and they were a bit reluctant to discuss or divulge information face-to-face that appear to be critical of the government. The researcher interviewed 16 of the respondents; this was based on their availability from their busy schedule. The interviewers were questioned using the interview schedule.

4.5.1 Codes to Themes

The table show the codes used for the qualitative study and the themes that were identified. The study identified four themes which are leaders are instrument, they ensure successful change, leadership depends on situation and achieving required change.

Table 4.3 Codes to Themes

Codes	Issues discussed	Themes identified	Frequency	Percentage (%)
leaders are very important proper leadership helps achieve change inspires and motivates	Leaders contribution Leaders efforts	leaders are instrumental	12	71%
Change took place Ensures minimal resistance Timely change	Guidance to achieve change Guidance in change process	Ensure that successful change	15	88%
Approaches Situations circumstances	Leadership style used Choosing of leadership style	Leadership style depending on situation	13	77%
Authoritative language Leadership will impose some decisions	Use of autocratic leadership Use of transactional leadership	Achieve Required change	14	82%

From the above table 12(71%) represented the first identified theme leaders are instrumental from the 16 interviews, 15(88%) represented the second theme ensure that successful change, 13(77%) represented the fourth theme leadership style depending on situation and 14(82%) represent the fourth theme achieve required change.

4.5.2 Basic to Organizing to Global Themes

The table 4.4 shows the themes identified the organizing themes and the global theme of the study.

Table 4.4 Organizing to Global Themes

Themes identified	Organizing Themes	Global Themes
leaders are very important proper leadership helps achieve change inspires and motivates	Transformational leadership	Leadership style
Change took place fast Ensures minimal resistance Timely change	Transactional leadership	Leadership style
Approaches	Transactional leadership	Leadership style
Situations	Transformational leadership	
circumstances	Democratic leadership Autocratic leadership	
Authoritative language Leadership will impose some decisions	Autocratic leadership Transactional leadership	Leadership style

4.5.2.1 Leaders are Instrumental

From the first question in the interview guide where the interviewees were asked to describe the change management process in their respective counties. Majority of the respondents responded that change was challenging at first but the county does overcome through various methods. They insisted that leaders are very important in leading the change process. This shows that leaders are important in ensuring that the necessary changes take place which relates to the fundamental role leaders play in ensuring that change takes place. The leader here is identified as a transformational leader.

Simola, Barling and Turner (2012) assert that the transformational leader is morally upright manager who is concerned with development of the values, moral maturity and standards of the subordinates. The leader attempts to mold and build rather than reacting to the environment (Simons, 2010).

4.5.2.2 Ensure change successful

The researcher continued to ask whether the executive management were considered as successful change agents during the change process. Majority responded that the executive did try to do their best in ensuring the change process did go on without any hiccups.

The researcher asked how the county leadership had contributed to the success of the change management process. They responded that the county leadership played a big role in ensuring that change did happen. They continued to argue that the leadership went out of their way to ensure that change did happen in the required time. The leader here is seen as a transactional leader who wants change to take place in successful. The transactional leader develops a vision, sells the vision to the employees and leads the way to the accomplishment of that vision.

Success is determined by the leader having enough power and strength to have the employees perform the duties required of them (Pieterse, Van Knippenberg, Schippers & Stam, 2010). Wilson (2011) asserts that transactional leadership is mostly suitable for a group setting that is under crisis since it offers gratification through a vital resolution.

4.5.2.3 Leadership Style Depending on Situation

When the researcher enquired which leadership style was used by the county leaders, they indicated that the county leaders did use various leadership styles depending on the situation urgency and importance. The researcher sought from the respondent whether the transformational leadership had been adopted during the management of change in the counties. The most respondents replied that the management did try to use transformational leadership to motivate the employees but if it failed the management resulted to other leadership styles.

Transformational leaders therefore motivate subordinates into accomplishing more than focusing on their own individual values and providing guidelines for the alignment of their values to the ones of the organization (Petranker, 2010). The researcher asked whether democratic leadership made a kind of contribution to the management of change in the county. They replied that it did in certain situation where the management sought deliberations. Democratic leaders encourage and support their employees to engage in the decision-making process (Wegge, Shemla, & Haslam, 2014).

The study sought to find out which is the most effective leadership style and from the response from the majority of the respondent indicated that all leadership style were important for different times and situations. This implies that the different situation determines the leadership style employed by the county leadership. This shows the use of different leadership styles in the county to achieve change. The use of various leadership styles in different situations shows that management is flexible in employing different leadership styles. Yukl (2010) assert that to be quite comprehensive approved a full-

range of leadership styles which consisted of transactional, transformational and passive/avoidant/ Laissez-faire Style of leadership.

Sharifah, Malcolm & Zubaidah (2012) cited several leadership styles which are common in organizations today which are autocratic, transformative, transactional, bureaucratic, democratic, charismatic, servant, task oriented, relationship, and laissez-faire leadership.

4.5.2.4 Achieve Required Goal

The researcher sought to find out whether the leaders did use authoritative language and the interviewees confirmed that they did when orders were not followed as instructed. The last question on the decisions imposed by the county executive, most of the respondent responded that the management had to impose decisions when a solution was time bound and had no time for deliberations. This showed the use of both autocratic and transactional leadership styles.

The leader's behavior focuses on taking control of the process of change to ensure that change takes place quickly and that it does not fail (Dixon & Hart, 2010). The leader makes order of the employees without offering much clarification and dialogue (Kim, 2010).

4.6 Descriptive Statistics of the Study Variables

The following section will look at the descriptive statistics of the study variables. The section is arranged according to the study variables transformational leadership, transactional leadership, laissez-faire leadership, autocratic leadership, democratic leadership, organization culture and the dependent variable change management.

4.6.1 Transformational Leadership

The study used several statements to determine the effect of transformational leadership on the change management. The findings are shown in the table 4.5. Majority (40.5%) of the respondents strongly agree with the first statement leaders influence the followers, 30.1% agreed with the first statement, 13.1% were neutral to the statement, 6.5% disagreed and 9.8% strongly disagreed. The mean for the statement was 3.85.

For the second statement a majority (49.7%) of the respondents strongly agreed with the statement that leaders influence the followers to accept the change 24.2 % agreed with this statement, 15.7% were neutral to the statement, 6.5% disagreed and 3.9 % strongly disagreed. The mean for the statement was 4.09. The third statement on leaders use intellectual stimulation to make change possible majority (50.3%) of the respondents strongly agreed with the statement, 26.8% agreed with this statement, 8.5% were neutral to the statement, 8.5% disagreed and 5.9% strongly disagreed. The mean for the statement was 4.07.

The fourth statement leaders always instill pride in staff majority (50.3%) of the respondent strongly agreed with this statement, 20.3% agreed with the first statement, 15.0% were neutral to the statement, 8.5% disagreed and 5.9% strongly disagreed. The mean for the statement was 3.85.

The respondent responded to the fifth statement on leaders articulate clearly the future where the majority (45.8%) of the respondents agreed with the statement, 32.0% strongly agreed with the statement, 15.7% were neutral to the statement, 6.5% disagreed and 0% strongly disagreed. The mean for the statement was 4.03 while the standard deviation was 0.86. The sixth statement leaders always instill pride in staff majority (45.1%) of the respondent strongly agreed with this statement, 27.5% agreed with the first statement, 7.8% were neutral to the statement, 11.8% disagreed and 7.8% strongly disagreed. The mean for the statement was 3.90.

The respondent responded to the seventh statement on leaders build genuine trust between them and followers. The majority (32.7%) of the respondents agreed with the statement, 31.4% strongly agreed with the statement, 19.0% were neutral to the statement, 11.1% disagreed and 5.9% strongly disagreed. The mean for the third statement was 3.73. Majority (35.9%) of the respondents agree with the eighth statement leaders adjust the culture to meet the long term needs for change, 33.3% strongly agreed with the statement, 13.1% were neutral to the statement, 9.8% disagreed and 7.8% strongly disagreed. The mean for the statement was 3.77.

For the ninths statement a majority (43.1%) of the respondents agreed with the statement that leaders develop skill of employees to meet the requirement of change 33.1 % strongly agreed with this statement, 16.3% were neutral to the statement, 3.9% disagreed and 3.3 % strongly disagreed. The mean for the statement was 3.99. For the tenth and last statement on leaders seeks different perspectives before initiating change a majority (43.1%) of the respondents strongly agreed with the statement ,33.3 % agreed with this statement, 10.5% were neutral to the statement, 6.5% disagreed and 6.5 % strongly disagreed. The mean for the statement was 3.9.

Findings corroborate Mwangi and Kwasira (2015) study which found out that transformational leadership indeed plays a role in organizational change. The findings also concur with Datche and Mukulu (2015) that transformational leadership though positively related to employee engagement in general; the leader behaviors of intellectual stimulation and individualized consideration of supervisor were found to be positive and moderately related to employee engagement.

Table 4.5 Transformational Leadership

Statements		SD	D	N	A	SA	Mean	
Leaders influence the followers to accept the change	%	9.8	6.5	13.1	30.1	40.5	3.85	1.29
Leaders increase the motivation to change	%	3.9	6.5	15.7	24.2	49.7	4.09	1.13
Leaders use intellectual stimulation to make change possible	%	5.9	8.5	8.5	26.8	50.3	4.07	1.21
Leaders always instills pride in staff after achieving a change	%	5.9	8.5	15.0	20.3	50.3	3.85	1.13
Leaders articulate clearly the future	%	0	6.5	15.7	45.8	32.0	4.03	0.86
Leaders inspires others to change	%	7.8	11.8	7.8	27.5	45.1	3.90	1.31
Leaders build genuine trust between them and followers.	%	5.9	11.1	19.0	32.7	31.4	3.73	1.19
Leaders adjust the culture to meet the long term needs for change	%	7.8	9.8	13.1	35.9	33.3	3.77	1.23
Leaders develop skill of employees to meet the requirement of change	%	3.3	3.9	16.3	43.1	33.1	3.99	.98
Leaders seeks different perspectives before initiating change	%	6.5	6.5	10.5	43.1	33.3	3.90	1.13

i) Motivation to Change Adoption

The study sought to determine whether the leaders did go out of their way to motivate employees into adopting a change in the county. From the findings as displayed in the figure 4.5 shows that the majority (80%) indicated that leaders did go out of their way to help motivate employees to accept change in the county a small minority (20%) indicated that they did not go out of their way to motivate employees to change.

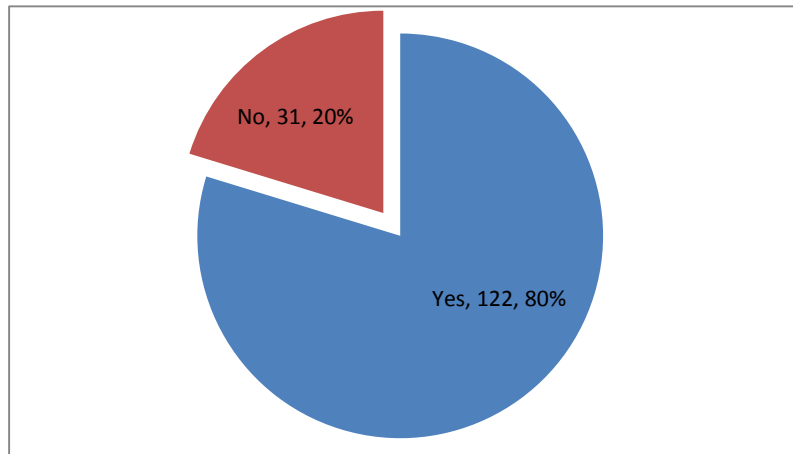


Figure 4.5 Motivations to Change Adoption

i) Need for Change

The study sought to find out whether the leaders help in the organizational members see the need for change. From the response given by the respondent displayed in the figure 4.6 show that a majority (86%) did agree while a small minority (14%) indicated that they did not help the organizational members to see the need for change.

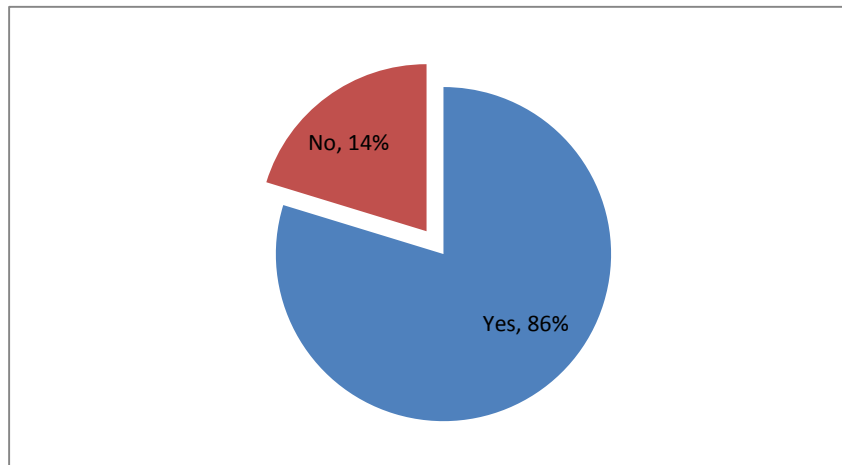


Figure 4.6 Needs for Change

i) Extent Leaders Push Change for Organization

The study sought also to determine the extent the leaders help organizational members see the need for change in the organization. From the findings as displayed in the figure 4.7 shows that a majority (44%) indicated to a great extent leaders did help organizational members see the need to change, 39% to a very large extent, 8% to a moderate extent, 6% to a low extent and finally 4% to no extent.

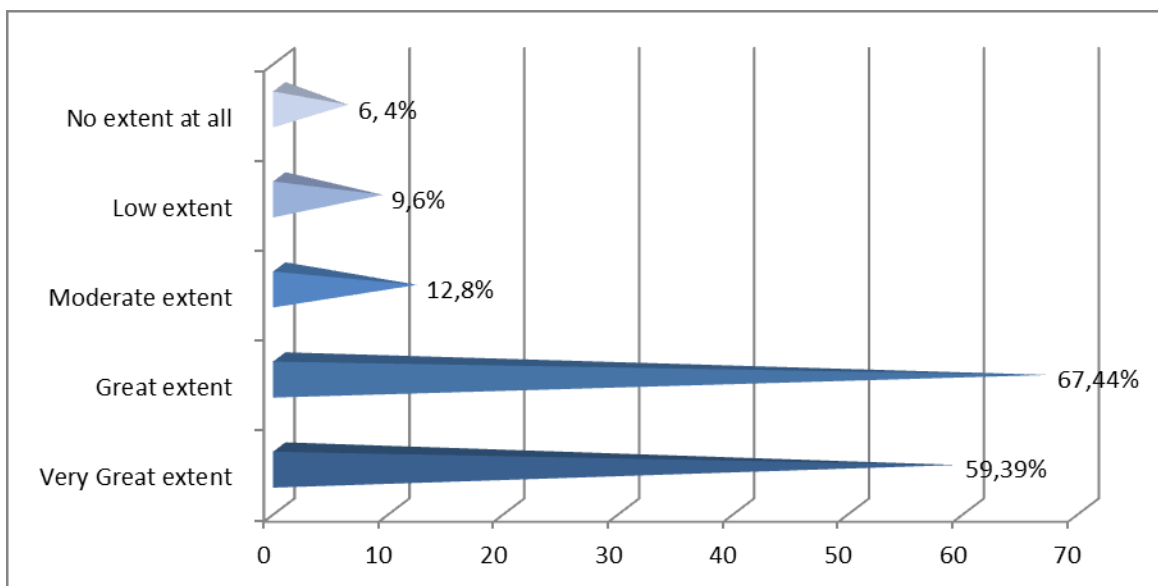


Figure 4.7 Extent to which Leaders Push Change for Organization

4.6.2 Transactional Leadership

The study used several statements to determine the effect of transactional leadership on the change management. The findings are shown in the **table 4.6** Majority (50.3%) of the respondents agree with the first statement leaders offer rewards for achievement of change, 34.6% strongly agreed with the first statement, 9.8% were neutral to the statement and 5.2% disagreed. The mean for the statement was 4.14. For the second statement a majority (45.8%) of the respondents agreed with the statement that Leader

use punishment when change objectives are not achieved, 22.2% were neutral to the statement, 18.3 % disagreed and 13.7 % strongly agreed with this statement. The mean for the statement was 3.55.

The third statement on Leader sets clear goals majority (49.7%) of the respondents agreed with the statement, 30.1% strongly agreed with this statement, 10.5% were neutral to the statement, 9.8% disagreed and 0% strongly disagreed. The mean for the statement was 4.0 while the standard deviation was 0.9. The fourth statement the leader is responsible for goal achievement majority (45.8%) of the respondent strongly agreed with this statement, 20.9% agreed with the statement, 9.8% were neutral to the statement, 14.4% disagreed and 9.2% strongly disagreed. The mean for the statement was 3.80. The respondent responded to the fifth statement on leaders motivates followers towards achievement of change where the majority (38.6%) of the respondents strongly agreed with the statement, 35.9% strongly agreed with the statement, 12.4 % were neutral to the statement, 5.9% disagreed and 7.2% strongly disagreed. The mean for the statement was 3.93.

The sixth statement leaders always instill pride in staff majority (41.2%) of the respondent agreed with this statement, 32.0% strongly agreed with the first statement, 15.0% were neutral to the statement, 8.5% disagreed and 3.3% strongly disagreed. The mean for the statement was 3.90 while the standard deviation was 1.05. The respondent responded to the seventh statement on the leadership style has affected county change process. The majority (37.9%) of the respondents agreed with the statement, 34.6% strongly agreed with the statement, 20.3% were neutral to the statement, 7.2% disagreed and 0% strongly disagreed. The mean for the statement was 4.03.

Majority (49.0%) of the respondents agree with the eighth statement Overall success of the change depends on whether the leader has the power, 26.1% strongly agreed with the statement, 15.0% were neutral to the statement, 5.9% disagreed and 3.9% strongly disagreed. The mean for the statement was 3.88 while the standard deviation was 1.00.

For the ninth statement a majority (59.5%) of the respondents agreed with the statement that Leader develops a vision and sells the vision to the followers 27.5 % strongly agreed with this statement, 7.2% were neutral to the statement, 2.6 % disagreed and 3.3 % strongly disagreed. The mean for the statement was 4.05.

For the tenth and last statement on leaders are interested creating the conducive environment for change a majority (54.9%) of the respondents agreed with the statement ,28.1 % strongly agreed with the statement, 12.4% were neutral to the statement, 6.5% disagreed and 6.5 % strongly disagreed. The mean for this statement was 4.02. The findings agreed with the results of Moore (2012) revealed that employees with transactional and transformational leaders had equally high scores for commitment, satisfaction, performance and they were receptive to change.

