EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON CHANGE MANAGEMENT IN AN ORGANIZATION: A CASE OF KENYA AIRWAYS

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON CHANGE
MANAGEMENT IN AN ORGANIZATION: A CASE OF KENYA AIRWAYS

BY

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________ Date: ___________________________

Elizabeth Simiyu Ayoti. (ID: 647372)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________ Date: ___________________________

Dr. Zachary Mosoti

Signed: ___________________________ Date: ___________________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to determine the effects of transformational leadership on change management in Kenya Airways. The study was guided by four research questions that included: To what extent does idealized influence affect change management in Kenya Airways? How does inspirational motivation affect change management in Kenya Airways? In what ways does intellectual stimulation affect change management in Kenya Airways? And finally, what is the effect of individual consideration on change management in Kenya Airways?

The study used descriptive research design. The employees at Kenya Airways formed the population of interest in the study with the study’s sampling frame obtained from the Human Resources Department. Stratified random sampling technique was utilized to ensure that there was a fair representation and generalizations of the findings to the population. The sample size chosen was 25% of the population and hence, a representation of 114 employees from a population of 454 employees was selected.

Primary data was collected using questionnaires, which were distributed to the respondents. Data was analyzed using descriptive statistics to profile sample characteristics and major patterns emerging from the data. In addition to measures of central tendencies (mean) and measures of dispersion (standard deviation and co-efficient of variation) was used to tabulate the information. Regression analysis was used to describe the degree to which the dependent variable linearly related to the independent variables. The data was presented using tables and graphs.

The study findings show that idealized influence affect change management to a great extent. On how inspirational motivation influenced change management in Kenya airways, the study found that, consultation with supervisors, recognition from the management as well as subordinating of personal interest for the good of the organization, were major contributors to change management. The study further found that intellectual stimulation affects change management to a great extent, and process improvement at Kenya Airways is embedded in the ways of working, Job - rotations, cross - functional relations, creating connection and internal secondments. The findings also show that individual consideration influence change management to a very great extent. The study further established that, line managers and employees jointly own employees’
development actions and Kenya airways staff are provided with skills and tools for success. In addition, team leaders listen and adopts employees’ ideas and inputs, leaders communicate the plan/target numbers clearly and finally, leaders keep employees updated on how their actual performance is tracking against plan and targets. On how individual consideration influenced change management in Kenya airways, the study found that, cooperation between team leaders, line managers and employees has stimulated change management in the organization.

From the study it can be concluded that, idealized influence affect change management to great extent. In relation to inspirational motivation the study concludes that, change management is affected by inspirational motivation to a great extent. The study also concludes that; intellectual stimulation affects change management to a great extent. Lastly, it is concluded that individual consideration influences change management to a very great extent.

This study recommends that the management of the Kenya airways should be a role model to subordinates, inspire visions, treat everybody with respect and dignity including third parties and leaders should be ambassadors of their organization. The management should ensure that they support subordinates to come up with new ways of doing their jobs, encourage cross-functional relations, challenge followers’ ideas and encourage values for problems solving. In addition, leaders should be good in determining team climate. The management of KQ should ensure that process improvement should be embedded in the ways of working Job – rotations, cross - functional relations, creating connection and internal secondments encouraged. Leaders should support subordinates to come up with new ways of doing their jobs, cross functional relations. Challenging Followers’ Ideas and Values for Solving Problems should be encouraged and leaders should determine team climate. Further, the study recommends that line managers should care about personal life of employees hence encouraging work-life balance, line managers and employees should jointly own employee’s development actions and staff should be provided with skills and tools for success as well as encourage sharing and teamwork by line managers.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Change management is a key leadership role that has not yet been embraced by many managers. Demos, (2013) observed that leadership is the most frequently cited development need identified in the stakeholder interviews. Kent, (2014) asserts that one of the prerequisites organizations to survive and prosper is solid and sound leadership. The author emphasizes the fact that companies need rational, opinionated and well-articulated leadership if they are to flourish in a digital era. According to Kent (2014), true leadership is difficult in an institutional culture that abhors change, which is not an exceptional situation in most companies today.

The survival of all companies globally and indeed in Africa is gradually becoming dependent on the capability to adopt change and reflect dynamism. The information society has a level ground for industry players like the Web, libraries, documentation centers and learning resource centers (Bainbridge, 2012). Leadership and management of the modern firm is the key to ensuring sustainability and relevance by spearheading change. As agents of change, leaders can borrow from strategies in the private sector on transformational leadership so as to swiftly adopt new technology and procedures than can make their companies an equal player in this age of competition in the information society (Fink, 2010). However, there is limited literature on research and publication to document the case studies of effects of effective transformational leadership on change management.