Table 4.6 Transactional Leadership

Statements	SD	D	N	A	SA	Mean	Std. Dev.
Leader offer rewards for % achievement of change	0	5.2	9.8	50.3	34.6	4.14	0.8
Leader use punishment when % change objectives are not achieved	0	18.3	22.2	45.8	1.37	3.55	0.95
Leader sets clear goals %	0	9.8	10.5	49.7	30.1	4.0	0.9
The leader are responsible for % goal achievement	9.2	14.4	9.8	20.9	45.8	3.8	1.39
Leaders motivates followers % towards achievement of change	7.2	5.9	12.4	35.9	38.6	3.93	1.18
The leader dominates the % change process by command and control procedures	3.3	8.5	15.0	41.2	32.0	3.90	1.05
The leadership style has affected % county change process	0	7.2	20.3	34.6	37.9	4.03	0.93
Overall success of the change % depends on whether the leader has the power	3.9	5.9	15.0	49.0	26.1	3.88	1.00
Leader develops a vision and % sells the vision to the followers	3.3	2.6	7.2	59.5	27.5	4.05	0.86
Leaders are interested creating % the conducive environment for change	0	4.6	12.4	54.9	28.1	4.02	0.91

i) Clarification of Responsibility

The study sought to determine whether the leaders clarify the responsibility in achieving change. From the findings as displayed in the figure 4.8 show that a majority (73%) indicated that the leaders did clarify to the organizational member who was responsible for various areas in the change process, a small minority (27%) indicated that they did not.

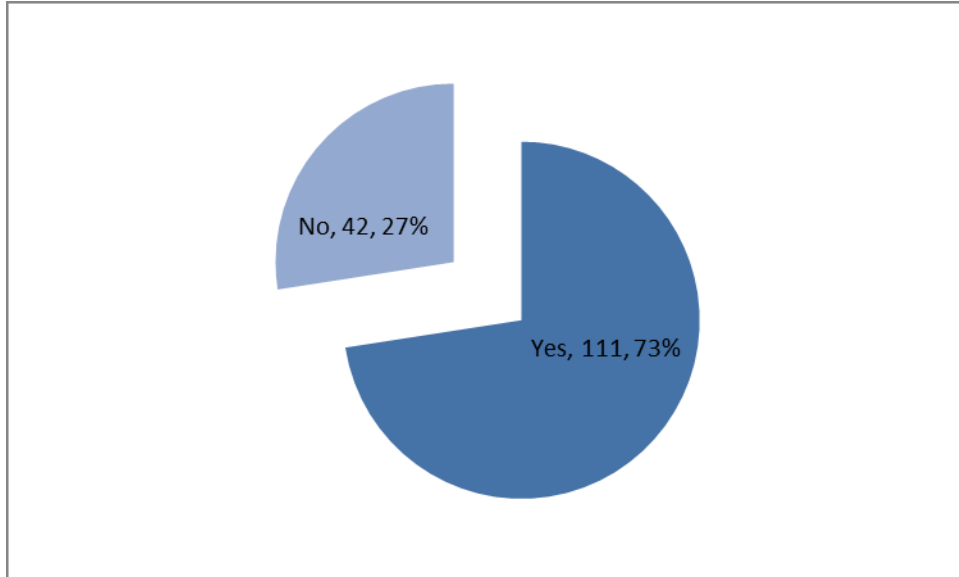


Figure 4.8 Clarification of Responsibility

ii) Recognition and Rewards for Achieving Change

The study sought to determine whether the leaders provides recognition and rewards for achieving for achieving change. The results are as displayed in the figure 4.10 where the majority (88%) indicated that they did receive recognition and rewards for achieving a certain change, a minority (12%) indicated that they did not receive recognition.

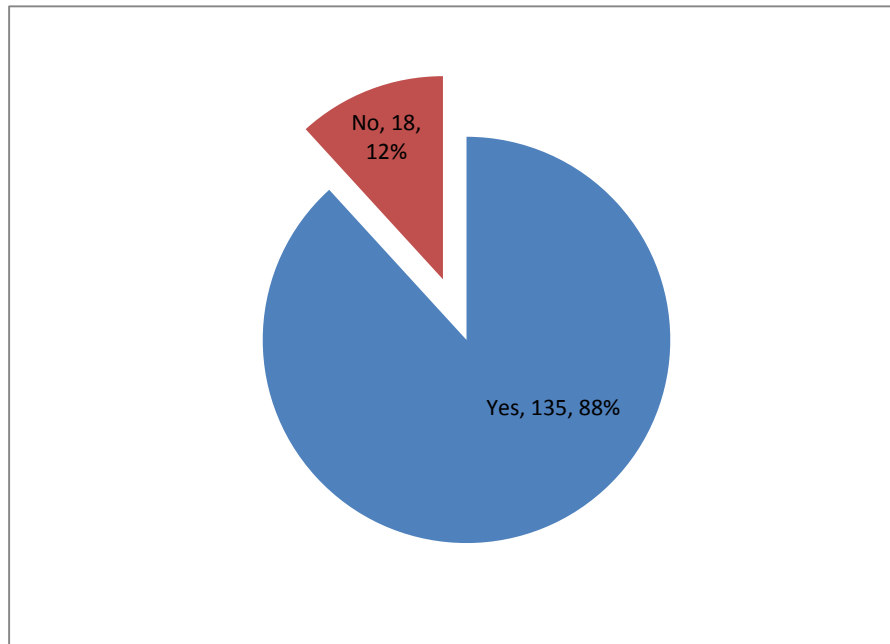


Figure 4.9 Recognition and Rewards for Achieving Change

iii) Do Leaders Guide the Employees into Achieving Change in the Organization

The study sought to determine how the extent do leaders guide the employees into achieving change in the organization. The findings are displayed in the figure 4.10 where the majority (44%) indicated to a very great extent leaders did help organizational members see the need to change, 39% to a great extent, 10% to a moderate extent, 4% to a low extent and finally 3% to no extent.

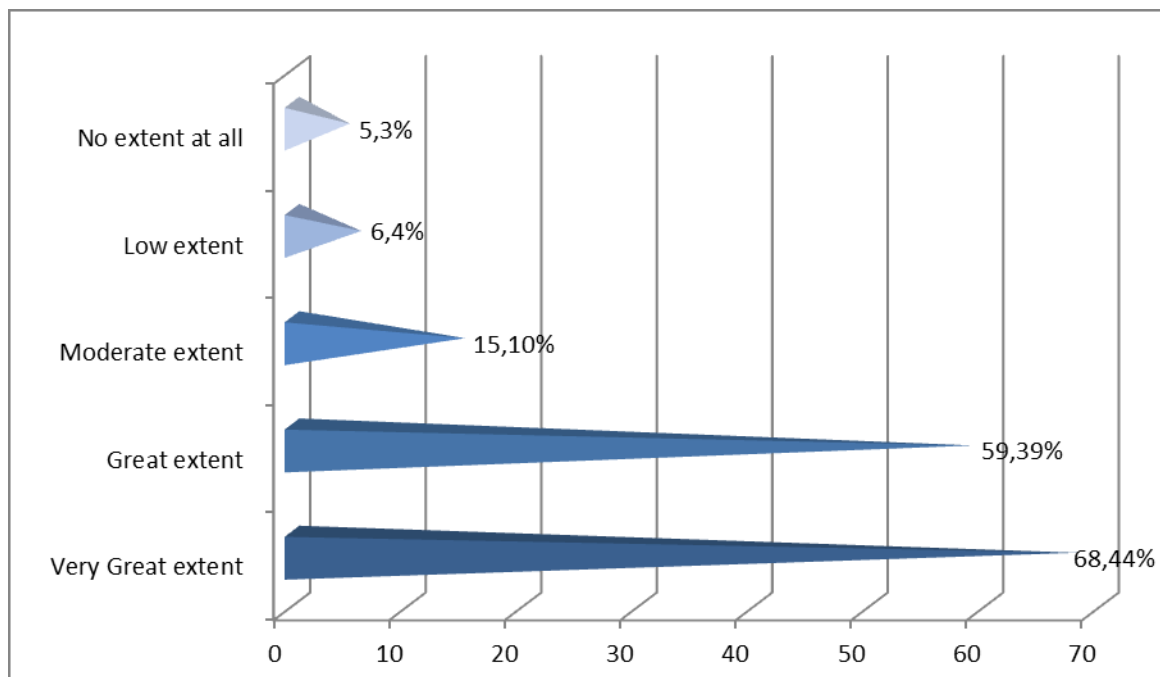


Figure 4.10 To what Extent Do Leaders Guide the Employees into Achieving Change in the Organization

4.6.3 Laissez-Faire Leadership

The study used several statements to determine the effect of Laissez-Faire Leadership on the change management. The findings are shown in the table 4.7. The majority (49.0%) of the respondents strongly disagreed with the first statement leaders avoids getting involved when important issues arise, 37.3% disagreed with the first statement, 13.7% were neutral to the statement. The mean for the statement was 1.76 while the standard deviation was 0.68. For the second statement a majority (50.3%) of the respondents disagreed with the statement that leaders let others make decisions, 35.9% strongly disagreed with the statement, 13.7 % were neutral to the statement. The mean for the statement was 1.76.

The third statement on leaders delaying in responding to urgent questions (64.7%) of the respondents strongly disagreed with the statement, 26.8% disagreed with this statement and 8.5%. The mean for the statement was 1.44 while the standard deviation was 0.65. The fourth statement the leaders delay in responding to urgent questions majority (49.7%) of the respondent strongly disagreed with this statement, 41.2% disagreed with the statement and 9.82% were neutral to the statement, the mean for the statement was 1.59. The respondent responded to the fifth statement on leaders use passive management where the majority (72.5%) of the respondents strongly disagreed with the statement, 22.9% disagreed with the statement, 4.6 % were neutral to the statement. The mean for the statement was 1.82.

The sixth statement the leader makes no attempt to help in solving problems majority (55.6%) of the respondent disagreed with this statement, 36.6% strongly disagreed with the statement, and 6.5% were neutral to the statement and 1.3% agreed with the statement. The mean for the statement was 1.73 while the standard deviation was 0.64. The respondent responded to the seventh statement on the leaders renounce their leadership. The majority (50.3%) of the respondents disagreed with the statement, 46.4% strongly disagreed with the statement, and 2.6% were neutral to the statement and 7% agreed. The mean for the statement was 1.58.

Majority (50.3%) of the respondents disagree with the eighth statement leaders shun organizational duties, 46.4% strongly disagreed with the statement, 2.6% were neutral to the statement and 7% agreed. The mean for the statement was 1.67 while the standard deviation was 0.58. For the ninth statement a majority (54.2%) of the respondents disagreed with the statement that leaders assume that anything that comes the county administration 41.2 % strongly disagreed with the this statement, 1.3% were neutral to the statement and 3.3% agreed. The mean for the statement was 1.67 while the standard deviation was 0.67. For the tenth and last statement on leader doesn't concern themselves in the stimulation of subordinates a majority (52.9%) of the respondents strongly

disagreed with the statement, 32.7 % disagreed with the statement, 11.1% were neutral to the statement, and 3.3% agreed. The mean for this statement was 1.73.

The findings corroborated Inju (2015) that the possible outcomes of laissez-faire leadership, which could not be just negative, by adapting the behavioral aspect of non-involvement of a leader.

Table 4.7 Laissez-Faire Leadership

Statements		SD	D	N	A	SA	Mean	Std. Dev.
Leaders avoids getting involved when important issues arise	%	37.3	49.0	13.7	0	0	1.76	0.68
Leaders let others make decisions	%	35.9	50.3	13.7	0	0	1.78	0.67
Leaders avoids making decisions	%	64.7	26.8	8.5	0	0	1.44	0.65
Leaders delay in responding to urgent questions	%	49.7	41.2	9.2	0	0	1.59	0.65
Leaders use passive management	%	22.9	72.5	4.6	0	0	1.82	0.49
The leader makes no attempt to help in solving problems	%	36.6	55.6	6.5	1.3	0	1.73	0.64
Leaders renounce their leadership	%	46.4	50.3	2.6	0.7	0	1.58	0.58
Leaders shun organizational duties	%	41.2	54.2	1.3	3.3	0	1.67	0.67
Leaders assume that anything that comes the county administration way they will be able to solve it	%	52.9	32.7	11.1	3.3	0	1.65	0.81
Leader doesn't concern themselves in the stimulation of subordinates	%	45.8	40.5	9.2	4.6	0	1.73	0.81

i) Complete Freedom to Solve Problems

The study sought to determine whether the leaders give subordinates complete freedom to solve problems on their own in a change situation. The findings are displayed in the figure 4.12 which shows a majority (64%) of respondents indicated that the leader doesn't give the subordinates complete freedom to solve all problems when effecting change, other respondents (36%) indicated that the leaders did give them complete control.

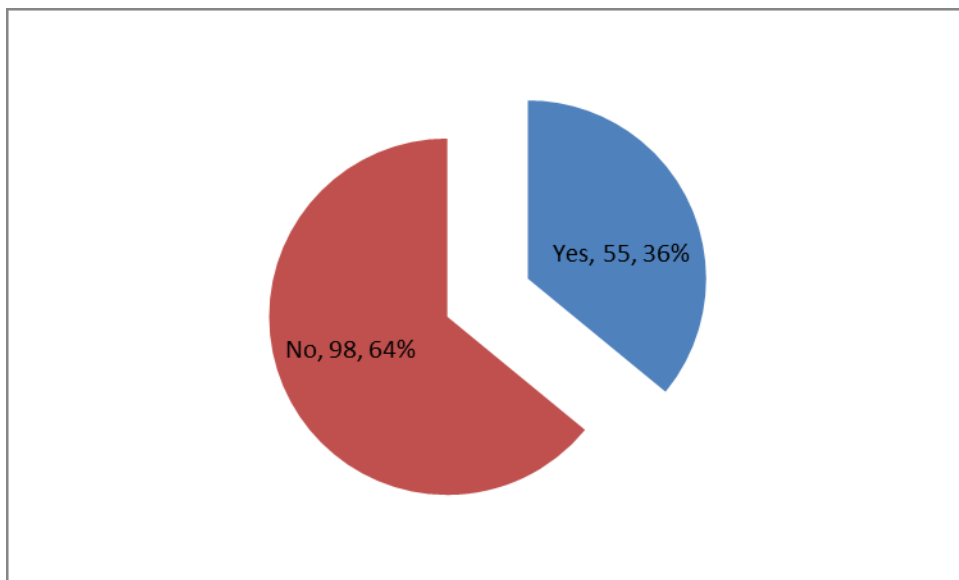


Figure 4.11 Complete Freedoms to Solve Problems

ii) Leadership Stays Out of the Way of Subordinates

The study sought to determine whether the leadership stays out of the way of subordinates as they do their work when effecting change. From the findings as shown in the figure 4.12 shows that the majority (52%) indicated that the leaders not did stay out of the way only because the leader wanted feedback on change. The other respondents (48%) indicated leaders did stay away from employees due to delegating the authority.

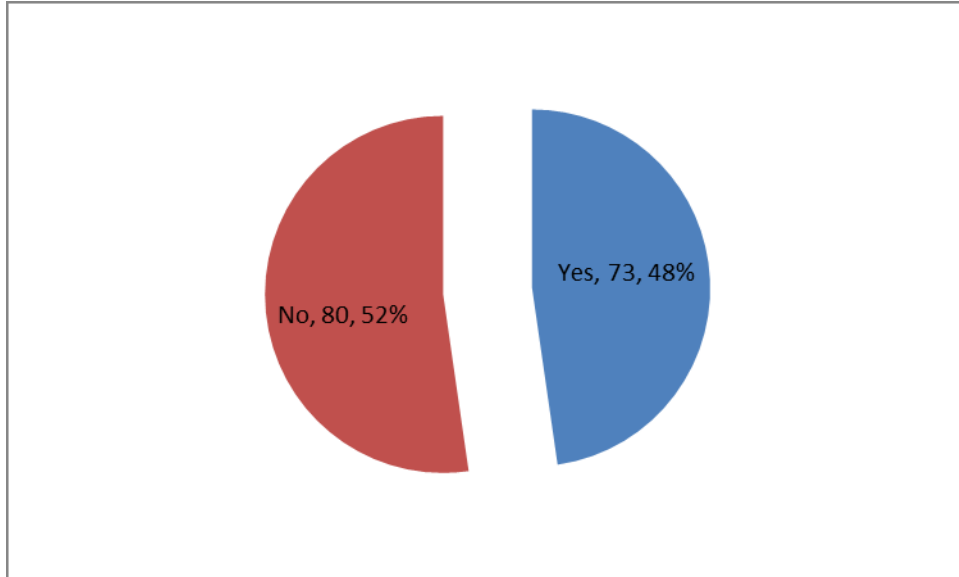


Figure 4.12 Leadership Stays Out of the Way of Subordinates

iii) Extent Leaders Let Subordinates Work out Problems

The study went further to determine leaders let subordinates work problems out on their own in change situation. From the response in the figure 4.13 show that where the majority (44%) indicated to a moderate extent leaders did help organizational members see the need to change, 24% to a low extent, 19% to great extent, 10% to a very great extent and finally 3% to no extent.

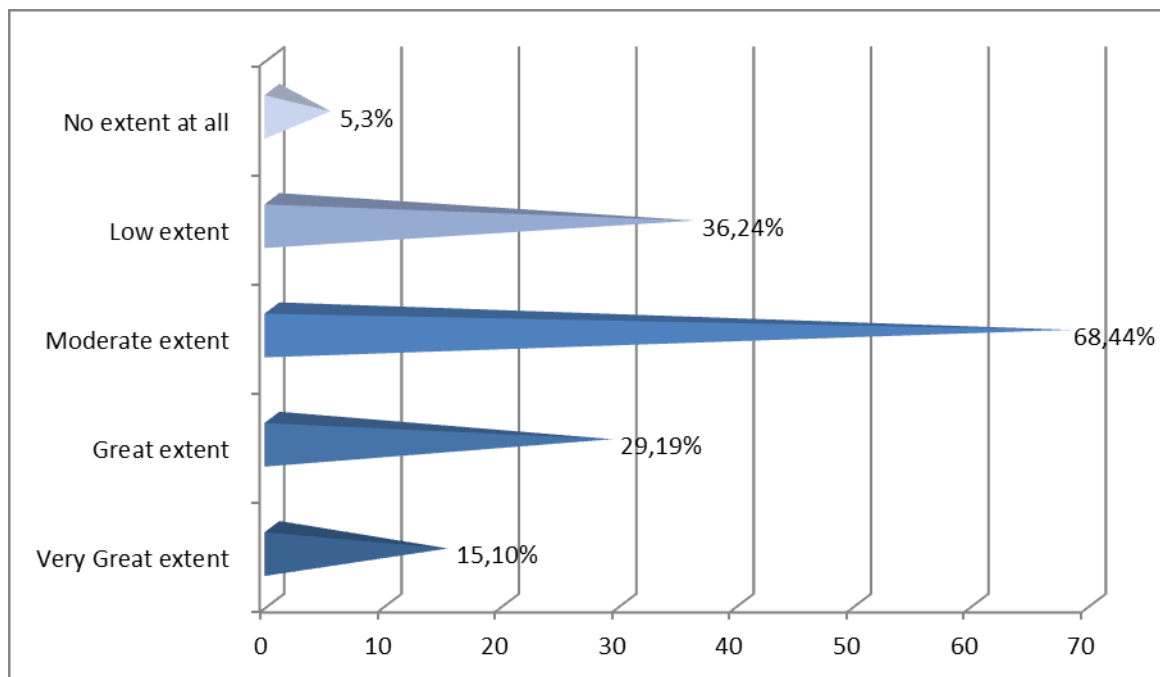


Figure 4.13 Extent Leaders Let Subordinates Work out Problems

4.6.4 Democratic (Participative) Leadership

The study used several statements to determine the effect of democratic (participative) leadership on the change management. The findings are shown in the table 4.8 Majority (50.3%) of the respondents strongly agree with the first statement leaders encourage and support their employees to engage in the decision-making, 32.0% agreed with the first statement, 9.2% were neutral to the statement ,4.6% disagreed and (3.9%)strongly disagreed. The mean for the statement was 4.2. For the second statement a majority (47.1%) of the respondents strongly agreed with the statement that leader encourages participation from organizational players and involves them in decision-making, 43.8% agreed with the statement, 9.2 % were neutral to the statement, 4.6% disagreed and 0 % disagreed with the statement.

The mean for the statement was 4.3. The third statement on leader ensures employees ideas are taken seriously (68.0%) of the respondents strongly agreed with the statement, 22.2% agreed with this statement, 4.6% were neutral to the statement and 5.2% disagreed. The mean for the statement was 4.48 while the standard deviation was 0.99. The fourth statement the leader increase morale for change to take place majority (49.7%) of the respondent strongly agreed with this statement, 41.2% agreed with the statement, 4.6% were neutral to the statement and 4.6% disagreed The mean for the statement was 4.31.

The respondent responded to the fifth statement on leadership style is ideal for change management where the majority (45.8%) of the respondents strongly agreed with the statement, 36.6% agreed with the statement, 13.7 % were neutral to the statement and 3.9% disagreed. The mean for the statement was 4.2. The sixth statement on this leadership style results in the improvement in labor relations, employee commitment, increased organizational allegiance, occupational contentment, apparent support, organizational ownership behavior, and employee performance. Majority (50.3%) of the respondent strongly agreed with this statement, 27.5% agreed with the first statement, 9.2% were neutral to the statement, 4.6% disagreed and 8.5% strongly disagreed. The mean for the statement was 4.07.

The respondent responded to the seventh statement on the Leader keeps followers updated on change process. The majority (57.5%) of the respondents strongly agreed with the statement, 32.0% strongly agreed with the statement, 7% were neutral to the statement, 5.2% disagreed and 4.6% strongly disagreed. The mean for the statement was 4.33. Majority (67.3%) of the respondents strongly agree with the eighth statement leaders are able to understand the followers concerns, 26.8% agreed with the statement and 5.9% were neutral to the statement. The mean for the statement was 4.61.

For the ninth statement a majority (54.9%) of the respondents strongly agreed with the statement that leader meeting periodically and listening to inputs by followers. 27.5 % strongly agreed with the statement, 7.2% were neutral to the statement, 2.6 % disagreed and 3.3 % strongly disagreed. The mean for the statement was 4.5. For the tenth and last statement on it is an effective leadership style a majority (49.7%) of the respondents agreed with the statement, 32.0% strongly agreed with the statement, 9.2% were neutral to the statement, 5.2% disagreed and 3.9% strongly disagreed. The mean for this statement was 4.18. The findings concur with the result by Soulita (2015) which showed that the leadership style was positively related with Leading Change.

Table 4.8 Democratic (Participative) Leadership

Statements		SD	D	N	A	SA	Mean	Std. Dev.
Leaders encourage and support their employees to engage in the decision-making	%	3.9	4.6	9.2	32.0	50.3	4.2	1.05
Leader encourages participation from organizational players and involves them in decision-making	%	0	4.6	4.6	43.8	47.1	4.3	0.92
Leader ensures employees ideas are taken seriously	%	0	5.2	4.6	22.2	68.0	4.48	0.99
Leader increase morale for change to take place	%	0	4.6	4.6	41.2	49.7	4.31	0.93
Leadership style is ideal for change management	%	0	3.9	13.7	36.6	45.8	4.20	0.96
This leadership style results in the improvement in labor relations, employee commitment, increased organizational allegiance, occupational contentment, apparent support, organizational ownership behavior, and employee performance.	%	8.5	4.6	9.2	27.5	50.3	4.07	1.24
Leader keeps followers updated on change process	%	4.6	5.2	7	32.0	57.5	4.33	1.05
Leaders are able to understand the followers concerns	%	0	0	5.9	26.8	67.3	4.61	0.6
Leader meeting periodically and listening to inputs by followers.	%	0	0	4.6	40.5	54.9	4.50	0.59
It is an effective leadership style	%	3.9	5.2	9.2	32.0	49.7	4.18	1.07

i) Leader Helps the Organizational Members See the Need for Change

The study sought to determine whether the leader helps the organizational members see the need for change. The finds are displayed in the figure 4.14 which show a majority (79%) of respondent indicated that leaders did show the member the need for change a minority (21%) indicated that they did not.

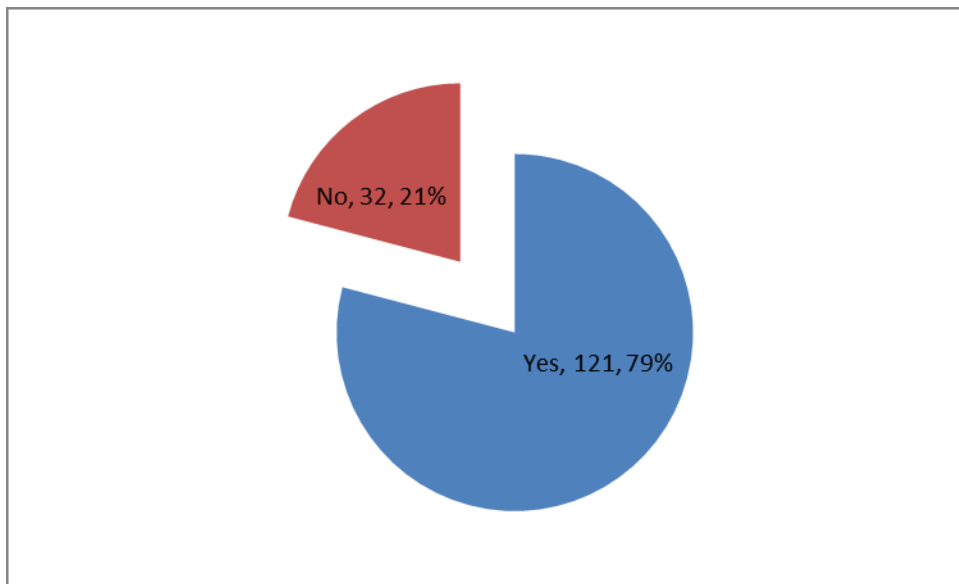


Figure 4.14 Leader Helps the Organizational Members See the Need for Change

ii) Involving Organizational Members in Decision Making

The study went forward to determine whether the leaders involve the other organizational member in the decision making in case of a change. The findings displayed in figure 4.15 show a majority (82%) of respondent indicating that leaders did involve them in decision making while a small minority (28%) indicated that they were not involved.

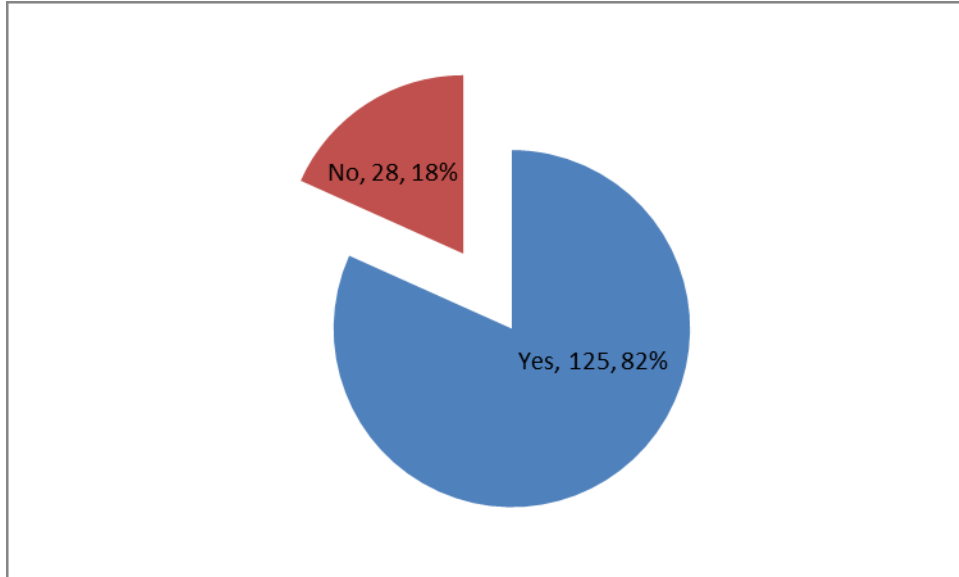


Figure 4.15 Involving Organizational Members in Decision Making

iv) Extent Leaders are willing to listen to Organizational Members in the Decision Making

The study sought to determine extent the leaders willing to listen to other organizational members in the decision making in case of change. . From the response in the figure 4.13 show that where the majority (45%) indicated to a moderate extent leaders did help organizational members see the need to change, 22% to great extent, 20% to a low extent, , 7% to a very great extent and finally 5% to no extent.

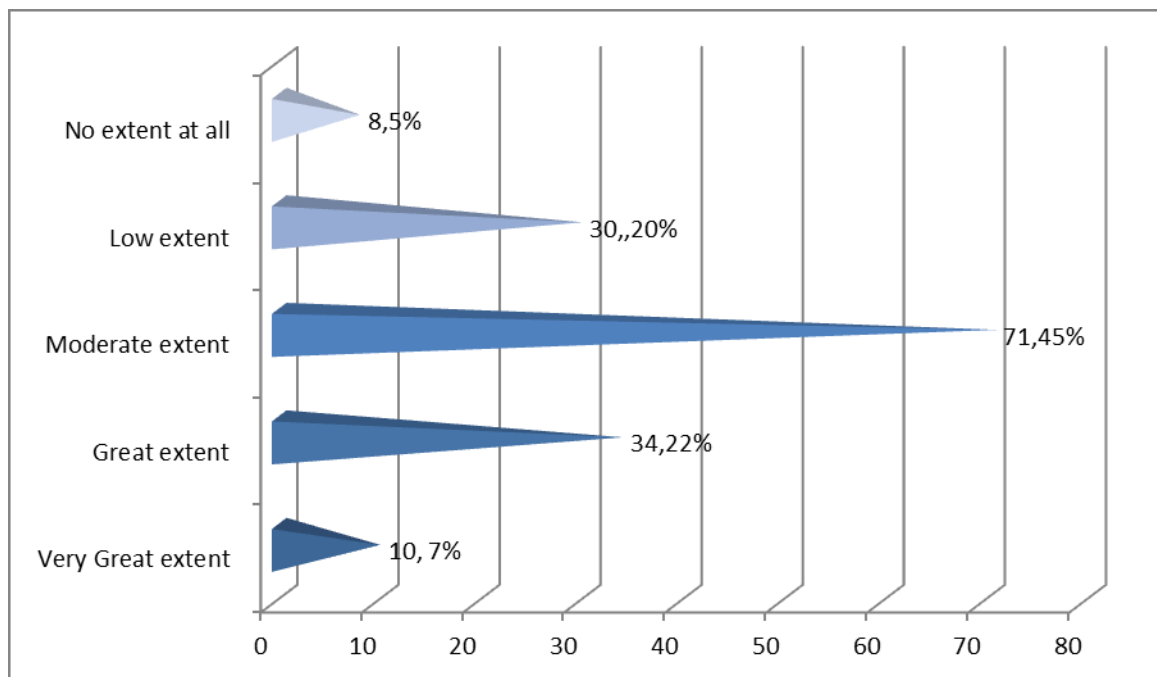


Figure 4.16 Extent Leaders are willing to listen to Organizational Members in the Decision Making

4.6.5 Autocratic Leadership

The study used several statements to determine the effect of autocratic leadership on the change management. The findings are shown in the table 4.9. Majority (59.5%) of the respondents agreed with the first statement leader is after the accomplishment of the goal and will do anything to move towards ensuring that goal has been achieved, 32.0% strongly agreed with the first statement, 4.6% were neutral to the statement and 3.9% disagreed. The mean for the statement was 4.2.

For the second statement a majority (68%) of the respondents agreed with the statement that leader's behavior focuses on taking control, 19.0% strongly agreed with the statement, 8.5 % were neutral to the statement and 4.6% disagreed this statement. The

mean for the statement was 4.01. The third statement on leader makes order of the employees without offering much clarification and dialogue a majority (49.0%) of the respondents agreed with the statement, 35.9% strongly agreed with this statement, 4.1% were neutral to the statement and 3.9% disagreed. The mean for the statement was 4.17. The fourth statement the leader controls the employees through threats and reprimand (58.2%) of the respondent strongly agreed with this statement, 32.0% agreed with the statement, 5.2% were neutral to the statement, 3.9% disagreed and 7% strongly disagreed this statement. The mean for the statement was 4.43.

The respondent responded to the fifth statement on Leadership style offers various advantages such as swiftness of activity completion ensuring that projects are easily completed where the majority (68.0%) of the respondents strongly agreed with the statement, 15.0 % agreed with the statement, 13.1 % were neutral to the statement and 3.9% disagreed. The mean for the statement was 4.47. The sixth statement on the leader is hands on in implementation of projects. Majority (64.7%) of the respondent strongly agreed with this statement, 22.5% agreed with the first statement, 9.2% were neutral to the statement and 3.9% disagreed 8.5%. The mean for the statement was 4.48.

The respondent responded to the seventh statement on the Leaders are swift in handling activities. The majority (49.7%) of the respondents strongly agreed with the statement, 32.0% strongly agreed with the statement, 13.7% were neutral to the statement and 4.6% disagreed. The mean for the statement was 4.09 while the standard deviation was 0.82. Majority (63.4%) of the respondents strongly agree with the eighth leaders' direct staff's attention towards failures to meet standards, 27.5% agreed with the statement, 4.6% were neutral, 3.9% disagreed and 7% strongly disagreed this statement to the statement. The mean for the statement was 4.45. For the ninths statement a majority (45.8%) of the respondents strongly agreed with the statement that leader uses punishment in case of failure. 45.1 % agreed with this statement, 5.9% were neutral to the statement and 3.3% disagreed. The mean for the statement was 4.33 while the standard deviation was 0.73. For the tenth and last statement on it is an effective leadership style a majority (63.4%)

of the respondents agreed with the statement ,22.5% strongly agreed with the statement, 4.6% were neutral to the statement, 3.9% disagreed and 7% strongly disagreed. The mean for this statement was 4.13. This corroborates with Awan and Mahmood (2010) and Iqbal, Anwar and Haider (2015) who found authoritative leadership to have effect on the employees in their respective studies.

Table 4.9 Autocratic Leadership

Statements		SD	D	N	A	SA	Mean	Std. Dev.
Leader is after the accomplishment of the goal and will do anything to move towards ensuring that goal has been achieved	%	0	3.9	4.6	59.5	32.0	4.20	0.70
Leader's behavior focuses on taking control	%	0	4.6	8.5	68.0	19.0	4.01	0.68
Leader makes order of the employees without offering much clarification and dialogue.	%	0	3.9	4.1	49.0	35.9	4.17	0.78
Leader controls the employees through threats and reprimand.	%	7	3.9	5.2	32.0	58.2	4.43	0.82
Leadership style offers various advantages such as swiftness of activity completion ensuring that projects are easily completed	%	0	3.9	13.1	15.0	68.0	4.47	0.87
The leader is hands on in implementation of projects	%	0	3.9	9.2	22.2	64.7	4.48	0.82
Leaders are swift in handling activities.	%	0	4.6	13.7	49.7	32.0	4.09	0.80
Leaders direct staff's attention towards failures to meet standards.	%	7	3.9	4.6	63.4	27.5	4.45	0.79
Leader uses punishment in case of failure	%	0	3.3	5.9	45.1	45.8	4.33	0.73
It is an effective leadership style	%	7	3.9	4.6	63.4	22.5	4.13	0.72

i) Leaders Supervised Employees Closely in Change Situations

The study sought to determine whether the leaders supervised employees closely when implementing change from the findings displayed in the figure 4.17 shows that a majority (76%) indicated that the leader did supervise the employees while a minority (24%) indicated that they did not. They continued to explain that for only important project the leader did supervise, did not supervise for not very important ones.

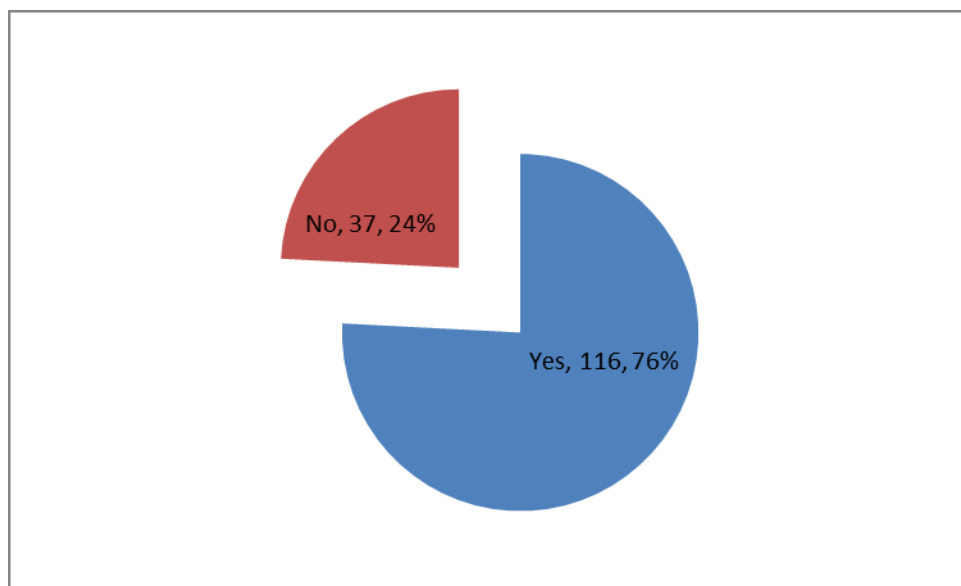


Figure 4.17 Leaders Supervised Employees Closely In Change Situations

ii) Leader Gives out Rewards or Punishment to Motivate Members to Accepting Change

The study sought to determine whether the leader gives out rewards or punishment to any one in order to motivate them into accepting change. From the findings displayed in the figure 4.18 show that a majority (64%) indicated that leaders did give either punishment or reward for motivating change, whilst 36% indicated that they did not.

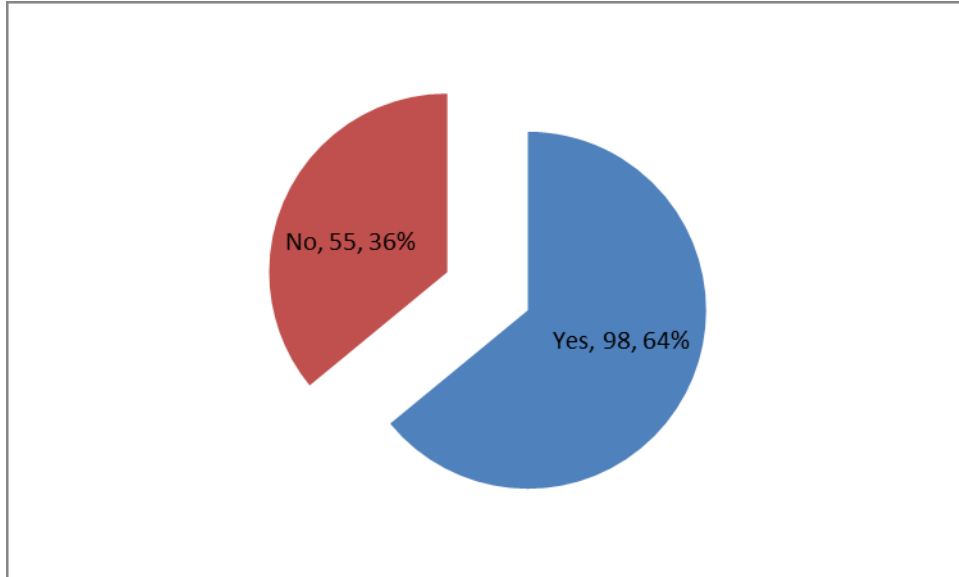


Figure 4.18 Leader Gives out Rewards or Punishment to Motivate Members to Accepting Change

iii) Leaders were seen as the Leader the Chief Judge of the Achievements of Change

The study sought to find out extent to which leaders were seen as the leader the chief judge of the achievements of change. From the findings as displayed in the figure 4.15 show that a majority the majority (49%) indicated to a moderate extent leaders did help organizational members see the need to change, 22% to great extent, 16% to a low extent, 9% to a very great extent and finally 4% to no extent.