This study focuses on transformational leadership and its effect on change management in Kenya based on Kenya Airways. The creation and design of change processes within an organization is most often a role of the leaders within it. Change processes, which encompass human resources, IT adoption and upgrades, tools and techniques, as well as the basic rules and controls within the organization, are the mandate of leaders engaged in the management of change (Bainbridge, 2012). Organizational change is one of the most explored subjects, and a large number of articles and papers deal with this concept
(Washington & Hacker, 2005). During the last 15 years, no material modification has taken place regarding the concepts of organizational change (Boshoff, 2005), but we should keep learning more about organizational change (Fink, 2010). The reasons that an organization pursues change, can happen for external (face of competition, the appearance of new technologies, loss of customers and regulation changes) or/and internal (bad staff behaviors, problematic organizational structure, introduction of new products and services, new people in key positions, lack of orientation to technology, introvert organizations and low confidence to management) reasons (Smith 2005; Alvesson & Sveningsson, 2008). Organizational change has a direct impact on people’s work life, which in most cases leads to the development of a mixed behavior in terms of their willingness to participate in the process.

It is, therefore, important to identify and overcome these drawback forces in order for any change to succeed. Regarding organizational change, in order to achieve success, it is thought that certain steps should be followed (Kotter, 2008). However, there is a criticism for this opinion because this does not include the unexpected that characterizes the change process (Alvesson & Sveningsson, 2008). The success of any company heavily depends on the way and manner in which the leader operates within the organization. The style adopted by leaders in leading the followers normally determines the type of a leader. Northouse (2010) contends that leadership is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal. According to Chen & Chen (2008), previous studies on leadership have identified different types of leadership styles, which leaders adopt in managing organizations.

Leadership is an important dimension in organizational strategic change management, and it is central to the success of any strategic process. However, defining leadership has been challenging. Kouzes (2007), define leadership as the process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task. Stogdill (2008) emphasizes that leadership is the process of influencing group activities towards goal settings and achievement, while Burns (2003) views it as the ability strengthen and inspire the followers to accomplish shared goals. According to House (2008), leaders are effective because of their positive impact on followers’ motivation, ability to perform, and satisfaction. The key to being a leader lies in the firm’s
ability to manage change as suggested by Olsen, West & Tse (1998). Given the forces of change that have an impact on businesses within the industry, it is essential to identify a firm’s leadership characteristics that help in sustaining competitive advantage in a dynamic environment. Kotter & Cohen (2010) argue that managers are the people who are in the best position to provide leadership required to ensure that change will be successful. One of the most vital roles of leadership is to anticipate the corporation's future and its place in the global arena, and then to formulate strategies for surmounting challenges that have not yet manifested. To proactively respond to these challenges, businesses must continually reinvent themselves.

Leaders must encourage employees to join a constant questioning of the prevailing business assumptions and to be ready to act upon new opportunities early in the game to maintain a competitive advantage (Kouzes & Posner 2007). Technological innovation is the commonest change the aviation industry makes in an effort to meet the demands of a competitive market, which includes low-cost, no frills carriers, and the e-commerce (Doganis, 2011). Companies prepared to adopt and innovate can take advantage of a rapidly changing technology, which offers new services to meet every demand (Goffee & Jones, 2013). Change management practices assist aviation industry to improve its customer services and respond to the ever competitively changing environment and contemporary challenges.

Research has shown that, strategic leadership is widely described as one of the key drivers of effective strategy implementation (Kaplan & Norton 2014). However, lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effect strategy implementation (Beer & Eisenstat, 2010). Research has identified certain leadership behaviors used in organizations. These are the nomothetic, idiographic and transactional leadership behaviors. Under the nomothetic leadership behavior is the characteristic of a leader who follows the rules and regulations of an organization to the letter. Everything is by bureaucracy, that is, by official protocol. Hence, subordinates are expected to conform completely to bureaucratic processes. The leader perceives his office as a center of authority and applies the same bureaucratic rules and procedures to all subordinates. This leadership behavior is commonly used by autocratic leaders (Goldring & Sharon, 1993).
The idiographic leadership behavior focuses on individual needs rather than organizational needs. The leader expects subordinates to work things out for themselves. Hence, organizational demands are minimized. Authority is delegated while the relationship to others is in line with individual's personal needs (Evan, 1998). The transactional leadership behavior is a hybrid between the nomothetic and idiographic leadership behaviors, it is actually situation-oriented. However, unlike the idiographic leadership behavior, which emphasizes individual's needs, the transactional leadership behavior recognizes the importance of institutional roles and expectations. The leader assumes that pursuing institutional goals could result in the fulfillment of individual personality drives.

Transactional leadership allows for the practices of good human relationship (Bidwell, 2001). Three other styles of leadership have also been identified by researchers. These include the autocratic, democratic and Laissez-faire leadership styles. The autocratic leadership style is also known as the authoritarian style of leadership. Power and decision-making reside in the autocratic leader. The autocratic leader directs group members on the way things should be done. The leader does not maintain clear channels of communication between him/her and the subordinates. He or she does not delegate authority nor permit subordinates to participate in policy-making (Smylie & Jack, 1990). The democratic style of leadership emphasizes group and leader participation in the making of policies. Decisions about organizational matters are arrived at after consultation and communication with various people in the organization, and the leader attempts as much as possible to make each individual feel that he is an important member of the organization.