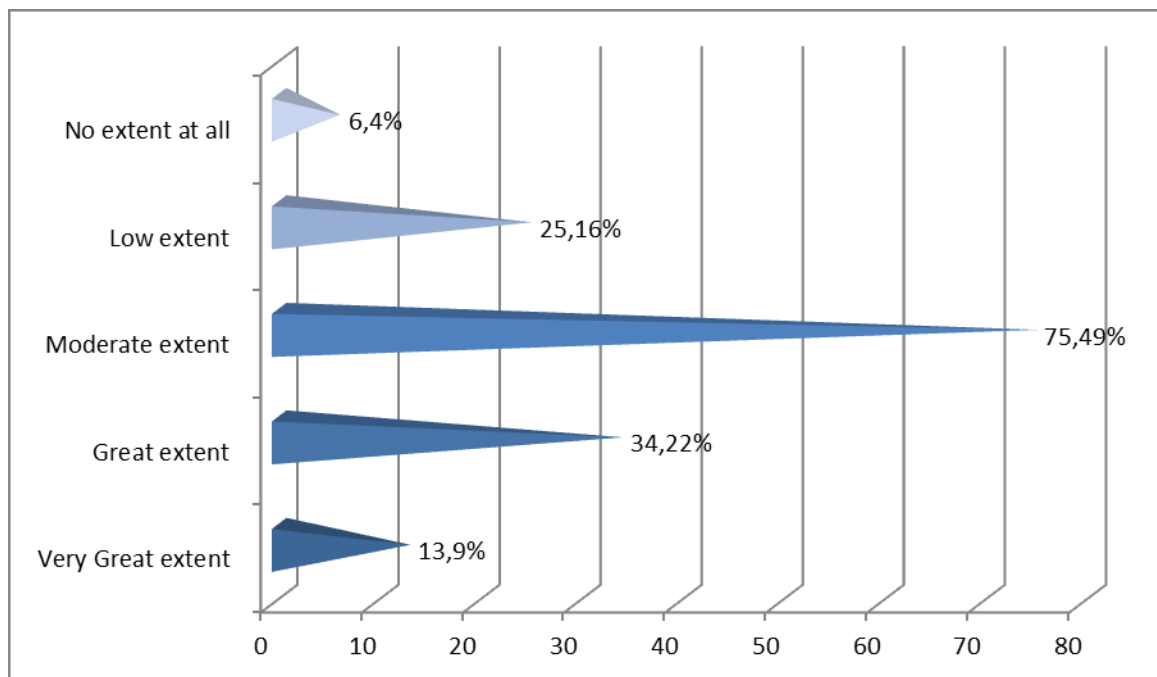


Figure 4.19 Leaders Were Seen as the Leader the Chief Judge of the Achievements of Change

4.6.6 County Culture

The study used several statements to determine the effect of organizational culture on the change management. The findings are shown in the table 4.10 Majority (41.2%) of the respondents agreed with the first statement county has norms that help change, 40.2% strongly agreed with the first statement and 4.6% were neutral to the statement, 5.9% disagreed this statement and 7.8% strongly disagreed. The mean for the statement was 4.01.

For the second statement a majority (59.5%) of the respondents strongly agreed with the statement that county has beliefs that help change, 9.2% agreed with the statement, 9.2% were neutral to the statement, 13.1% disagreed this statement and 9.2% strongly disagreed. The mean for the statement was 3.97. The third statement on county values influence leadership styles a majority (54.9%) of the respondents agreed with the statement, 31.4 % strongly agreed with this statement, 9.2% were neutral to the statement and 4.6% strongly disagreed. The mean for the statement was 4.09.

The fourth statement on county members are collaborative with change (49.0%) of the respondent agreed with this statement, 31.4% strongly agreed with the statement, 9.2% were neutral to the statement, 5.2% disagreed and 5.2 % strongly disagreed this statement. The mean for the statement was 3.96 while the standard deviation was 1.04. The respondent responded to the fifth statement on county culture affects leadership (58.8%) of the respondents agreed with the statement, 27.5 % strongly agreed with the statement, 4.6 % were neutral to the statement and 9.2% strongly disagreed this statement. The mean for the statement was 4.27.

The sixth statement on there is a culture of refusing change. Majority (63.4%) of the respondent strongly agreed with this statement, 18.3% agreed with the first statement, 9.2% were neutral to the statement, 2.0% disagreed and 7.2% strongly disagreed this statement. The mean for the statement was 3.84.

The respondent responded to the seventh statement on county leaders have a way of influencing county members. The majority (41.2%) of the respondents strongly agreed with the statement, 39.9% agreed with the statement, 8.5% were neutral to the statement, 5.9% disagreed and 4.6% strongly disagreed this statement. The mean for the statement was 4.07.

Majority (62.1%) of the respondents strongly agree with the eighth county leaders have a way of influencing county members 32.0% agreed with the statement, 2.0% disagreed and 3.9% strongly disagreed this statement to the statement. The mean for the statement was 3.67. For the ninths statement a majority (58.2%) of the respondents agreed with the statement that change in the county is communicated early 9.2 % strongly agreed with this statement, 26.8% were neutral to the statement and 2.0% disagreed and 3.9% strongly disagreed this statement to the statement. The mean for the statement was 4.46.

For the tenth and last statement on counties refuse meaningless change a majority (45.1%) of the respondents agreed with the statement ,39.9% strongly agreed with this statement, 9.2% were neutral to the statement and 5.9% strongly disagreed. The mean for this statement was 4.13. The findings concur with Alkahtani (2011) study where the results of the study showed that the leadership style was positively related with Leading Change.

Table 4.10 Organizational Culture

Statements	SD	D	N	A	SA	Mean	Std. Dev.
County has norms that help change	% 7.8	5.9	4.6	41.2	40.5	4.01	1.18
County has beliefs that help change	% 9.2	13.1	9.2	9.2	59.5	3.97	1.43
County values influence leadership styles	% 5.2	5.2	9.2	49.0	31.4	4.09	0.90
County members are collaborative with change	% 5.2	5.2	9.2	49.0	31.4	3.96	1.04
County Culture affects leadership	% 9.2	0	4.6	27.5	58.8	4.27	1.18
There is a culture of refusing change	% 7.2	2.0	9.2	63.4	18.3	3.84	0.99
County member have a way of voices their views	% 4.6	5.9	8.5	39.9	41.2	4.07	1.07
County leaders have a way of influencing county members	% 3.9	2.0	0	32.0	62.1	3.67	0.83
Change in the county is communicated early	% 3.9	2.0	26.8	58.2	9.2	4.46	0.92
Counties refuse meaningless change	% 5.9	0	9.2	45.1	39.9	4.13	1.00

i) Leadership Styles Are Supported by The County Culture.

The study sought to determine whether the leadership styles are supported by the county culture. From the findings displayed in the figure 4.18 shows that the majority (80%) of the respondents indicated that the county culture did support the leadership styles where a small minority (20%) indicated that it didn't.

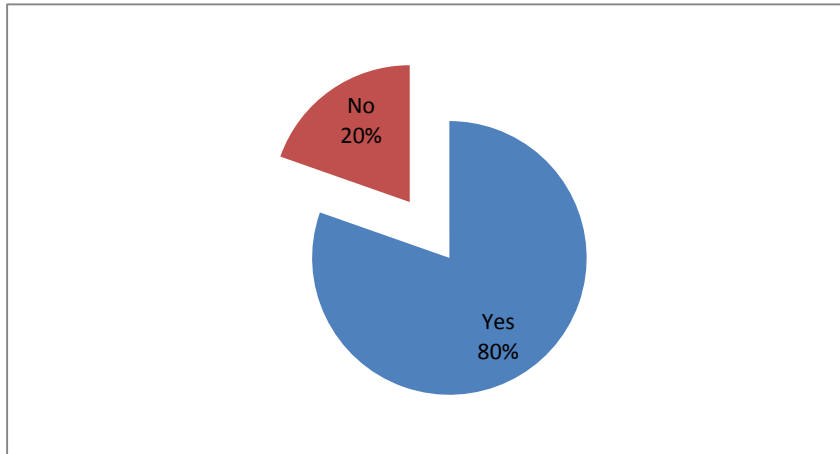


Figure 4.20 Leadership Styles Are Supported By the County Culture

ii) County Culture Contribute to Resistance to Change

The study went further to determine whether county culture contribute to resistance to change. From the findings as displayed in the figure 4.20 the majority (77%) of the respondents indicated that the county contributes to resistance to change, a minority (27%) indicated that it didn't.

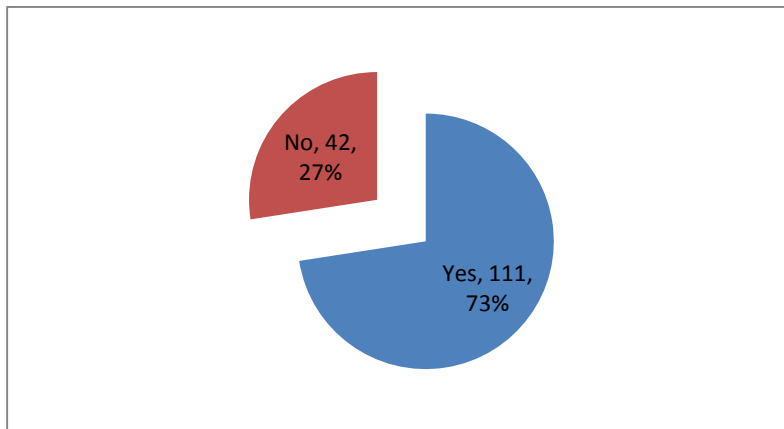


Figure 4.21 County Culture Contribute to Resistance to Change

iii) Extent Leadership Styles are Supported by County Culture

The study sought to determine the extent to which the leadership styles are supported by county culture. The findings are displayed in the figure 4.23 shows that the majority the majority (49%) indicated to a great extent leaders did help organizational members see the need to change, 22% to moderate extent, 16% to a very great extent 9% to a low extent, finally 4% to no extent.

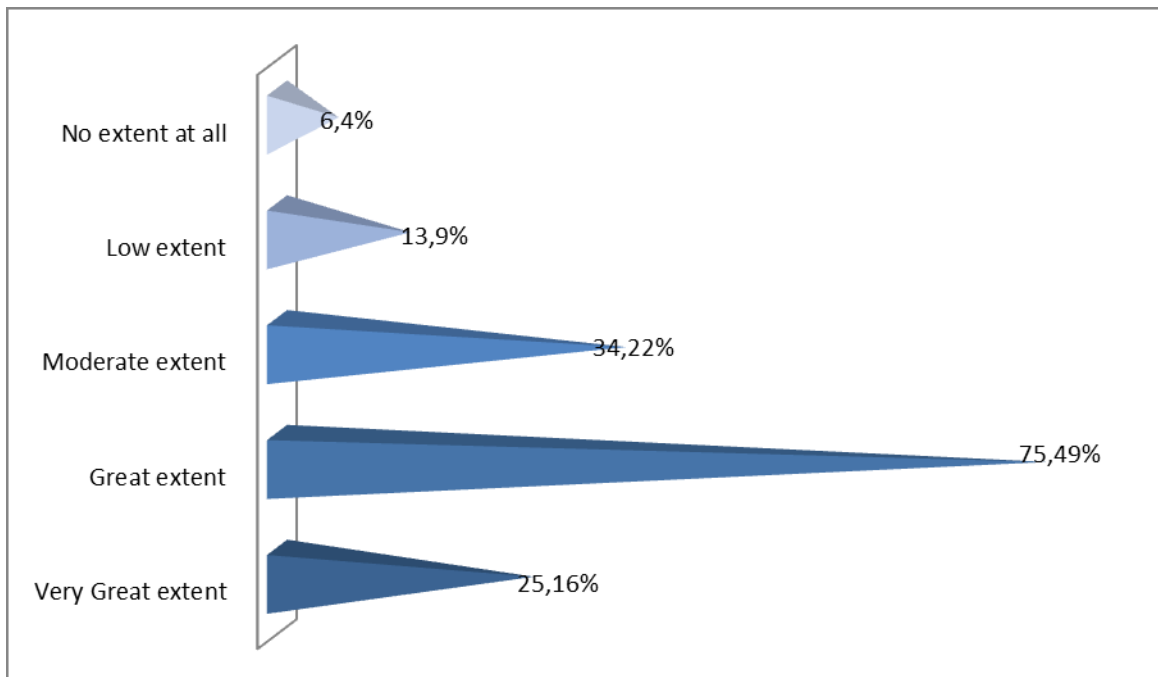


Figure 4.21 Extent leadership styles are supported by county culture

4.6.7 Change Management

The study used several statements to determine the change management. The findings are shown in the table 4.11. Majority (45.8%) of the respondents agreed with the first statement change leads to county improvement, 45.1% strongly agreed with the first statement and 5.9% were neutral to the statement. The mean for the statement was 4.29. For the second statement a majority (45.8%) of the respondents strongly agreed with the

statement that change leads to county sustainability, 35.9% agreed with the statement, 3.9% were neutral to the statement ,5.2% disagreed this statement and 9.2% strongly disagreed. The mean for the statement was 3.95.

The third statement on there is ownership of change a majority (39.9%) of the respondents strongly agreed with the statement, 30.7% agreed with this statement, 18.3% were neutral to the statement, 6.5% disagreed and 4.6% strongly disagreed. The mean for the statement was 3.95 while the standard deviation was 1.12. The fourth statement the change achievement is difficult (36.6%) of the respondent agreed with this statement, 32.0% strongly agreed with the statement, 18.3% were neutral to the statement, 8.5% disagreed and 4.6% strongly disagreed this statement. The mean for the statement was 3.64.

The respondent responded to the fifth statement on there is no enough support where the majority (34.6%) of the respondents agreed with the statement, 27.5 % strongly agreed with the statement, 22.9 % were neutral to the statement ,4.6% disagreed and 10.5% strongly disagreed this statement. The mean for the statement was 3.83. The sixth statement on the organization and procedures are not adapted to the new situation. Majority (53.6%) of the respondent strongly agreed with this statement, 30.7% agreed with the first statement, 9.2% were neutral to the statement, 7% disagreed and 5.9% strongly disagreed this statement. The mean for the statement was 4.25.

The respondent responded to the seventh statement on the there is resistance to change. The majority (66.7%) of the respondents strongly agreed with the statement, 17.0% agreed with the statement, 4.6% were neutral to the statement, 1.3% disagreed and 10.5% strongly disagreed this statement. The mean for the statement was 4.28.

Majority (45.1%) of the respondents strongly agree with the eighth statements leaders are responsible for the change process 25.5% agreed with the statement, 13.7% were neutral, 10.5% disagreed and 5.2% strongly disagreed this statement to the statement. The mean for the statement was 3.95. For the ninths statement a majority (53.6%) of the

respondents agreed with the statement that leaders develop skill of employees to meet the requirement of change 27.5 % strongly agreed with this statement, 8.5% were neutral to the statement and 5.2% disagreed and 5.2% strongly disagreed this statement to the statement. The mean for the statement was 4.33.

For the tenth and last statement on leaders seeks different perspectives before initiating change a majority (45.1%) of the respondents agreed with the statement ,35.3% strongly agreed with this statement, 13.7% were neutral to the statement and 5.9% strongly disagreed. The mean for this statement was 4.04. The findings corroborate Achitsa (2013) the change management process and the leadership recognized the employee's efforts by making the work environment conducive for their participation.

Table 4.11 Change Management

Statements		SD	D	N	A	SA	Mean	Std. Dev.
Change leads to county improvement	%	3.3	0	5.9	45.8	45.1	4.29	0.85
Change leads to county sustainability	%	9.2	5.2	3.9	35.9	45.8	4.04	1.24
There is ownership of change	%	4.6	6.5	18.3	30.7	39.9	3.95	1.12
Change achievement is difficult	%	4.6	8.5	18.3	36.6	32.0	3.83	1.11
There is no enough support	%	10.5	4.6	22.9	34.6	27.5	3.64	1.23
Organization and procedures are not adapted to the new situation	%	5.9	7	9.2	30.7	53.6	4.25	1.06
There is resistance to change	%	10.5	1.3	4.6	17.0	66.7	4.28	1.28
Leaders are responsible for the change process	%	5.2	10.5	13.7	25.5	45.1	3.95	1.23
Leaders develop skill of employees to meet the requirement of change	%	5.2	5.2	8.5	53.6	27.5	3.93	1.02
Leaders seeks different perspectives before initiating change	%	5.9	0	13.7	45.1	35.3	4.04	1.01

i) Change Acceptance in Counties

The study sought to determine whether change easily accepted in the counties. The finds are displayed in the figure 4.25 which show a majority (63%) of respondent indicated that change is easily accepted in the county, a minority (37%) indicated that it is not.

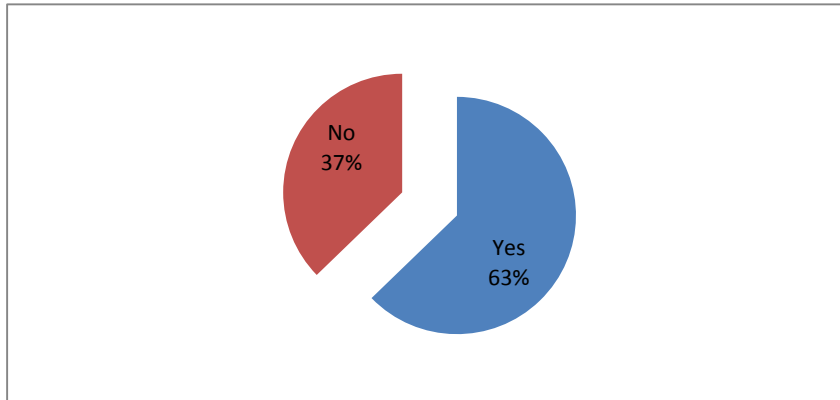


Figure 4.22 Change Acceptances in Counties

ii) Leaders Good in Managing the Change Process

The study sought to determine whether the leaders good in managing the change process. The finds are displayed in the figure 4.26which show a majority (76%) of respondent indicated that leaders are good manager of the change process minority (24%) indicated that they are not.

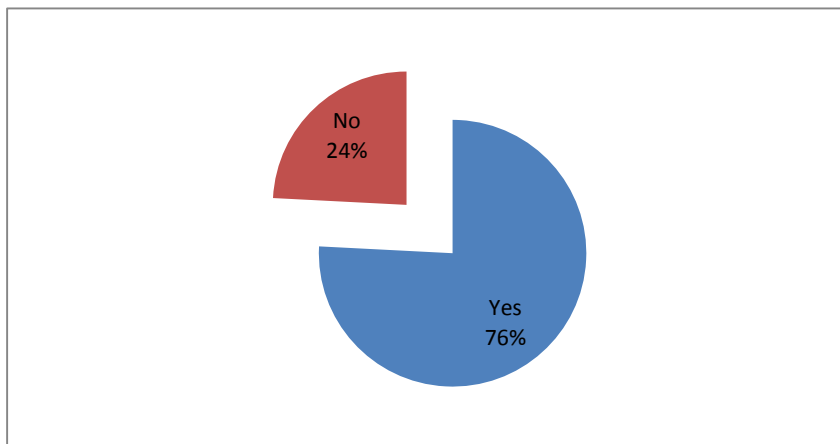


Figure 4.23 Leaders Good in Managing the Change Process

ii) Leaders able to Manage the Change in the Counties

The study sought to determine the extent to which leaders able to manage the change in the counties. The findings are displayed in the figure 4.27 shows that a majority the majority (52%) indicated to a great extent leaders are able to manage the change in the counties, 19% were moderate extent, 17% responded to a very great extent 8% to a low extent, finally 4% to no extent.

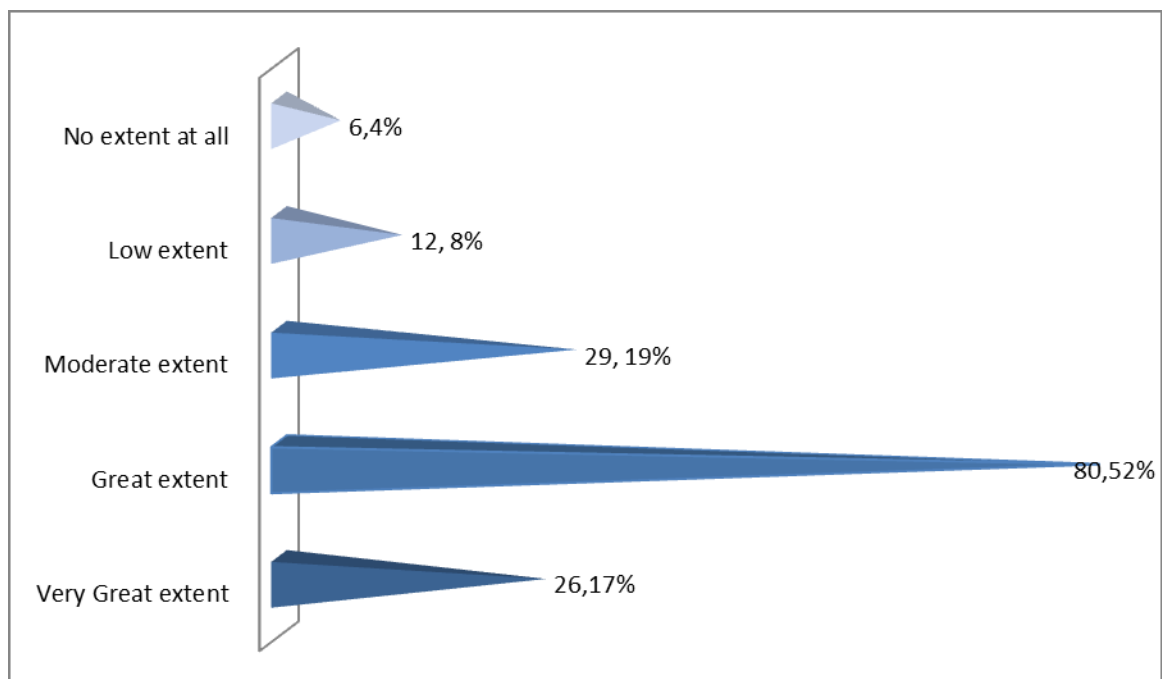


Figure 4.24 Leaders able to manage the change in the counties

4.7 Tests and Assumptions

This section focuses on the various statistical tests such as testing for normality, multi-collinearity, Heteroscedasticity, correlations of the study variables and testing for outliers.

4.7.1 Testing for Outliers

An outlier refers to a case in which an extreme value on study variables that it indefensibly controls statistics attained from an analysis (Tabachnick & Fidell, 2001). Stated otherwise, an outlier is a score that is very unlike from the rest and therefore biases the mean and standard deviation (Field, 2005). There are two various types of outliers such as the multivariate and univariate outliers. While univariate outliers refer to cases in with high values on one variable, whereas multivariate outliers are cases with a rare combination of values on two or more variables (Tabachnick & Fidell, 2001).

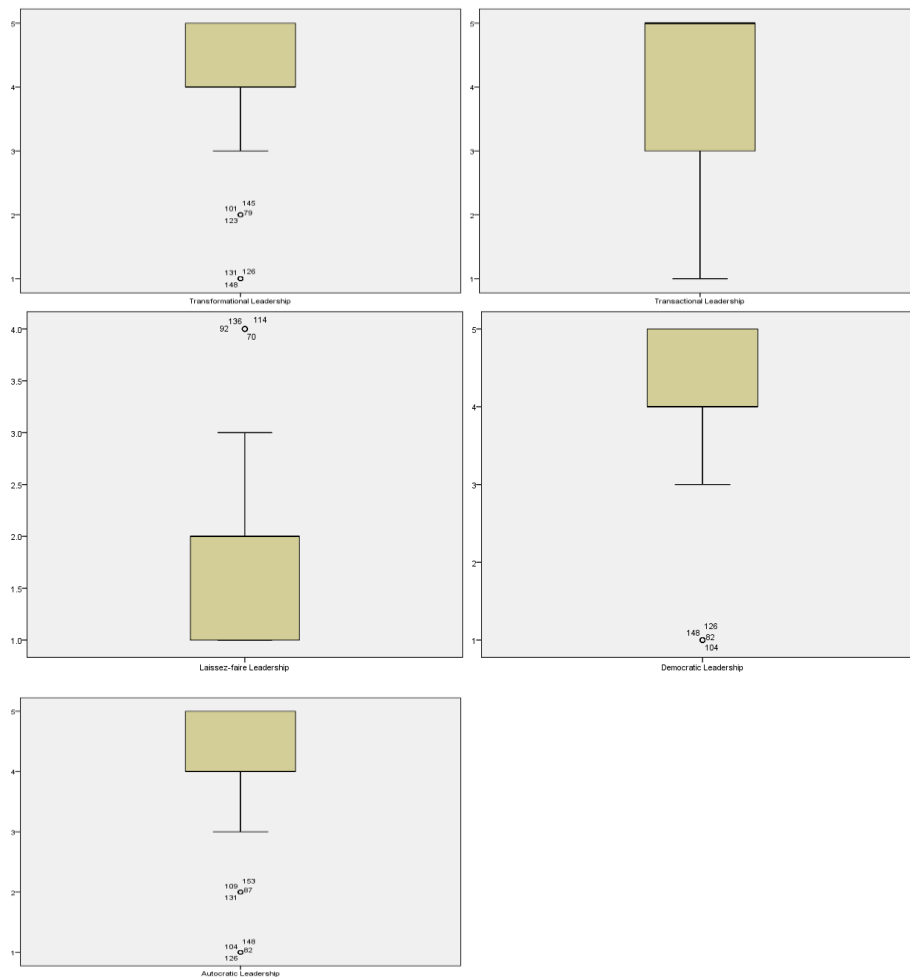


Figure 4.25 Testing for Outliers

4.7.2 Testing for Normality

Normality testing is performed to identify whether a data set has been well-modeled by a normal distribution. The test helps compute how possible a random variable which underlies in a data set can be normally distributed. Study variables which are not normally distributed distort the significance tests and relationships between the variables. Razali and Wah (2011) assert when the normality assumption is not observed the explanation and implications are not valid or reliable. The reason behind this is all regression analysis undertakes normal distributions. To test for normality various test can be used such as the Kolmogorov-Smirnov, Shapiro-Wilk, Anderson Darling and Lilliefors.

Razali and Wah (2011) recommend the Shapiro-Wilk test which they assert is the furthestmost significant normality test. To identify the shape of distribution, Kolmogorov-Smirnov and Shapiro-Wilk (K-S) statistics are used (Shapiro and Wilk, 1965) which were calculated for each variable. The study adopted this test and the findings are presented in Table 4.8.

The table 4.12 shows that the entire variables were significant. This violated the assumptions of normality; the significance of the K-S test was expected due to the large sample size (Pallant, 2007). By the variable having a p-value that is less than 0.05 indicated that data was a normal distribution.

Table 4.12 Kolmogorov-Smirnov and Shapiro-Wilk (K-S) statistics

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Transformational Leadership	.319	153	.000	.737	153	.000
Transactional Leadership	.360	153	.000	.714	153	.000
Laissez-faire Leadership	.294	153	.000	.782	153	.000
Autocratic Leadership	.317	153	.000	.775	153	.000
Democratic Leadership	.294	153	.000	.677	153	.000

a. Lilliefors Significance Correction

The following are Q-Q Plot plots for study variables. The first figure 4.26 is the Q-Q plots for the first variable transformational leadership.

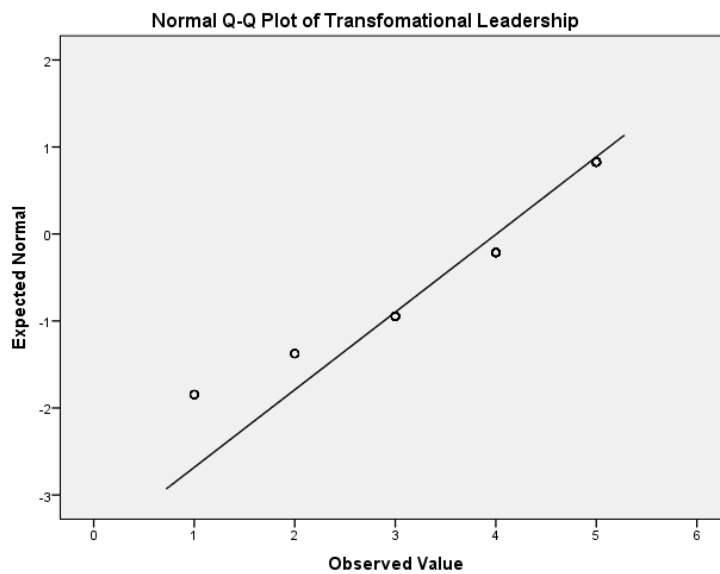


Figure 4.26 Normal Q-Q Plot of transformational Leadership

The figure 4.27 is the Q-Q plots for the second variable transactional leadership.

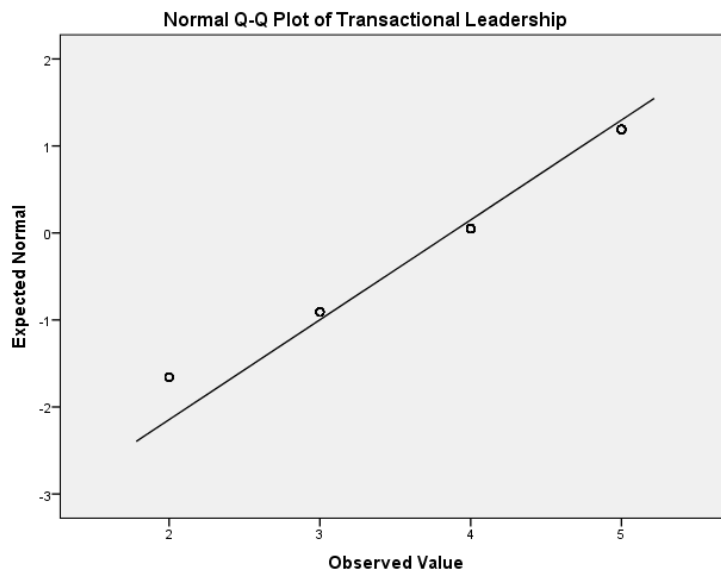


Figure 4.27 Normal Q-Q Plot of Transactional Leadership

The figure 4.28 is the Q-Q plots for the third variable Laissez-Faire leadership.

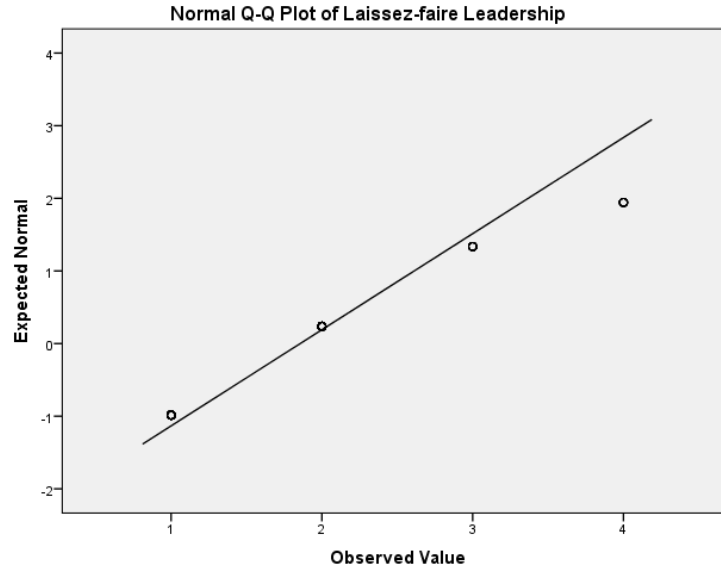


Figure 4.28 Normal Q-Q Plot of Laissez-Faire Leadership

The figure 4.29 is the Q-Q plots for the fourth variable Autocratic leadership

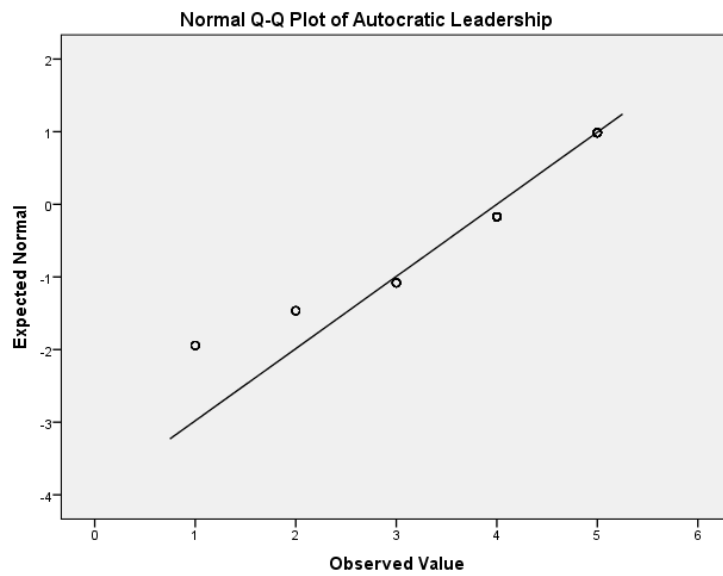


Figure 4.29 Normal Q-Q Plot of Transactional Leadership

The figure 4.30 is the Q-Q plots for the fifth variable Democratic leadership.

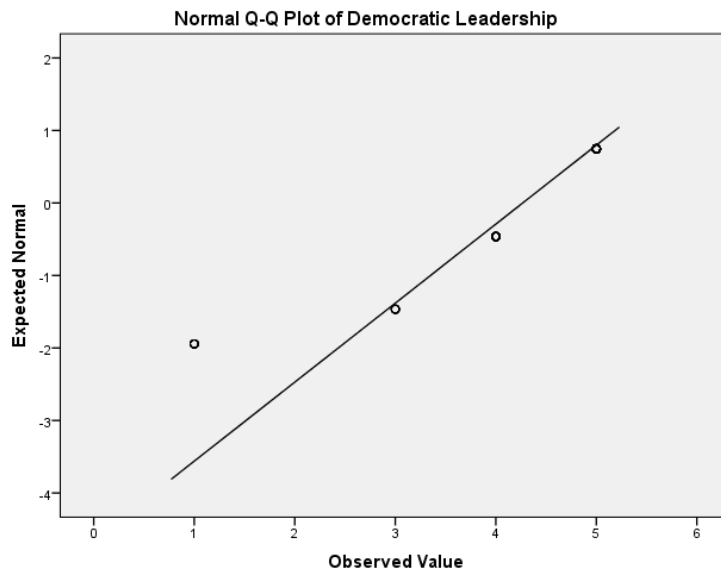


Figure 4.30 Normal Q-Q Plot of Democratic Leadership

The figure 4.31 is the Q-Q plots standardized residuals for change.

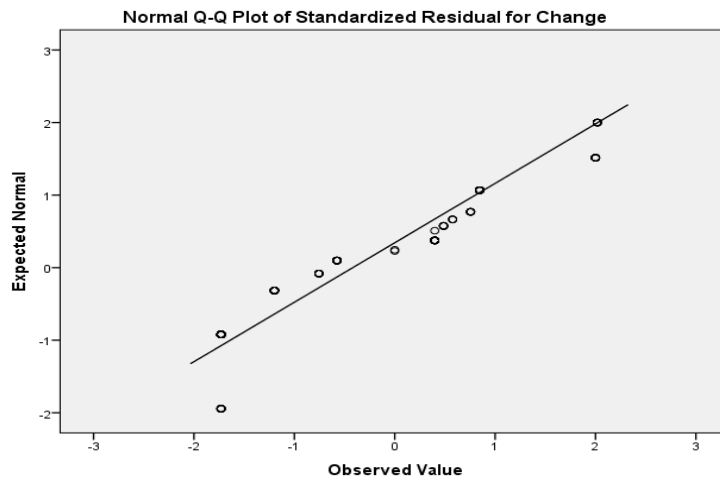


Figure 4.31 Normal Q-Q Plot of Standardized Leadership

4.7.3 Multicollinearity

Multicollinearity refers to a statistical occurrence where two or more study variables are witnessed in a multiple regression model as being highly correlated to each other. This means that there is a likely hood that one of the variables is linearly projected from the others with a significant degree of precision. The bigger the multicollinearity, the bigger the standard errors. The Variance Inflation Factor (VIF) was used in the study to test for linearity. If VIF value is above 10 this is indicative presence of damaging collinearity (Newbert, 2008). Multicollinearity tests in this study were performed using the regression analysis. All the values in the study were found to be below 5 which mean that multicollinearity among the study variables was reduced therefore not damaging. The values are presented in the coefficient tables.

Table 4.13 Multicollinearity

Coefficients		Collinearity Statistics	
Model		VIF (1/ (1-R²))	Tolerance VIF (1-R²)
1	Transformational Leadership	.385	2.594
	Transactional Leadership	.769	1.300
	Laissez-faire Leadership	.889	1.125
	Autocratic Leadership	.402	2.486
	Democratic Leadership	.549	1.820
	Organizational Culture	.654	1.529

a) Dependent Variable: Change Management

From the results in the table above it is observed that there no multi-collinearity problems, since the resulting tolerance values varies in the range from 0.385 to 0.769. DeVaus (2002) assert that if the tolerance value of the variable is greater than 0.2, it means this variable may not produce multi-collinearity. The VIF results in the table above, which refer to the Variable Inflation factor, were ranging from 1.120 to 2.59, they do not show a problem with multicollinearity since the VIFs are less than 10 (Hair et al., 2010).

4.7.4 Heteroscedasticity

Following use of the ordinary least square (OLS) estimate assumptions, the error term of the study should be homoscedastic. This means that the variance that the error term has should be a constant, therefore the observation of each error term is gotten from the identical probability distribution. Heteroscedasticity refers to the nonexistence of homoscedasticity. Heteroscedasticity is a frequent challenge which occurs when using a cross-sectional dataset. It is present when the error term outcomes are found in diverse probability distributions (Halcoussis, 2005).