Communication is multidirectional while ideas are exchanged between employees and the leader (Heenan & Bennis, 1999). In this style of leadership, a high degree of staff morale is always enhanced (Mba, 2004). Laissez-faire leadership style allows complete freedom to group decision without the leader's participation. Thus, subordinates are free to do what they like. The role of the leader is just to supply materials. The leader does not interfere with or participate in the course of events determined by the group (Talbert & Milbrey, 1994). Kenya Airways Limited “The Pride of Africa” is the third largest airline in Sub-Saharan Africa. The airline began its operations on 4th February 1977 and it flies to over
53 destinations worldwide with its main base at the Jomo Kenyatta International Airport, Nairobi and it carries over three million passengers annually. The “Pride of Africa” was established after the break-up of the East African Community and consequent demise of the East African Airways. Until April 2006, Kenya Airways was fully owned by the government. The company’s shares were first floated on the Nairobi Stock Exchange in 2006 to the public. In addition, the company has also cross-listed its shares on the Daresalaam Stock Exchange in 2014 (Institute of Developing Economies Japan External Trade Organization, 2008).

Kenya Airways being a firm that strives to be a considered as a global airline joined and is a full member of the Sky team. It is continuously adding new routes most recently eyeing to increase its presence in Kenya and Africa by moving into Lamu, Eldoret, Kilimanjaro in Tanzania, Malakal in South Sudan, Mauritius and Cape Town. Also in the pipeline is Beirut in Lebanon besides the recently opened direct flights to New Delhi (Maina, 2014) and the airline is also code sharing with sixteen other airlines in various parts of the world and as of 2010, Jet airways of India and Qantas of Australia (Hrebiniaq, 2015).

1.2 Problem Statement

Kenya Airways is facing stiff competition while operating in a growth market which refers to a rapidly expanding market. In addition, according to Gatonye (2015), the national carrier experiences the impact of the volatile global fuel prices and as a result the performance of the company is affected. This is because, fuel cost accounts for approximately 30% of the industry’s operating costs from 13% a decade ago. This situation indicates the sensitivity of the airline industry to any spikes in oil prices. Given that at least 20% of Kenya Airways’ revenues are generated from Europe, the Eurozone crisis poses a threat to the industry profitability (Wanjiku, 2014). The airline industry is an integral segment of the transport sector in Kenya.

It is very fundamental to serious economic development of any nation to possess its own national carrier but it is highly capital intensive, as such for firms involve in this industry to remain competitive, it must be flexible to quickly react and adapt to external environmental changes especially those that relate to global changes. The Kenyan
national carrier has been undergoing serious turbulent times continuously making losses in the last financial years, necessitating dynamic changes in organizational activities relating structuring customer handling and product portfolio. These changes require sound leadership in order to be successful and effective. In this post-depression industry, airlines are continually on each other’s toes trying to capture the few clients within the market and outwit others by devising new strategies which charges and at the same time minimized the cost of change implementation.

Several studies have been conducted on the issue of strategic management in Kenya. Kisavu (2012) study studied strategic change management at the Kenya society for the blind and focused only on leadership as a small contributing factor in strategic change management, Gitonga (2011) studied emotional intelligence and leadership effectiveness, Mbithi (2014) assessed transformational leadership, organizational characteristics, employee outcomes, leader-member relations and performance of universities in Kenya. Moreover, Mwanzu & Malesi, (2015) studied the information society: the role of transformational leadership in the African library, Ndiritu (2012) observed the effects of principals' transformational leadership characteristics on students' academic performance in secondary schools in Nairobi County, Kenya while Ngaithwe (2014) studied the effect of transformational leadership behavior on organizational culture in commercial state owned enterprises in Kenya. However, the above studies failed to bring out clearly the effect of transformational leadership on change management in an organization. This study will therefore seek to fill this gap by answering the question; what is the effect of transformational leadership on change management in Kenya Airways?

1.3 Purpose of the Study

The purpose of this study was to determine the effects of transformational leadership on change management in Kenya Airways.

1.4 Research Questions

1.4.1 To what extent does idealized influence affect change management in Kenya Airways?
1.4.2 How does inspirational motivation affect change management in Kenya Airways?

1.4.3 In what ways does intellectual stimulation affect change management in Kenya Airways?

1.4.4 What is the effect of individual consideration on change management in Kenya Airways?

1.5 Significance of the Study

This study contributes to the wealth of knowledge by focusing on an organization within Kenya. The results of this study will be useful to the following stakeholders:

1.5.1 Kenya Airways Limited and the Kenyan airline industry

The findings of the study will assist the Kenya Airways management make informed decisions on how to approach organizational change. The management will be able to formulate and implement policies that would better the company. The study will also benefit strategic managers in other industries. The policy makers will be able to gain more insight on the decision-making processes that affected the organization.

1.5.2 Academicians and Researchers

This study will add to the body of knowledge on change management and particularly as regards the Kenyan airline industry. The information on the subject of change management and strategy used to optimize performance is scanty especially in the airline industry. Airline being a service industry change can be adequately used to improve performance through better leadership and change management.

1.5.3 Policy Regulators Policymakers

Stakeholders in the human resource management function such as government and employer organizations such as Federation of Kenya Employers (FKE) can use the findings of this research to formulate policies and procedures and devise best in class methods of increasing employee productivity from the findings of this case study. The
findings can also be used in formulating leadership strategies that work. The study will provide the human resource departments with an assessment of the change management tools, provide a basis for improvement, and provide constructive feedback on how best to attain organization goals and objectives.