Halcoussis (2005) assert that the heteroscedasticity results in small OLS estimation error term and t-statistics value which are considered to be too large. By heteroscedasticity being present the OLS is found to be no longer impartial. The two frequently used tests for heteroscedasticity classic tests are the White test and the Park test. This study employs the Levene's test which was adopted because if data is grouped use of Levene's test of homogeneity of variances is appropriate to test for homogeneity (Tabachnick and Fidell, 2007).

Table 4.14: Test of Homogeneity of Variances (Levene's Test)

	Levine Statistic	df1	df2	Sig.
Transformational Leadership	19.596	4	148	.000
Transactional Leadership	9.503	4	148	.000
Laissez-faire Leadership	40.290	4	148	.000
Autocratic Leadership	7.002	4	148	.000
Democratic Leadership	25.568	4	148	.000

4.7.5 Autocorrelation Test

Autocorrelation which is also known as serial correlation occurs when the error term observations in a regression are correlated. Autocorrelation is a common problem in time series regressions and often found in repeating patterns when the past values affect the future values. This was done by looking at the Durbin Watson Statistics for the regression model which was 0.26 which is less than the rule of thumb which states that values of $1.0 < d < 3.0$ show that there is no auto-correlation in the data was satisfied by this result (Barley, 2009).

4.7. 6 Exploratory Factor Analysis

Exploratory factor analysis is a statistical technique that is used to reduce data to a smaller set of summary variables and to explore the underlining theoretical structure of the phenomena. It is used to identify the structure of the relationship between the variable and the respondent.

Table 4.15 Factor Matrix

Factor Matrix	
	Factor
	1 2
Autocratic Leadership	.864
Change Management	.755
Transformational Leadership	.737
Democratic Leadership	.629
Organizational Culture	.452
Transactional Leadership	
Laissez-faire Leadership	.638

Extraction Method: Principal Axis Factoring.

a. 2 factors extracted. 20 iterations required.

4.7. 7 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is a multivariate statistical procedure that is used to test how well the measured variables represent the number of constructs. Confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) are similar techniques, but in exploratory factor analysis (EFA), data is simply explored and provides information about the numbers of factors required to represent the data. To conduct the confirmatory factor analysis the study used the principle component analysis. The table 4.16 shows the result of the KMO and Bartlett's Test for the analysis. From the table 4.16 the p-value is less than 0.005 which makes it statistically significant.

Table 4.16 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.746
	Approx. Chi-Square	341.143
Bartlett's Test of Sphericity	df	21
	Sig.	.000

The table 4.17 shows the Communalities of study variable.

Table 4.17 Communalities

Communalities		
	Initial	Extraction
Change Management	1.000	.720
Transformational Leadership	1.000	.653
Transactional Leadership	1.000	.444
Laissez-faire Leadership	1.000	.722
Autocratic Leadership	1.000	.758
Democratic Leadership	1.000	.594
Organizational Culture	1.000	.474

Extraction Method: Principal Component Analysis.

Table 4.18 Total Variance Explained

Total Variance Explained							
Component	Initial Eigenvalues			Extraction	Sums of Squared	Rotation Sums	
				Loadings		of Squared	
	Total	% of	Cumulative	Total	% of	Cumulative	Total
		Variance	%		Variance	%	
1	3.049	43.555	43.555	3.049	43.555	43.555	2.979
2	1.315	18.792	62.347	1.315	18.792	62.347	1.468
3	.835	11.935	74.281				
4	.743	10.617	84.899				
5	.418	5.973	90.871				
6	.390	5.576	96.448				
7	.249	3.552	100.000				

Extraction Method: Principal Component Analysis.

4.8 Inferential Statistics

4.8.1 Correlations of the Study Variables

Correlation matrix is used to conclude the degree in which the change in the value of a variable is related with changes in another variable. Kothari and Garg (2014) assert that the correlation coefficient should range from -1 to +1, with -1 representing a perfect negative correlation, +1 representing a perfect positive correlation, and 0 illustrating no correlation at all.

From the Table 4.18 showed that there was a significant positive correlation between transformational leadership and Change management at an r value of 0.581, there was also a positive correlation between transactional leadership and change management at an r value of 0.463. There was a negative correlation between laissez-Faire Leadership with change management at an r value of -0.286. There existed a significant positive correlation between autocratic leadership and change management at 0.699. Finally, the

relationship between democratic leadership and change management had a positive correlation at an r value of 0.549.

The results of the table show that a majority of the study variables had a positive effect on the dependent variable. The result corroborates studies by Iqbal, Anwar and Haider (2015) findings of a positive relationship between study variable and the independent variables. The study findings also concurred with Kelly (2014) who also posted similar finding which showed democratic leadership was important in effecting change management.

Table 4.19 Correlations of the Study Variables

		Change Management	Transformational Leadership	Transactional Leadership	Laissez- faire Leadership	Autocratic Leadership	Democratic Leadership
Change Management	Pearson Correlation	1					
	Sig. (2- tailed)						
	N	153					
Transformational Leadership	Pearson Correlation	.581**	1				
	Sig. (2- tailed)	.000					
	N	153	153				
Transactional Leadership	Pearson Correlation	.463**	.433**	1			
	Sig. (2- tailed)	.000	.000				
	N	153	153	153			
Laissez-faire Leadership	Pearson Correlation	-.216**	-.059	-.163*	1		
	Sig. (2- tailed)	.007	.472	.045			
	N	153	153	153	153		
Autocratic Leadership	Pearson Correlation	.699**	.680**	.352**	.061	1	
	Sig. (2- tailed)	.000	.000	.000	.457		
	N	153	153	153	153	153	
Democratic Leadership	Pearson Correlation	.549**	.493**	.192*	.179*	.648**	1
	Sig. (2- tailed)	.000	.000	.017	.027	.000	
	N	153	153	153	153	153	153

4.9 Regression analysis Before Moderation and after moderation

This section will include the regression equations for the study variables before moderation. According to Hair, *et al.* (2010) regression is used for analyzing the relations between one single dependent variable and a group of independent variables. The main role of linear regression analysis is to determine whether or not a significant relationship exists between the independent variables such as transformational leadership, transactional leadership, laissez-faire leadership, democratic leadership and autocratic leadership and dependent variables change management.

4.9.1 Transformational Leadership

The study went further to run regression analysis on the independent variable (Transformational leadership) on the dependent variable (Change Management) in order to determine the statistical significance in the relationship between the two variables. The result of the regression analysis as displayed in table 4.18 which show that $R=0.581$ and $R^2=0.338$. This result indicates that a 33.8% of the changes in the dependent variable (Change Management) can be attributed to units of change in transformational leadership. The remainder 76.2% of the changes is explained by the other four variables. The p-value showed that the model was statistically significant.

Table 4.20: Model Summary for Transformation leadership and Change

Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig.
1	.581	.338	.85496	.338	77.084	1	151	.000

a. Predictors: (Constant), Transformational Leadership.

b. Dependent Variable: Change Management.

An F-test was performed so as to test the null hypothesis of the study on the first variable that there is no significant relationship between the transformational leadership and change management. The results of the analysis as shown in the Table 4.20 shows the significance of the p value for the models is 0.000 which is less than the value of 0.05, the F statistic = 77.084. The F-Critical $f_{0.05, 1, 152}$ was 3.8415. Since F calculated, 77.084, was greater than F-Critical, 3.8415, the study concluded that the model fits well. This shows that the null hypothesis should be rejected and is therefore determined that there is a significant relationship between the transformational leadership on change management. The above result shows that transformational leadership does have an effect on change management due to the positive effect displayed in the regression model. The study concurred with Carter *et al* (2010) who found that transformational leadership had a positive effect on change in the company studied. Their study further revealed the quality of relationships between leaders and employees mediated the influence of transformational leadership on performance. This shows that transformational leadership effect on change can lead to improved performance in counties in Kenya.

Table 4.21 ANOVA Results for Transformation leadership and Change ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.345	1	56.345	77.084	.000 ^b
	Residual	110.374	151	.731		
	Total	166.719	152			

a. Dependent Variable: Change Management.

b. Predictors: (Constant), Transformational Leadership.

The study went further to report the regression coefficients are as presented in Table 4.22. The result in Table 4.21 shows that the relationship between transformational leadership and change management in counties in Kenya was significant at 5% level of

significance. The p-value was 0.000. The regression equation for this relationship was $Y=2.084+0.503x_1$. More specifically, this result shows that a unit increase in transformational leadership was associated with a .503-unit increase in change management.

Table 4.22 Coefficient Transformation leadership and Change

Model		Unstandardized		Standardized t		Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.084	.239		8.725	.000
	Transformational Leadership	.503	.057	.581	8.780	.000

a. Dependent Variable: Change Management

Change Management in County Government = 2.084 + 0.503 Transformational Leadership

The findings were consistent Mwangi and Kwasira (2015) role of transformational leadership on organizational change in selected public secondary schools in Nakuru north sub county, Kenya with the study revealed that transformational leadership indeed plays a role in organizational change in that inspirational motivation which is one of its core elements influenced organizational change in the aforesaid schools. They were also consistent with Datche and Mukulu (2015) in their study on the effects of transformational leadership on employee engagement.

The findings revealed that transformational leadership though positively related to employee engagement in general; the leader behaviors of intellectual stimulation and individualized consideration of supervisor were found to be positive and moderately related to employee engagement.

The effect of transformational behavior was particularly striking in the case of changes that are reactive, transformative, and that will change the character of the organization.

Suada and Dževad (2014) study on the relevance of transformational leadership in shaping employee attitudes towards organizational change. The empirical research presented in the paper showed that the effect of transformational behavior was particularly striking in the case of changes that are reactive, transformative, and that will change the character of the organization.

4.9.2 Transactional Leadership

The study went further to run regression analysis on the independent variable (Transactional leadership) on the dependent variable (Change Management) in order to determine the statistical significance in the relationship between the two variables. The result of the regression analysis as displayed in table 4.19 which show that $R=0.463$ and $R^2=0.215$. This result indicates that a 21.5% of the changes in the dependent variable (Change Management) can be attributed to units of change in transactional leadership. The remainder 78.5% of the changes is explained by the other four variables.

Table 4.23: Model Summary for Transactional Leadership and Change Management
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.463 ^a	.215	.209	.93121	.215	41.260	1	151	.000

a. Predictors: (Constant), Transactional Leadership.

b. Dependent Variable: Change Management.

An F-test was performed so as to test the null hypothesis of the study on the first variable that there is no significant relationship between the transactional leadership and change management. The results of the analysis as shown in the Table 4.23 shows the F –test for this factor in the regression model was found to be significant F statistic = 41.260 and the significance of the p value for the models is 0.000 which is less than the value of 0.05.

The F-Critical $f_{0.05,1,152}$ was 3.8415. Since F calculated, 41.260, was greater than F-Critical, 3.8415, the study concluded that the model fits well. This shows that the null hypothesis should be rejected and is therefore determined that there is a significant relationship between the transactional leadership on change management.

Table 4.24 ANOVA Results for Transactional leadership and Change Management
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.779	1	35.779	41.260	.000 ^t
	Residual	130.940	151	.867		
	Total	166.719	152			

a. Dependent Variable: Change Management.

b. Predictors: (Constant), Transactional Leadership.

The study went further to report the regression coefficients are as presented in Table 4.25. The result in Table 4.24 shows that the relationship between transactional leadership and change management in counties in Kenya was significant at 5% level of significance.

The p-value was 0.000. The regression equation for this relationship was $Y = 2.746 + 0.339x_1$. More specifically, this result shows that a unit increase in transactional leadership was associated with a .339 unit increase in change management.

Table 4.25 Coefficient Transactional leadership and Change Management Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.746	.223		12.331	.000
1	Transactional Leadership	.339	.053	.463	6.423	.000

a. Dependent Variable: Change Management

Change Management in County Government = 2.746+ 0.339 Transactional Leadership

The study corroborated findings by Dana and Bing (2015) study on the effective leadership in managing NPM-based change in the public sector. The findings also corroborated with Komor (2012) in his study the relationship between transactional and transformational leadership and organizational change found similar finding of transactional leadership having an influence on the change management. Moore (2012) in her study explored the nature of leadership styles in women and men.

Multifactor Leadership Questionnaire was administered as a means of objective assessment of the leadership style of various professionals. The study showed that transactional leadership did affect change when employed in the workforce by both men and women.

4.9.3 Laissez Faire Leadership

The study went further to run regression analysis on the independent variable (Laissez-Faire Leadership) on the dependent variable (Change Management) in order to determine the statistical significance in the relationship between the two variables. The result of the

regression analysis as displayed in table 4.26 which show that $R=0.216$ and $R^2=0.042$. This result indicates that a 4.7% of the changes in the dependent variable (Change Management) can be attributed to units of change in Laissez Faire leadership. The remainder 95.3% of the changes is explained by the other four variables.

Table 4.26: Model Summary for Laissez-Faire Leadership and Change Management

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.216 ^a	.047	.040	1.02596	.047	7.388	1	151	.007

a. Predictors: (Constant), Laissez-faire Leadership.

b. Dependent Variable: Change Management.

An F-test was performed so as to test the null hypothesis of the study on the first variable that there is no significant relationship between the Laissez-Faire Leadership and change management. The results of the analysis as shown in the Table 4.23 shows the F –test for this factor in the regression model was found to be significant F statistic = 7.388 and the significance of the p value for the models is 0.007 which is less than the value of 0.05. The F-Critical $f_{0.05,1,152}$ was 3.8415. Since F calculated, 7.388, was greater than F-Critical, 3.8415, the study concluded that the model fits well. This shows that the null hypothesis should be rejected and is therefore determined that there is a significant relationship between the Laissez-Faire Leadership on change management.

Table 4.27 ANOVA Results for Laissez-Faire Leadership and Change Management

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.777	1	7.777	7.388	.007 ^b
	Residual	158.942	151	1.053		
	Total	166.719	152			

a. Dependent Variable: Change Management.

b. Predictors: (Constant), Laissez-faire Leadership.

The study went further to report the regression coefficients are as presented in Table 4.24. The result in Table 4.24 shows that the relationship between Laissez-Faire Leadership and change management in counties in Kenya was significant at 5% level of significance. The p-value was 0.000. The regression equation for this relationship was $Y = 4.647 - 0.299x_1$. More specifically, this result shows that a unit decrease in laissez-faire leadership was associated with a -0.299-unit increase in change management.

Table 4.28 Coefficient for Laissez-Faire Leadership and Change Management Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.647	.221		21.070	.000
	Laissez-faire Leadership	-.299	.110	-.216	-2.718	.007

a. Dependent Variable: Change Management

Change Management in County Government = 4.647-0.299 Laissez-Faire Leadership

The findings showed that Laissez-Faire Leadership had a negative effect on change management this corroborated by Edwards and Gills (2012) Transformational Leadership across Hierarchical Levels in UK Manufacturing Organizations. This paper reports an empirical study of the effectiveness of transformational, transactional and laissez-faire leadership across hierarchical levels in manufacturing organizations in the UK. Laissez-faire leadership is ineffective at all hierarchical levels.

4.9.4 Democratic Leadership

The study went further to run regression analysis on the independent variable (Democratic leadership) on the dependent variable (Change Management) in order to determine the statistical significance in the relationship between the two variables. The result of the regression analysis as displayed in table 4.25 which show that $R=0.549$ and $R^2=0.302$. This result indicates that a 30.2% of the changes in the dependent variable (Change Management) can be attributed to units of change in democratic leadership. The remainder 69.8% of the changes is explained by the other four variables.

Table 4.30: Model Summary for Democratic Leadership and Change Management

Model Summary^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.549 ^a	.302	.297	.87804	.302	65.252	1	151	.000

a. Predictors: (Constant), Democratic Leadership.

b. Dependent Variable: Change Management.

An F-test was performed so as to test the null hypothesis of the study on the first variable that there is no significant relationship between the democratic leadership and change management. The results of the analysis as shown in the Table 4.26 shows the significance of the p value for the models is 0.000 which is less than the value of 0.05, F statistic = 65.252. The F-Critical $f_{0.05, 1, 152}$ was 3.8415. Since F calculated, 65.252, was greater than F-Critical, 3.8415, the study concluded that the model fits well. This shows that the null hypothesis should be rejected and is therefore determined that there is a significant relationship between the democratic leadership on change management.

Table 4.32 ANOVA Results for Democratic Leadership and Change Management ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.306	1	50.306	65.252	.000 ^b
	Residual	116.413	151	.771		
	Total	166.719	152			

a. Dependent Variable: Change Management.

b. Predictors: (Constant), Democratic Leadership.

The study went further to report the regression coefficients are as presented in Table 4.27. The result in Table 4.27 shows that the relationship between democratic leadership and change management in counties in Kenya was significant at 5% level of significance. The p-value was 0.000. The regression equation for this relationship was $Y = 1.416 + 0.627x_1$. More specifically, this result shows that a unit increase in democratic leadership was associated with a 0.627-unit increase in change management.

Table 4.33 Coefficient for Democratic Leadership and Change Management Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.416	.339		4.180	.000
	Democratic Leadership	.627	.078	.549	8.078	.000

a. Dependent Variable: Change Management.

Change Management in County Government = 1.416+ 0.627 Democratic Leadership

The findings Tandoh (2011) corroborated with finding from studies from which posted similar results where democratic leadership had an effect on change management. Kelly (2014) also posted similar finding which showed democratic leadership was important in effecting change management. Iqbal, Anwar and Haider (2015) concluded democratic leadership should be used when organization have competent and talented team members, when company or department planning meetings for improvements, when company conducting evaluation sessions, when you are motivating top-performers in an organization and when you need of innovative and creative work.

4.9.5 Autocratic Leadership

The study went further to run regression analysis on the independent variable (Autocratic Leadership) on the dependent variable (Change Management) in order to determine the statistical significance in the relationship between the two variables. The result of the regression analysis as displayed in table 4.28 which show that $R=0.699$ and $R^2=0.489$. This result indicates that a 48.9 % of the changes in the dependent variable (Change Management) can be attributed to units of change in autocratic leadership. The remainder 51.1% of the changes is explained by the other four variables.

Table 4.35: Model Summary for Autocratic Leadership and Change Management**Model Summary**

Model	R	Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	Sig. F Change
1	.699 ^a	.489	.485	.75144	.489	144.2531	151	.000

a. Predictors: (Constant), Autocratic Leadership.

An F-test was performed so as to test the null hypothesis of the study on the first variable that there is no significant relationship between the Autocratic Leadership and change management. The results of the analysis as shown in the Table 4.29 shows the significance of the p value for the models is 0.000 which is less than the value of 0.05, F statistic = 144.253.

The F-Critical $f_{0.05,1,152}$ was 3.8415. Since F calculated, 144.253, was greater than F-Critical, 3.8415, the study concluded that the model fits well. This shows that the null hypothesis should be rejected and is therefore determined that there is a significant relationship between the Autocratic Leadership on change management.

Table 4.36 ANOVA Results for Autocratic Leadership and Change Management**ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	81.455	1	81.455	144.253	.000 ^b
1 Residual	85.264	151	.565		
Total	166.719	152			

a. Dependent Variable: Change Management.

b. Predictors: (Constant), Autocratic Leadership.

The study went further to report the regression coefficients are as presented in Table 4.30. The result in Table 4.30 shows that the relationship between autocratic Leadership and change management in counties in Kenya was significant at 5% level of significance. The p-value was 0.005. The regression equation for this relationship was $Y=1.182+0.727x_1$. More specifically, this result shows that a unit increase in autocratic leadership was associated with a 0.727-unit increase in change management.

Table 4.37 Coefficient for Autocratic Leadership and Change Management

Coefficients^a

Model	Unstandardized Coefficients		Standardized t Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	1.182	.250		4.735	.000
1 Autocratic Leadership	.727	.061	.699	12.011	.000

a. Dependent Variable: Change Management.

Change Management in County Government = 1.182+ 0.727Autocratic Leadership

The study results on authoritative leadership corroborated with Awan and Mahmood (2010) and Iqbal, Anwar and Haider (2015) who found authoritative leadership to have effect on the employees in their respective studies. Iqbal, Anwar and Haider (2015) concluded that autocratic leadership should be used when new employees are unfamiliar and don't have sufficient know how about their jobs, If the employee constantly misusing their authority, when company rules are violated by employees when the sole person responsible for a decision making and implementing.

4.9.6 Overall Regression Model before Moderation

The study went further to run regression analysis on the independent variables (transformational leadership, transactional leadership, laissez-faire leadership, democratic leadership and autocratic leadership) on the dependent variable (Change Management) in order to determine the statistical significance in the relationship between the two variables. The result of the regression analysis as displayed in table 4.37 which show that $R=0.790$ and $R^2=0.624$. This result indicates that 62.4% of the changes in the dependent variable (Change Management). The remainder 37.6% of the changes are explained by other factors not captured in the study.

Table 4.38: Model Summary for Overall Regression Model before Moderation

Model Summary^b

Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.790a	.624	.65327	.624	48.731	5	147	.000	.260

a. Predictors: (Constant), Democratic Leadership, Laissez-faire Leadership, Transactional Leadership, Transformational Leadership, Autocratic Leadership.

b. Dependent Variable: Change Management.

The results of the analysis as shown in the Table 4.38 shows the significance of the p value for the models is 0.000 which is less than the value of 0.000, the F statistic = 48.731. The F-Critical $f_{0.05,1,152}$ was 3.8415. Since F calculated, 48.731, was greater than F-Critical, 3.8415, the study concluded that the model fits well. This shows that the model was highly significant.

Table 4.39 ANOVA Results for Overall Regression Model before Moderation**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.984	5	20.797	48.731	.000 ^t
	Residual	62.735	147	.427		
	Total	166.719	152			

a. Dependent Variable: Change Management.

b. Predictors: (Constant), Democratic Leadership, Laissez-faire Leadership, Transactional Leadership, Transformational Leadership, Autocratic Leadership.

The study went further to report the regression coefficients are as presented in Table 4.40. The result in Table 4.39 shows that the relationship between study variables and change management in counties in Kenya was significant at 5% level of significance. The p-value was 0.000. The regression equation for this relationship was $Y = 0.944 + 0.051x_1 + 0.140x_2 - 0.347x_3 + 0.474x_4 + 0.266x_5$.

Table 4.40 Coefficient for Overall Regression Model before Moderation**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.944	.296		3.185	.002
	Transformational Leadership	.051	.063	.059	.813	.418
	Transactional Leadership	.140	.042	.192	3.353	.001
	Laissez-faire Leadership	-.347	.073	-.251	-4.743	.000
	Autocratic Leadership	.474	.083	.455	5.708	.000
	Democratic Leadership	.266	.078	.233	3.419	.001

a. Dependent Variable: Change Management.

Change Management in County Government=1.070 + 0.051 Transformational leadership+ 0.140 Transactional leadership- 0.347 Laissez-Faire leadership+ 0.474 Autocratic Leadership+ 0.266 Democratic Leadership

4.9.7 Moderated Regression

The study went further to run regression analysis on the independent variables (transformational leadership, transactional leadership, laissez-faire leadership, democratic leadership and autocratic leadership) on the dependent variable (Change Management) in order to determine the statistical significance in the relationship between the two variables.

The study moderated the regression through the use the moderating variable organizational culture. From table 4.40, Model 1 shows that $R = .790$, $R^2 = .624$. The value of R^2 indicates that 62.4% of the variance in the change management in county government can be accounted study variables. Model 2 in table 4.40, shows the results after the moderation which included the moderating variable organizational culture was added into the model. Table 4.41 also indicates that the inclusion of the interaction term resulted into an $R = 0.792$, $R^2 = 0.628$. This represents a 62.8% after moderation.

Table 4.41: Model Summary for Moderated Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.790 ^a	.624	.611	.65327	.624	48.731	5	147	.000	
2	.792 ^b	.628	.613	.65176	.004	1.683	1	146	.197	.258

a. Predictors: (Constant), Democratic Leadership, Laissez-faire Leadership, Transactional Leadership, Transformational Leadership, Autocratic Leadership.

b. Predictors: (Constant), Democratic Leadership, Laissez-faire Leadership, Transactional Leadership, Transformational Leadership, Autocratic Leadership, *Organizational Culture

c. Dependent Variable: Change Management.

The results of the analysis as shown in the Table 4.41 shows the significance of the p value for the models is 0.000 which is less than the value of 0.05, the F statistic = 41.078. The F-Critical $f_{0.05,1,152}$ was 3.8415. Since F calculated, 41.078, was greater than F-Critical, 3.8415, the study concluded that the model fits well. This shows that the model is highly significant at 0.005 since the p-value is 0.000.

Table 4.42 ANOVA Results for Moderated Regression

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.984	5	20.797	48.731	.000 ^b
	Residual	62.735	147	.427		
	Total	166.719	152			
2	Regression	104.699	6	17.450	41.078	.000 ^c
	Residual	62.020	146	.425		
	Total	166.719	152			

a. Dependent Variable: Change Management.

b. Predictors: (Constant), Democratic Leadership, Laissez-faire Leadership, Transactional Leadership, Transformational Leadership, Autocratic Leadership

c. Predictors: (Constant), Democratic Leadership, Laissez-faire Leadership, Transactional Leadership, Transformational Leadership, Autocratic Leadership, *Organizational Culture.

The study went further to report the result of the table 4.15 which showed the coefficient where first model equation $Y = 0.944 + 0.051x_1 + 0.140x_2 - 0.347x_3 + 0.474x_4 + 0.271x_5 + 0.266x_6$ which is a significantly fit. The second model equation is $Y = 1.070 + 0.092x_1 + 0.133x_2 - 0.331x_3 + 0.474x_4 + 0.271x_5 + 0.271x_6 - 0.082x_7$.

Table 4.43 Coefficient for Moderated Regression

Coefficients^a

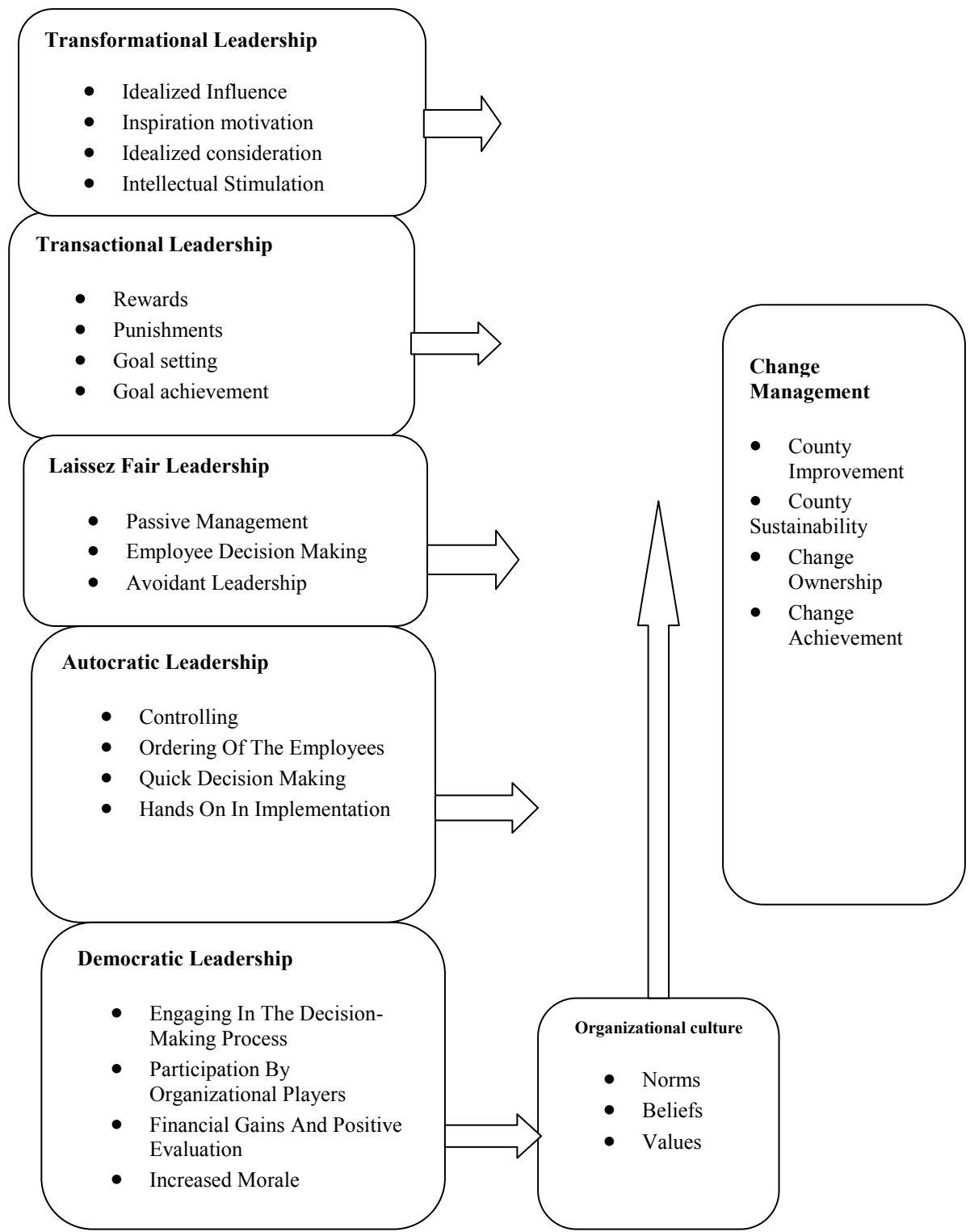
Model		Unstandardized		Standardized t		Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.944	.296		3.185	.002
	Transformational Leadership	.051	.063	.059	.813	.418
	Transactional Leadership	.140	.042	.192	3.353	.001
	Laissez-faire Leadership	-.347	.073	-.251	-4.743	.000
	Autocratic Leadership	.474	.083	.455	5.708	.000
	Democratic Leadership	.266	.078	.233	3.419	.001
2	(Constant)	1.070	.311		3.438	.001
	Transformational Leadership	.092	.070	.107	1.310	.192
	Transactional Leadership	.133	.042	.182	3.167	.002
	Laissez-faire Leadership	-.331	.074	-.239	-4.457	.000
	Autocratic Leadership	.474	.083	.455	5.721	.000
	Democratic Leadership	.271	.078	.237	3.483	.001
	*Organizational Culture	-.082	.063	-.081	-1.297	.197

a. Dependent Variable: Change Management

Change Management in County Government=1.070 + 0.92 Transformational leadership+ 0.133 Transactional leadership- 0.331 Laissez-Faire leadership+ 0.474 Autocratic Leadership+ 0.271 Democratic Leadership-0.082 Organizational Culture

4.10 Model Optimization

From the findings displayed in the table 4.36 shows the model optimization and the result of the hypothesis testing. The purpose of this model optimization was to act as a guide to the forming of the new conceptual model (revised conceptual framework). The model rearranges the constructs of each variable based on the magnitude of their coefficients of determination with the variable. The model also orders the variables based on the extent to which each explains the variability in the dependent variable. The model comprised of the significant variables; transformational leadership, transactional leadership, laissez faire leadership, democratic leadership and autocratic leadership as shown in **figure 4.32**.



Independent variables

Moderating Variable

Dependent Variable

Figure 4.32: Optimized Conceptual framework

Table 4.44 Hypothesis Results
See Appendix IV

All the Null hypotheses were rejected since all the P-values were less than 0.05. The results were as a result of the F-test performed when doing the regression analysis in the tables 4.19, 4.22, 4.25, 4.28, 4.31 and 4. 34.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter the summary of the findings, the conclusion and the recommendation of the study on the effect of leadership styles on change management in selected county governments in Kenya, the dependent variable change management and the independent variables transformational leadership style, transactional leadership style, laissez-faire leadership style, autocratic leadership and democratic leadership style. The study also had a moderating variable organizational culture. This chapter also has the suggestion for further research in order to shed light on the key areas which need more research to be conducted.

5.2 Summary of Findings

The overall objective of this study was to assess the effect of leadership styles on change management in selected county governments in Kenya. The study collected and presented data in chapter four with specific attention given to the objectives and research questions of the study which were used as units of analysis. Theoretical and empirical literature was used to compare the results of the study with previous studies. The study targeted the county managers and employees in Kiambu, Nairobi, Machakos and Kajiado. Target population of 501 was used to derive the sample size of 218 using the formula derived from Zikmund, Babin, Carr and Griffin (2014). A pilot study was conducted to test reliability of the research instrument using a sample of 10 employees who were selected randomly. In line with the findings presented and discussed in the previous chapter, the study derived the following findings.

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

From the descriptive result on transformational leadership and change management the findings showed that majority of the respondents agreed with the statement. From the findings leaders were seen to influence the followers through transformation leadership. It was also determined that the leaders did influence the followers to accept the change within the county. It was determined that leaders did use intellectual stimulation to make change possible within the county. The leaders were also seen to be able to articulate clearly the future in the county when performing the change management in the county. The leaders were also determined to instill pride in staff in the change management process. Leaders were determined to build genuine trust between them and followers which shows transformational leadership. Leaders were also seen to adjust the culture to meet the long term needs for change therefore helping achieve change. It was determined that leaders did develop skill of employees to meet the required skill to make change management possible. It was determined that leaders did seek different perspectives before initiating change which helped in getting various inputs.

The inferential analysis and findings showed that there is a positive significant linear relationship between transformational leadership and change management. The study showed that transformational leadership, plays a significant role in determining change management, and thus rejects the null hypothesis that transformational leadership does not influence change management. The empirical research presented in the paper showed that the effect of transformational behavior was particularly striking in the case of changes that are reactive, transformative, and that will change the character of the organization.

5.2.2 To Assess the Effect of Transactional Leadership on the Change Management in Selected County Governments in Kenya.

The study was able to determine from the finding that leader's offer rewards for achievement of change. The findings also showed that the leader does use punishment when change objectives are not achieved. From the findings the leader is also determined to set clear goals for the change management process. The findings also showed that the leader is responsible for goal achievement in the change management in the county. The findings showed that leaders motivated followers towards achievement of change in the implementation of change process. The findings were able to determine that leaders were able to instill pride in the employees when working towards the change management in the counties. The transactional leadership process was determined to affect the county change process through ensuring change achievement in the county. The study was able to determine that the success of the change depends on whether the leader has the power to ensure that change takes place. The leader was seen to be someone who develops a vision and sells the vision to the followers. The findings showed leaders were determined to interest creating the conducive environment for change.

The inferential analysis and findings showed that there is a positive significant linear relationship between transactional leadership and change management. The study showed that transactional leadership plays a significant role in determining change management. The null hypothesis was rejected since it was determined that transactional leadership did have an influence on change management in the counties.

5.2.3 To determine the effect of laissez-faire leadership on the change management in selected county governments in Kenya.

The study did a descriptive analysis to determine the effect of Laissez Faire Leadership on the change management. The findings showed that leaders did not avoid getting involved when important issues arise; they are more involved in the change process. This showed that leaders did not use the laissez Faire Leadership style in the counties.

the study showed that respondents disagreed with the statements that leaders let others make decisions, leaders delaying in responding to urgent questions of the respondents, leaders use passive management, the leader makes no attempt to help in solving problems, the leaders renounce their leadership. leaders shun organizational duties, leaders assume that anything that comes to the county administration and leaders don't concern themselves in the stimulation of subordinates. From the findings above showed that leadership.

The inferential analysis and findings showed that there is a negative significant linear relationship between laissez faire leadership and change management. The study shows that laissez faire leadership plays a significant role in determining change management. From the findings the study rejected the null hypothesis that Laissez Faire Leadership did not have an influence the change management in counties. The findings showed that Laissez-Faire Leadership had a negative effect on change management.

5.2.4 To Assess the Effect of Autocratic Leadership on the Change Management in Selected County Governments in Kenya.

The study did a descriptive to determine the effect of autocratic leadership on the change management. The findings were able to determine that the leader is willing do whatever is necessary to accomplishment of the goal and will do anything to move towards ensuring that goal has been achieved. The study was able to determine that the leader's behavior focuses on taking control and leader makes order of the employees without offering much clarification and dialogue. From the findings show the leader controls the employees through threats and reprimand and showed that leadership style offers various advantages such as swiftness of activity completion ensuring that projects are easily completed. The study determined that the leader is hands on in implementation of projects; leaders are swift in handling activities and leader's direct staff's attention towards failures to meet standards.

The findings showed that leader used punishment in case of failure and autocratic leadership was seen to be an effective leadership style. The computed Cronbach's Alpha of the items of autocratic leadership and change management showed a high reliability of the study instrument and data. The inferential analysis and findings showed that there is a positive significant linear relationship between autocratic leadership and change management. The study concludes that autocratic leadership plays a significant role in determining change management. The study rejected the null hypothesis.

5.2.5 To Establish the Effect of Democratic Leadership on the Change Management in Selected County Governments in Kenya.

The study conducted a descriptive analysis to determine the effect of democratic leadership on the change management. From the findings it was determined that leaders encourage and support their employees to engage in the decision-making. The findings also showed that leader encourages participation from organizational players and involves them in decision-making. It was determined that leader ensures employees ideas are taken seriously. The findings show that the leader increase morale for change to take place majority of the respondent strongly agreed with this statement. The findings showed that leadership style is ideal for change management. This leadership Style was shown to be instrumental on the improvement in labor relations, employee commitment, increased organizational allegiance, occupational contentment, apparent support, organizational ownership behavior, and employee performance. With this leadership style the leader is able to keep followers updated on change process. The leaders were seen to understand the followers concerns. There were also periodical meetings where the leader listened to inputs by followers. This leadership style was seen as an effective leadership style by the respondents. The computed Cronbach's Alpha of the items of democratic leadership and change management showed a high reliability of the study instrument and data. The inferential analysis and findings showed that there is a positive significant linear relationship between democratic leadership and change management.

The study showed that democratic leadership plays a significant role in determining change management. The study rejected the null hypothesis.

5.2.6 To examine the moderating effect of organization culture on the relationship between leadership styles and change management in selected county governments in Kenya.

The study used descriptive analysis to determine the effect of organizational culture on the change management. The study found out from the findings that county has norms that help change. The study was able to further determine that county has beliefs that help change. The findings showed that county values influences leadership styles and county members are collaborative with change management process.

The county culture was seen to affect leadership and it was established that there is a culture of refusing change. County leaders were found to have a way of influencing county members into accepting change. It was found that change in the county is communicated early and county members refused meaningless change. The computed Cronbach's Alpha of the items of organizational culture and change management showed a high reliability of the study instrument and data. The inferential analysis and findings showed that there is a positive significant linear relationship between organization culture on the relationship between leadership styles and change management. The study concludes that organizational culture does, plays a significant role in determining change management. The study rejected the null hypothesis.