1.6 Scope of the Study

To determine the effect of transformational leadership on change management in an organization, this study will be conducted at Kenya Airways Offices of Nairobi. The respondents will be the staff members working in the headquarters in Nairobi. The study will utilize data for a period of five years starting from 2011 to 2015.

1.7 Definition of Terms

1.7.1 Leadership

Leadership is the process or ability to influence people to achieve predetermined goals. It is the combination of personal attributes and abilities such as vision, energy goals and even knowledge in order to create a shared future and improved performance in the organizations (Doherty & Danylchuk, 2006). A recent definition of leadership includes ‘a process of influencing people to get things done to a standard and quality above their norm (Yammarino, Spangler, & Bass, 2014). Hence leadership is viewed as a complex activity involving a process of influence; actors who are both leaders and followers; and a range of possible outcomes.

1.7.2 Change Management

This refers to a planned objective to change a company’s direction from the current to a desired future position in the business environment in response to new challenges and opportunities (Hurn, 2012).
1.7.3 Environmental Turbulence

Environmental turbulence refers to the amount of change and complexity in the environment of a company (Hurn, 2012). It is the combined measure of the changeability and predictability of the firm’s environment.

1.7.4 Change Agents

A change agent is an event, organization, material thing or a person that acts as a catalyst for change. Usually these are managers who are described as those that are doing the right and proper things in organizations (Sarros & Santora, 2011).

1.7.5 Aviation Industry

A financial institution is an establishment that focuses on dealing with financial transactions, such as investments, loans and deposits. Conventionally, financial institutions are composed of organizations such as banks, trust companies, insurance companies and investment dealers (Fry, Humphreys & Francis, 2005).

1.8 Chapter Summary

This chapter has provided background of the study on effects of transformational leadership on change management. The problem of the statement that formed the basis for this study has also been presented, followed by the purpose of the study, research questions, and significance of the study the articulates importance of the study to different stakeholders. Finally, the scope of the study and definition of terms is also presented. Chapter 2 presents literature review, chapter 3 presents the research methodology, chapter four the results and findings, while chapter five presents discussion, conclusion, and recommendation of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

In this second chapter, relevant literature information that is related and consistent with the objectives of the study is reviewed. Important issues and practical problems are brought out and critically examined so as to determine the current facts. This section is vital as it determines the information that link the current study with past studies and what future studies will still need to explore so as to improve knowledge. Leadership and its role are the most concerning issue for the business and organizations now days.

2.2 Transformational Leadership

Leaders are individuals who establish direction for a working group of individuals, who gain commitment from this group of members to give direction and who then motivate members to achieve the directions outcomes (Conger, 2003).

The term leadership can be viewed through multiple angles and concepts. Traditionally, leadership was a set of feature owned by the leader or it is a social phenomenon that comes from relationship with groups (Stone, Russell & Patterson, 2003). These concepts can give different opinions about the definition of leadership. It is a continuous debate that whether the leadership comes from the personal qualities of a leader or a Leader makes followership through what s/he does or believes (Grint 2014). Another view about leadership is that leadership is like the Abominable Snowman, whose footprints are everywhere but who is nowhere to be seen (Heenan & Bennis, 2009).

In short leadership/leader is either a person who is in charge and has authorities to take decision and also has powers to implement his/her decisions or a process having a set of other authoritative process about organizational, personal or social process of influence for which the groups, teams or organizations can do more to increase their ability. The selection of the leader not only depends on the personal characteristics of personal but also on the social and cultural factors along with h/her exposure towards life (Bolden,
Transformational leadership has emerged as one of the most extensively researched leadership paradigms to date (Bass, 2009). Perhaps the reason that research on transformational leadership has become somewhat self-sustaining is that positive results continue to emerge on its effects (Hater & Bass, 2008). Transformational leadership concerns the transformation of followers’ beliefs, values, needs and capabilities (Brand, et al., 2010). Burns, (1978) first introduced the concept of transformational leadership in his descriptive research on political leaders, but this term is now used in organizational psychology as well. According to Burns, (1978), transformational leadership is a process in which leaders and followers help each other to advance to a higher level of morale and motivation. Burns related to the difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behaviors. He established two concepts: transforming leadership and transactional leadership.

According to Burns, (1978) the transforming approach creates significant change in the life of people and organizations. It redesigns perceptions and values, and changes expectations and aspirations of employees. Burns theorized that transforming and transactional leadership were mutually exclusive styles. Transactional leaders usually do not strive for cultural change in the organization but they work in the existing culture while transformational leaders can try to change organizational culture (Block, 2013). Thirty years of research and a number of meta-analyses have shown that transformational and transactional leadership positively predicts a wide variety of performance outcomes including individual, group and organizational level variables (Bass & Bass, 2008). The full range of leadership introduces four elements of transformational leadership as below:

### 2.3 Idealized Influence and Change Management

Idealized influence (attributes) refers to leaders socialized charisma such as confidence, beyond self-interest, ethical standing, and power. Leaders who exert idealized influence behave in ways that demonstrate high standards of ethical and moral conduct (Krishen & Singh, 2010). According to Block, (2013) idealized influence (behaviors), which refers to leaders' actions based on values, beliefs and a sense of mission, transformational leaders act as role models for employees, motivate them, and stimulate their intelligence.
Idealized Influence involves inspiring visions, sharing risks and hardships, and earning trust and confidence from subordinates (Zopiatis & Constanti, 2010).

### 2.3.1 Inspiring Visions

Idealized influence and inspirational motivation are concerned with the leader’s ability to formulate and articulate a shared vision (Yammarino, Dionne, Atwater and Spangler, 2014). The leader exudes power and impacts followers through visionary means (Bass, 1985). Developing a transparent vision and inspiring subordinates to pursue the vision is of great importance to transformational leaders (Lievens, Van Geit & Coetsier, 2007). According to Tucker & Russell, (2014) transformational leaders emphasize new possibilities and promote a compelling vision of the future.

A strong sense of purpose guides their vision. Transforming organizations led by transforming leaders appeal to human characteristics that lift their sights above the routine, everyday elements of a mechanistic, power-oriented system. Transformational leaders manifest passionate inspiration (Hersey & Blanchard, 2006) and visibly model appropriate behaviors (Kouzes & Posner, 1987). The goal is change that raises the organizations to new and exciting possibilities. To reach the goal, organizations must receive new energy and vision from their leaders. The process of transformational leadership grows out of this sense of vision and energy.

Transformational leaders work to bring about human and economic transformation. Within the organization they generate visions, missions, goals, and a culture that contributes to the ability of individuals, groups, and the organization to “practice its values and serve its purpose” (Hickman, 1997). These leaders are reliable leaders who generate commitment from followers, which results in a sense of shared purpose (Waddock & Post, 1991). The leader’s ability to inspire, motivate, and foster commitment to a shared purpose is crucial (Bass, Waldman et al., 1987). Transformational leaders influence subordinates by motivating and inspiring them to achieve organizational goals (Bass & Avolio, 1995). Transformational leaders also try to help subordinates imagine appealing future outcomes (Bass & Riggio, 2006) related to the organization. Research has shown that transformational leaders affect organizational outcomes such as organizational citizenship behavior, organizational commitment, job satisfaction, effort,
and in-role performance (Nguni, Sleegers, & Denessen, 2006). Burns further emphasizes that transformational leaders have a vision and challenge others to do extraordinary works. He believes that transformational leaders are able to draw new necessary routes for modern organizations because that they are the source of changes.

In other words, transformational leaders have complete influence over organizational changes. This kind of leadership can draw a clearer and better picture for future, define its vision for employees more effectively and the employees will accept their vision as a fact interestingly. Boss, (2010) believes that transformational leadership model is applicable in a universality manner, which encourages the followers to neglect individual interests for group or organizational interests and stimulates them to work more than usual. Transformational leaders create an extraordinary motivation by confirming the employees' ideas and values and inspiring them to think about various problems by utilizing modern methods (Fink, 2010). Transformational leaders change the society by their own words and behaviors.

Their followers have a feeling of respect, dignity and loyalty toward them. The influence of transformational leaders is based on their capabilities to inspire others through their words, conversation, insight and initiatives (Kouzes & Posner, 2007). Transformational leadership occurs when leaders improve their employees' interests toward themselves. The leaders create the awareness and acceptance of aims and mission of the group (Alvesson & Sveningsson, 2008). Transformational leaders have a vision of where their organizations should be. They make their vision a reality and rally their followers to pursue the same goals (Harrison & Enz, 2005). Communication of a compelling vision, articulating the overall strategic direction and doing so in an appealing form to the hearts and minds of the followers. Traditionally, the idea of a vision has been a description or a picture of what the company could be accommodating the needs of all its stakeholders. The competitive rapidly changing global marketplace has refined this to be an articulation of characterization of what the leader sees the company must establish and sustain global leadership (Pearce & Robinson, 2007). Transformational leaders are effective in shaping and communicating a vision that clarifies strategic intent in a way that everyone understands, creating a better rationale on any radical change and strategic change. Transformational leaders depict glowing representations of a future vision for followers.
As a result, leaders are able to formulate a clear and compelling vision, motivating employees to share that vision (Manning & Robertson, 2011).

Transformational leaders are therefore necessary in all organizations. The primary goal of these leaders is to change the current structure of the organization and inspire organizational employees to believe in a new vision that has new opportunities (Tucker & Russell, 2014) for the individual and the organization as a whole.

2.3.2 Earning Trust and Confidence from Subordinates

Idealized influence shows the capability of trust making and understanding the leadership by followers (Goffee & Jones, 2013). It is a radical factor in accepting changes in the organization. Without such trust and braveness, any effort to conduct the organization in order to achieve its aims will be fruitless. A man can lead others when they are ready to be led by him/her. Others will believe and appreciate such person if he/she performs his/her duties well (potential followers). In other words, a man is a leader when he has idealized influence and has expressed it to their own followers. Basically, the followers will try to obey the leaders because of their idealized influence (Beer & Eisenstat, 2010).

However, the most successful leaders are achieving to a high level of trust and understanding because that followers mitigate them. Leaders with idealized influence are respected and trusted persons. Followers recognize themselves via him/her and try to mitigate him/her. Such leaders "perform right works" and possess high human and moral behaviors. Such leaders are not using their leadership power and capacity to achieve personal aims (Washington & Hacker, 2005). They try to achieve organizational objectives by conducting and guiding their followers. Charisma explains those individuals who are special and stimulates others to follow their own perspectives (Northhouse, 2009).