5.2.7 Change Management

The study used descriptive analysis to determine the change management. From the findings it was determined that change leads to county improvement and change leads to county sustainability. It was also determined that there is ownership of change and change achievement was seen as a difficult endeavor. It was determined that there is no

enough support and that the organization and procedures are not adapted to the new situation.

It was identified that there is resistance to change. The leaders were found to be responsible for the change process and that leaders had to develop employee's skill to meet the requirement of change. The leaders were also found to seek different perspectives before initiating change a majority of the respondents agreed with the statement.

Findings on correlation and regression analyses indicated that there was a significant positive association between county culture and change management. Therefore, county culture as a moderating variable, was found to be statistically significant in explaining the effect of leadership styles on change management in selected counties in Kenya.

5.3 Conclusion of the Study

Based on the study findings, the study concluded that leadership styles did have an influence on change management in selected counties in Kenya. The study concluded that transformational leadership style did have a significant influence on the change management in county governments in Kenya. This was seen from the study findings which showed that transformational leadership caused change management to be easier in the county governments.

The study further concluded that transactional leadership style did influence the change management in Kenyan counties. This is based on the findings of this study. The study concluded that laissez-faire leadership had an influence on the change management in counties in Kenya. This conclusion is based on the findings of this study.

The study concluded that democratic leadership style had an influence on the change management in county governments. This conclusion is based on the findings of the

study. The study concluded that autocratic leadership style had an influence on the change management of counties; this conclusion is based on the findings of this study.

The study concluded that organization culture had a moderating effect on the relationship between leadership styles and change management in selected county governments in Kenya. This conclusion is based on the findings of this study.

5.4 Recommendation of the Study

Based on the conclusions made on this study the study was seen to provide important insights on leadership and change management. Therefore, the results of this study are of interest to the county leaders, policy makers, civil society and development partners. The study made the following recommendations.

Transformational leadership was seen to have an effect on change management, the study recommends that county managers and leaders should use this style to mold and build employees into accepting change rather than reacting to the environment. The County leaders should use this leadership style because it motivates followers into accomplishing organizational goals rather than focusing on their own individual goals and providing guidelines for the alignment of their goals to the organization. Leaders need to continue inspiring and motivating employees into accepting change and giving them a reason to accept the change. The study recommends that the leader helps the employees into coming up with new ideas through creativity and innovation to help the organization to realize its growth through understanding a ever changing internal and external environment.

Transactional leadership style has an effect on the change management. County leaders can employ this leadership style when there is a time frame since it helps achieve objectives in a quick efficient manner. The study recommends that leaders should use all available resources to motivate employees into accepting change in the organization. leaders need to do more goal setting and using this leadership style to achieve set goals.

Transactional leaders have been identified to establish performance requirements and make sure they are achieved within a given time frame, limit the contentment of workers and create low amounts of employee commitment and satisfaction.

This leadership style helps to develop a vision, sells the vision to the employees and leads the way to the accomplishment of that vision. This leadership helps to achieve objective on a short time. The county leaders can use this style for short-term change.

Laissez faire leadership had a negative effect on the change management and the county government. The study recommends that more active leadership in order to get good results. The study recommends that county leaders should avoid this leadership style as it derails in achieving county goals.

Autocratic leadership was seen to influence change management. Thus this study recommends that autocratic leadership should be used in the counties when new employees are unfamiliar and don't have sufficient know how about their jobs, If the employee constantly misusing their authority, when county rules are violated by employees and when one person is responsible for the decision making process.

Democratic leadership was seen to influence change management, this study recommends that county leaders should use this leadership style when change is affecting large numbers of departments and areas so as to get the input from various county members who will be affected by the change. The study recommends county leaders should consult employees on their point of view to help make better decisions on change management.

Autocratic leadership was seen to influence the change management; it was seen to make change swift. This leadership style is recommended for changes which need to be done on short time periods. Through this leadership style the county leader can use it to stop resistance to change and enhance change process.

County culture was seen to influence the relationship between leadership styles and change management. The study recommends that the county should develop a culture that enables change management. The culture should support the leadership style employed by the leader when implementing change.

5.5 Areas of Further Research

The study investigated leadership styles on change management in selected county governments and the moderating effect of organizational culture in Kenya, the dependent variable change management and the independent variables transformational leadership style, transactional leadership style, laissez-faire leadership style, autocratic leadership and democratic leadership style. Further research can be done on how other leadership styles affect change in county governments.

Further research can also be done on how leadership styles affect change management in other levels of government such as the central government. The study also suggests similar study to be done in the private sector as this one dealt only with the public sector. The study can attempt to look at the effect of leadership styles on the change management in these private organizations.

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APPENDICES

Appendix I: JKUAT Letter.



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**
P.O. BOX 62000-00200 NAIROBI, KENYA. TELEPHONE: (020) – 221306

Nairobi CBD Campus

Office of the Director

Date: 23rd January, 2017

Ref:JKU/6/EPD/17a

To Whom It May Concern;

SUBJECT: GRACE N. KUNG'U – HD419-C004-1578/2015

This is to introduce to you **Ms. Grace N. Kung'u** who is a student pursuing Doctor of Philosophy in Leadership and Governance Programme at Jomo Kenyatta University of Agriculture and Technology, Nairobi CBD Campus. The student is currently undertaking a research Thesis entitled: **Effect of Leadership Styles on Change Management in Selected County Governments in Kenya** in partial fulfillment of the requirement for the degree programme.

The purpose of this letter is to request you to give the student the necessary support and assistance to enable her obtain necessary data for the project. Please note that the information given is purely for academic purpose and will be treated with strict confidence.

Do not hesitate to contact the undersigned for any more information.

Yours Faithfully;


Susan Were (Ph.D)
ASSOCIATE CHAIRPERSON, EPD



JKUAT is ISO 9001:2008 and 14001:2004 Certified.
Setting Trends in Higher Education, Research and Innovation

Appendix II: Questionnaire for Research

Dear Sir/Madam,

I am hereby requesting you to take part in survey on the effect of leadership style on the change management in county governments in Kenya. This is for my thesis for PhD research from Jomo Kenyatta University of agriculture and technology. I humbly request you to participate in this study so as to provide the required information which is necessary for the completion of my research. Kindly answer all items in the questionnaire below. Kindly use the box (✓) to indicate your opinion. Participation in this survey is voluntary and confidentiality is assured. Information collected will be used for academic purposes. Kindly read the following information below on how to fill the questionnaire.

PLEASE READ THE FOLLOWING INSTRUCTIONS CAREFULLY BEFORE YOU START FILLING THE QUESTIONNAIRE

1. Please read each question carefully.
2. For questions requiring you to choose the extent of agreement or importance indicate only one appropriate choice on scale of 1-5.
3. Fill in answers to all questions with blank spaces.
4. Do not indicate your name on the questionnaire.

SECTION A

PART I: RESPONDENTS BIO DATA

1. Name of the county _____.
2. Age _____ (years)

3. Position (Title) in the institution.
Department/Section_____.
4. What is your highest level of education? ☐Diploma ☐Degree ☐masters ☐
Doctorate others, please specify _____.
5. How long have you been in the corporation? ☐ Less than 5 years
☐ 5 – 10 year's ☐ 11 – 15 years' ☐ Over 15 years

SECTION B

PART ONE: Transformational Leadership and Change Management in County Governments in Kenya.

State the extent to which you agree with the following statement regarding transformational leadership and change management in county governments in Kenya.

Please, indicate with a tick (✓) your opinion on each of the statements. The meaning of the scores 1 -5 is given below. [5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree].

	Transformational Leadership	1	2	3	4	5
1	Leaders influence the followers to accept the change.					
2	Leaders increase the motivation to change .					
3	Leaders use intellectual stimulation to make change possible					
4	Leaders always instills pride in staff after achieving a change.					

5	Leaders articulate clearly the future.					
6	Leaders inspires others to change					
7	Leaders build genuine trust between them and followers.					
8	Leaders adjust the culture to meet the long term needs for change.					
9	Leaders develop skill of employees to meet the requirement of change.					
10	Leaders seek different perspectives before initiating change.					

Any comment on transformational leadership effect on change management

.....

- 1) Do the leaders go out of their way to motivate employees into adopting a change in the county?

Yes []

No []

If No kindly explain

- 2) Do the leaders help in the organizational members see the need for change within the?

Yes []

No []

If No kindly explain

- 3) To what extent do the leaders help organizational members see the need for change in the organization?

To a very great extent []

To a great extent []

To a moderate extent []

To a little extent []

PART TWO: Transactional Leadership and Change Management in County.

Governments in Kenya.

- 1) State the extent to which you agree with the following statement regarding: transactional leadership and change management in county governments in Kenya. **Please, indicate with a tick (✓) your opinion on each of the statements. The meaning of the scores 1 - 5 is given below. [5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree).**

	Transactional Leadership	1	2	3	4	5
1	Leader offer rewards for achievement of change.					
2	Leader use punishment when change objectives are not achieved.					
3	Leader sets clear goals.					
4	The leader is responsible for goal achievement.					
5	Leaders motivate followers towards achievement of change.					
6	The leader dominates the change process by command and control procedures.					
7	The leadership style has affected county change process.					
8	Overall success of the change depends on whether the leader has the power.					
9	Leader develops a vision and sells the vision to the followers.					
10	Leaders are interested creating the conducive environment for change.					

Any comments on transactional leadership effect on change management

.....

2) Do the leaders clarify the responsibility in achieving change?

Yes ☐

No ☐

If No kindly explain

.....

3) Do the leaders provide recognition and rewards for achieving for achieving change?

Yes ☐

No ☐

If No kindly explain

4) To what extent do leaders guide the employees into achieving change in the organization?

To a very great extent ☐

To a great extent ☐

To a moderate extent ☐

To a little extent ☐

PART THREE: Laissez Fair Leadership and Change Management in County Governments in Kenya.

1) State the extent to which you agree with the following statement regarding laissez fair leadership and change management in county governments in Kenya. **Please, indicate with a tick (✓) your opinion on each of the statements. The meaning of the scores 1 - 5 is given below. [5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree).**

	Laissez Fair Leadership	1	2	3	4	5
1	Leaders avoids getting involved when important issues arise.					
2	Leaders let others make decisions .					
3	Leaders avoids making decisions.					
4	Leaders delay in responding to urgent questions .					
5	Leaders use passive management.					
6	The leader makes no attempt to help in solving problems.					
7	Leaders renounce their leadership.					
8	Leaders shun organizational duties.					
9	Leaders assume that anything that comes the county administration way they will be able to solve it.					
10	Leader doesn't concern themselves in the stimulation of subordinates .					

Any comments on Laissez Fair Leadership effect on change management.....

.....

- 2) Do leaders give subordinates complete freedom to solve problems on their own in a change situation?

Yes ☐

No ☐

If No kindly explain.

- 3) Does the leadership stay out of the way of subordinates as they do their work when effecting change?

Yes ☐

No ☐

If No kindly explain.

- 4) To what extent do leaders let subordinates work problems out on their own in change situation?

To a very great extent []

To a great extent []

To a moderate extent []

To a little extent []

PART FOUR: Autocratic Leadership and Change Management in County Governments in Kenya.

- 1) State the extent to which you agree with the following statement regarding Autocratic Leadership and Change Management in County Governments in Kenya. **Please, indicate with a tick (✓) your opinion on each of the statements. The meaning of the scores 1 - 5 is given below. [5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree].**

	Autocratic Leadership	1	2	3	4	5
1	Leader is after the accomplishment of the goal and will do anything to move towards ensuring that goal has been achieved.					
2	Leader's behavior focuses on taking control.					
3	Leader makes order of the employees without offering much clarification and dialogue.					
4	Leader controls the employees through threats and reprimand.					
5	Leadership style offers various advantages such as swiftness of activity completion ensuring that projects are easily completed					

6	The leader is hands on in implementation of projects.					
7	Leaders are swift in handling activities.					
8	Leaders direct staff's attention towards failures to meet standards.					
9	Leader uses punishment in case of failure.					
10	It is an effective leadership style.					

Any comments on Autocratic Leadership effect on change

management.....

.....

2) Do the leaders supervise employees closely when implementing change?

Yes []

No []

If No kindly explain.

.....

3) Does the leader give out rewards or punishment to any one in order to motivate them into accepting change?

Yes []

No []

If No kindly explain.

.....

4) To what extent is the leader the chief judge of the achievements of change?

To a very great extent []

To a great extent []

To a moderate extent []

To a little extent []

PART FIVE: Democratic Leadership and Change Management in County Governments in Kenya.

- 1) State the extent to which you agree with the following statement regarding democratic leadership and change management in county governments in Kenya. **Please, indicate with a tick (✓) your opinion on each of the statements. The meaning of the scores 1 - 5 is given below. [5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree].**

	Democratic Leadership	1	2	3	4	5
1	Leaders encourage and support their employees to engage in the decision-making.					
2	Leader encourages participation from organizational players and involves them in decision-making.					
3	Leader ensures employees ideas are taken seriously.					
4	Leader increase morale for change to take place.					
5	Leadership style is ideal for change management.					
6	This leadership style results in the improvement in labor relations, employee commitment, increased organizational allegiance, occupational contentment, apparent support, organizational ownership behavior, and employee performance.					
7	Leader keeps followers updated on change process .					
8	Leaders are able to understand the followers concerns.					
9	Leader meeting periodically and listening to inputs by followers .					
10	It is an effective leadership style.					

Any comments on Democratic Leadership effect on change management.....
.....

2) Does the leader helps the organizational members see the need for change?

Yes ☐ No ☐

If No kindly explain

3) Do the leaders involve the other organizational member in the decision making in case of a change?

Yes ☐ No ☐

If No kindly explain

4) To what extent are leaders willing to listen to other organizational members in the decision making in case of change?

To a very great extent ☐

To a great extent ☐

To a moderate extent ☐

To a little extent ☐

PART SIX: Organizational culture effect on the relationship between leadership style and change management.

State the extent to which you agree with the following statement regarding Organizational culture effect on the relationship between leadership style and change management.

1) . Please, indicate with a tick (✓) your opinion on each of the statements. The meaning of the scores 1 -5 is given below. [5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree).

	Organizational culture	1	2	3	4	5
1	County has norms that help change.					
2	County has beliefs that help change.					
3	County values influence leadership styles					
4	County members are collaborative with change.					
5	County Culture affects leadership.					
6	There is a culture of refusing change.					
7	County member have a way of voices their views.					
8	County leaders have a way of influencing county members.					
9	Change in the county is communicated early.					
10	Counties refuse meaningless change.					

Any comments on culture effect on leadership styles and change management.....

2) The leadership styles are supported by county culture?

Yes [] No []

If No kindly explain

3) Does the culture contribute to resistance to change?

Yes [] No []

If No kindly explain

4) To what extent does county culture affect leadership styles and change management?

To a very great extent []

To a great extent []

To a moderate extent []

To a little extent []

PART SEVEN: Change Management in County Governments in Kenya.

- 2) State the extent to which you agree with the following statement regarding Change Management in County Governments in Kenya. **Please, indicate with a tick (✓) your opinion on each of the statements. The meaning of the scores 1 -5 is given below. [5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree).**

	Change Management	1	2	3	4	5
1	Change leads to county improvement .					
2	Change leads to county sustainability.					
3	There is ownership of change.					
4	Change achievement is difficult.					
5	There is no enough support.					
6	Organization and procedures are not adapted to the new situation.					
7	There is resistance to change.					
8	Leaders are responsible for the change process.					
9	Time for implementation needed should be longer.					

10	Change helps county to become more effective.					
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Any comments on change management.....

3) Is change easily accepted in the counties?

Yes []

No []

If No kindly explain

4) Are the leaders good in managing the change process?

Yes []

No []

If No kindly explain

5) To what extent are leaders able to manage the change in the counties?

To a very great extent []

To a great extent []

To a moderate extent []

To a little extent []

To no extent []

Appendix III: Interview Guide

- 1) Describe the change management process at your county?
- 2) In your own assessment, does the county executive management act as successful change agents during the change process?
- 3) How has the county leadership contributed to the success of the change management process?
- 4) What leadership style does the management adopt during the process of change management?
- 5) How effective do you find the leadership style adopted?
- 6) To what extent does the county executive adopt the democratic leadership style during the management of change?
- 7) Has any aspects of transformational leadership been adopted during the management of change at the county?
- 8) What kind of contribution has charismatic leadership made to the management of change in the county?
- 9) Do you sometimes find it necessary to be authoritative in order to manage change in the county?
- 10) Which leadership style do you find most effective in managing change in the county?
- 11) What are the leadership attributes that have been most successful for the management of change in the county?
- 12) How often are decisions imposed by the county executive?

Appendix IV: Operationalization of Study Variables

Objective	Variable	Measurement
Dependent Variable (Change Management)	Organizational Improvement	Nominal
	Organizations Sustainability	Ordinal
	Change Ownership	
	Change Achievement	
Independent Variables		
Transformational Leadership	Influence	Nominal
	Inspiration	Ordinal
	Motivation	
	Intellectual Stimulation(IS)	
Transactional Leadership	Rewards	Nominal
	Punishments	Ordinal
	Goal setting	
	Goal achievement	
Laissez Faire Leadership	Passive Management	Nominal
	Employee Decision Making	Ordinal
	Avoidant Leadership	
Autocratic Leadership	Controlling	Nominal
	Ordering Of The Employees	Ordinal
	Swiftness Of Activity	
	Hands On In Implementation	

Democratic Leadership	Engaging In The Decision-Making Process	Nominal
	Participation By Organizational Players	Ordinal
	Financial Gains And Positive Evaluation	
	Increased Morale	

Moderating Variable

Organizational Culture	Norms	Nominal
	Beliefs	Ordinal
	Values	

Appendix V: Hypothesis Results

		Null Hypothesis	Rule	P value	Comment
1	To establish the effect of transformational leadership on the change management in selected county governments in Kenya.	Transformational leadership does not have a significant influence on the change management in selected county governments in Kenya.	Reject the Null hypothesis if P value is less than 0.05	0.000	Reject the null hypothesis
2	To assess the effect of transactional leadership on the change management in selected county governments in Kenya.	Transactional leadership does not have a significant influence on the change management in selected county governments in Kenya.	Reject the Null hypothesis if P value is less than 0.05	0.000	Reject the null hypothesis
3	To determine the effect of laissez-faire leadership on the change management in selected county governments in Kenya.	Laissez-faire leadership does not have a significant influence on the change management in selected county governments in Kenya.	Reject the Null hypothesis if P value is less than 0.05	0.007	Reject the null hypothesis

4	To assess the effect of autocratic leadership on the change management in selected county governments in Kenya	Autocratic leadership does not have a significant influence on the change management in selected county governments in Kenya.	Reject the Null hypothesis if P value is less than 0.05	0.000	Reject the null hypothesis
5	To establish the effect of democratic leadership on the change management in selected county governments in Kenya.	Democratic leadership does not have a significant influence on the change management in selected county governments in Kenya.	Reject the Null hypothesis if P value is less than 0.05	0.000	Reject the null hypothesis
6	To examine the moderating effect of organization culture on the relationship between leadership styles and change management in selected county governments in Kenya	Organizational culture does not moderate the relationship between leadership styles and change management in selected county governments in Kenya.	Reject the Null hypothesis if P value is less than 0.05	0.000	Reject the null hypothesis