Ross & Offermann (2007) in a study to demonstrate performance effects of transformational leaders on their work groups, used interval-level measures of performance fully independent of subordinate ratings over 11 months using the same institutional performance criteria for all groups. They posited that these measures significantly extended the types of performance measures tested in previous studies and
were less biased. However, the results did not reveal any significant relationships between transformational leadership and performance.

Given that the performance measure had substantial content validity as well as reason and opportunity to influence their followers, they (Ross & Offermann, 2007) concluded that leaders could affect their subordinates' performance through direct and indirect means. The major characteristics of transformational leadership include engendering trust, admiration, loyalty, and respect amongst followers through application of charismatic vision and behavior. Transformational leaders strive towards creating such a state of idealized influence by articulating a vision and explaining how to attain the vision in an appealing manner, leading by example, acting confidently and optimistically, sharing risks with followers, emphasizing values and reinforcing them by symbolic actions and displaying a high level of ethical and moral conduct (Yammarino, Spangler, & Bass, 2014). Leaders who apply idealized influence on their followers gain the trust and confidence of the followers.

Trust is a construct with multiple components and several dimensions which vary in nature and importance according to the context, relationship, tasks, situations, and people concerned. Although there is no universal definition of trust, a frequently used concept emphasizes interpersonal relationships and a willingness to be vulnerable (Mayer, 2015) based on the belief that the leader is proficient, concerned, and dependable. Hence, when trust declines, a reversal occurs and people become hesitant to take risks, demanding greater defenses against the possibility of betrayal and increasingly insist on costly sanction mechanisms to defend their interests (Kramer, 2005). Some writers maintain that workplace trust is developed primarily through an organization’s leaders. Literature concerning trust and management indicate that trust is an essential element in the relationship that transformational leaders have with their followers. The degree of trust, which exists in an organization, can determine much of the organization’s character, influence organizational structure, control mechanisms, job satisfaction, job design, commitment, communication, and organizational citizenship behavior (Shusha, 2013).
2.3.3 Role Model, Motivation and Stimulation of Employee Intelligence

Manning & Robertson, (2011) stated that transformational leaders recognize the teams’ diverse strengths and talent in turn transforming the vision into action. Further they stated that at the organizational level the leaders build support networks, involve staff and develop teams, promoting a culture of excellence. They express belief in the group's ability to achieve the target (Birasnav, Rangneker & Dalpati, 2011). Further they state that Idealized influence which refers to leaders' actions based on values, beliefs and a sense of mission will be measured using ethical standing and power and role modeling support networks, involvement of staff and develop teams, and promoting a culture of excellence.

Sarros & Santora (2011) links idealized influence to charismatic leadership. They assert that charismatic leaders project their self-confidence onto others. It is their display of confidence in a follower’s willingness to make self-sacrifices and an ability to accomplish exceptional goals that is a powerful motivating force of idealized influence and role modeling behavior. Further, leaders that have confidence in their workers can achieve great things. Sarros & Santora, (2011) stated that leaders who are high in idealized influence also have a strong sense of emotional stability and control. These leaders rise above inner conflicts and believe strongly in their capacities to be masters of their own destinies. Further they have a positive sense of self-determination and they are in control emotionally. They have the conviction that transforming their followers through communication, role modeling, and encouragement are appropriate strategies for achieving the mission and goals of the company. The followers admire the leader as a role model and respect the decisions made by him or her (Sullivan & Decker 2001). Bass & Avolio (1990) assert that Idealized influence encompasses influence over ideology, influence over ideals, and influence over bigger-than-life issues.

2.4 Inspirational Motivation and Change Management

Inspirational motivation refers to leaders' ability to motivate others by providing meaning and challenge to their work (Block, 2013). They serve as role models and guides, articulating a shared vision of innovation. Transformational leadership motivates workers
to create and share knowledge to contribute to intrinsic motivation, collectively inspiring followers to achieve more than will be thought possible (Kelly, 2003).

2.4.1 Sacrifice for the Common Good

Camps & Rodriguez, (2011) were of the view that authentic transformational leaders were those who sacrificed for the common good. A team collaborates in their professional work in an enterprise or on some assignment, sharing accountability and responsibility for obtaining results. Team – Member’s posses’ essential skills and abilities, a strong desire to contribute, collaborate effectively and have a sense of responsible idealism. Transformational leaders recognize the teams’ diverse strengths and talent in turn transforming the vision into action. At the organizational level the leaders build support networks, involve staff and develop teams, promoting a culture of excellence (Manning & Robertson, 2011).

Studies show that transformational leadership leads to higher levels of performance. Leaders' expectations of successful unit performance play a key role in enabling successful implementation of unit goals (Yukl, 2010). Such feelings have a transformational influence and empower subordinates to participate in vision implementation. It also helps subordinates persist in efforts despite organizational obstacles. Transformational leaders repose trust and express high confidence in the ability of followers. Followers in turn repose a lot of trust in leaders, and have confidence in achievement of the vision set by these leaders. This would lead to a collective belief in the achievement potential of the group as a whole. They express belief in the group's ability to achieve the target. (Birasnav, Rangneker & Dalpati, 2011)

2.4.2 Inspirational Values

Inspirational motivation incorporates those who talk optimistically about the future and articulate a compelling vision for that future. They talk about what needs to be accomplished, but express confidence that those goals will be achieved. A person who uses inspirational motivation also creates an exciting image of what is essential to consider. This type of motivational behavior encourages a sense of team spirit, creating general enthusiasm, especially towards difficult challenges (Stone, Russell & Patterson,
2003). This factor of transformational leadership is especially pertinent to the social sector because of the trying nature of the nonprofit world, where enthusiasm and motivation are needed in order to maintain optimism throughout all levels of the organization (Bass & Bass, 2008).

The transformational leader inspires followers toward the new ideas or goals through inspirational motivation. The major characteristics of inspirational motivation leadership include articulation of a clear and appealing view of the future development of a shared vision in both economic and ideological terms so that the followers see meaning in their work. They also make sure of each follower’s role in the fulfillment of the shared vision, and setting high standards for the followers to attain objectives encouraging followers to integrate and become part of the overall organizational culture and environment. In addition, transformational leaders elevate people from low levels of need focused on survival by appealing toward their inborn desire to attain higher levels related to love, learning, leaving a legacy, and the like (Krishnan, 2014). The ways adopted to do so are many, and include making vivid descriptions of a good future that raises one’s imagination, motivational speeches and conversations, public display of optimism and enthusiasm, highlighting positive outcomes stimulating teamwork. While attempting to motivate followers toward a higher level of needs, transformational leaders appeal to their followers' own interests as far as possible. The major challenges however relate to persuading followers to transcend their own interests for the collective team or organizational interest when required and countering the followers’ emotional resistance to change (Hogan & Curphy, 2014)

As leaders, understanding that one’s default leadership styles of behavior, which emanate, at least in part, from one’s level of moral development, might not speak effectively to follower’s whose level of moral maturity is not complimentary, is important to motivating all levels of followers of further note, if we understand constituent’s levels of moral development then we can better communicate around the perceptive boundaries associated with our communicative behaviors (Parry & Proctor-Thompson, 2010). Some of those boundaries are thoroughly defined in Kreitner & Kinicki, (2013) and consist of: selective perception, halo effect, self-fulfilling prophecy, and their interaction with follower attribution of the leader. Knowing these boundaries, we could better assimilate
unique follower training programs to enhance organizational behavior, which could create an efficiency of productivity.

2.4.3 Motivation and Inspiration of Followers

Transformational leaders demonstrate enthusiasm and optimism, and emphasize commitment to a shared goal (Avolio & Bass, 2002). It is the ability of transformational leader to act as a figure, which inspires and motivates the followers to appropriate behavior. In the conditions when transformational change is being conducted in an organization, the leader has the task of clear and continuous stimulating others to follow a new idea. Transformational leaders should therefore behave in such a way that motivates and inspires followers. Such behavior includes implicitly showing enthusiasm and optimism of followers, stimulating teamwork, pointing out positive results, advantages, emphasizing aims, stimulating followers (Jung & Avolio, 2000). Although leaders face complex challenges that lack simple ‘yes’ or ‘no’ answers, they must whatever the case set a moral example to others that becomes the model for an entire group or organization, for good or bad. For example, leaders who themselves do not honor truth do not inspire it in others.

Leaders mostly concerned with their own advancement do not inspire selflessness in others. Leaders should internalize a strong set of ethics a system of moral values (Hughes et al, 2006). Gardner, (1990) and Burns, (1978) put great emphasis on the centrality and importance of the moral dimension of leadership. Gardner argues that leaders ultimately must be judged on the basis of a framework of values, not just in terms of their effectiveness. Leaders should always treat others as ends in themselves and not as objects or mere means to the leader’s ends. Burns maintained that leaders who do not behave ethically do not demonstrate true leadership. Whatever true leadership would mean, most people would agree that it would be characterized by a high degree of trust between a leader and followers. Bennis & Goldsmith (1997) describe four qualities of leadership that engender trust. These are vision, empathy, consistency and integrity. Followers tend to trust leaders who create a compelling vision.

A leader should pull together on the basis of shared beliefs and a common sense of organizational purpose and belonging. Followers trust leaders who demonstrate empathy
with them - leaders who show they understand the world as followers see and experience it. Followers trust leaders who are consistent. This does not mean that followers only trust leaders whose positions never change; but that changes are understood as a process of evolution in light of new evidence (Kirkpatrick & Locke, 2006). Lastly, followers trust leaders whose integrity is strong, who demonstrate their commitment to higher principles through their actions. Values are constructs representing generalized behaviors or states of affairs that are considered by the individual to be important (Gordon, 1975). Someone who values personal integrity may be forced to resign from an unethical company. Because values play a central role in a person’s psychological makeup, they have a profound effect on leadership (Hughes et al 2006). Values play a key role in the choices made by leaders (Curphy, 2003). Values, therefore, are seen to help leaders choose right from wrong and between ethical and unethical behavior. Bhargava (2003) argue that organizations can create and sustain high performance by applying a value-based leadership model. Values and trust are key to the growth of societal capital in business. For sustainable performance and excellence, organizations can therefore not afford to ignore the social, cultural and global realities of the times. This requires a leadership practice that is distinct from the past and value-based leadership seems to be the option.

Further value-based leadership is about creation of socially conscious managers. It integrates leadership skills in a value-based system and society. It is the vision, motivation, organization and action of the leader. Value-based leadership gives a sense of power and hope, provides guidance, direction and inspiration and empowers people to realize their leadership potential. This type of leadership moves beyond transformational leadership. Such leadership will not only lead to the growth of organization’s bottom-line but also to the growth of the people involved. A leader does not have to act consciously to emerge as a value-based leader, but will naturally be perceived as one through his or her actions, reactions and achievements.

2.5 Intellectual Stimulation and Change Management

Intellectual stimulation refers to leaders' ability to enhance followers' efforts to be innovative and creative. Transformational leaders generate different ways of thinking, seeking new opportunities or solutions to problems and adopting generative, exploratory
thought processes. Transformational leaders encourage followers to question assumptions and think about new ways of doing tasks. Transformational leadership then leads to positive individual and organizational outcomes. Stimulating higher order needs that engender creativity. Knowledge slack and absorption capacity are essential to facilitating personal and professional growth. As the importance of knowledge assets and absorptive capacity grow, firms will increasingly expect transformational management of these valuable assets from their leaders (Block, 2013).

One of the reasons intellectual stimulation results in enhanced learning outcomes may be due to transformational leadership’s association with intrinsic motivation. Transformational leadership has been linked to intrinsic motivation in subordinates both theoretically (Bass, 1985; Bass & Riggio, 2006) and empirically (Piccolo & Colquitt, 2006; Bolkan, et al. 2006; Shin & Zhou, 2003), and studies suggest that the impact of transformational leadership on intrinsic motivation leads to positive organizational outcomes including task performance, organizational citizenship behaviors (Piccolo & Colquitt, 2006), and follower creativity (Shin & Zhou, 2003). First, transformational leadership might intrinsically foster more job satisfaction given its ability to impart a sense of mission and intellectual stimulation. Also, transformational leaders encourage the followers to take on more responsibility and autonomy. The work tasks would then provide the followers with an increased level of accomplishment and satisfaction (Emery & Barker, 2007).

2.5.1 Challenging Followers’ Ideas and Values for Solving Problems

Intellectual stimulation is transformational leadership behavior that challenges followers’ ideas and values for solving problems. Through intellectual stimulation, leaders encourage subordinates to question the universality of previous cognitive frames, opening the door for new frames to develop. Transformational leaders know that creativity; knowledge creation and continuous improvement are the only real ways to achieve a sustainable competitive advantage. Hence, they continually challenge old assumptions and ways of doing things, foster creativity, stress the use of intelligence, and stimulate in others new perspectives and ways of doing things (Hancott, 2005). The leader’s vision
provides the framework for followers to see how they connect to the leader, the organization, each other and the goal; in other words, they get the bigger picture.

Tabassi & Bakar, (2010) observed that a transformational leader pays attention to the concerns and development needs of individual team members. Leaders influence their members' attitude by helping them to look at previous problems in new ways, and they are able to excite, arouse and inspire members to inject extra effort to achieve the goals of the group. Therefore, the transformational leadership has significant relationships with work quality, work quantity and creativity in problem solving of subordinates. A transformational leader has an important role in the transformation process of organization. Transformational leader stimulates the efforts of their followers as regards innovativeness and creativity, stimulate permanent reexamination of the existent assumptions, stimulate change in the way of thinking about problems, plead the use of analogy and metaphor It makes it is possible for employees to get creative ideas for solving problems from the followers (Avolio & Bass, 1995). Transformational leadership is about encouragement to raise the consciousness of workers about the organization's mission, vision, and committing to the vision is a key theme of this factor. The key indicators of inspirational motivation are organizational vision, communication, challenging to worker’s encouragement, working with workers, and giving autonomy are the core values of inspirational motivation (Sarros & Santora, 2001).

Transformational leaders get followers involved in envisioning attractive future states; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision (Bass & Riggio, 2006). Transformational leaders make clear an appealing view of the future, offer followers the opportunity to see meaning in their work, and challenge them with high standards. They encourage followers to become part of the overall organizational culture and environment (Kelly, 2003; Stone, Russell & Patterson, 2003). According to McGuire & Hutchings (2007), the outcomes of transformation leadership are developmental and motivational changes in followers and institutional and organizational change. As a result, transformational leadership could lead to higher followers' performance in the organizations.
2.5.2 Determining Team Climate

As has been observed by Hughes et al., (2006) values are very important to the leadership process. Leaders are motivated to act in ways consistent with their values. Similarly, followers are not particularly motivated to work on activities that are inconsistent with their values. Hogan & Curphy, (2014) observe that there is often a significant gap between a company’s stated values and the way it truly operates. Knowing the values of top leadership can sometimes tell someone more about how an organization actually operates than the organization has stated values will. In any organization, the top leadership’s collective values play a significant role in determining organizational culture, just as an individual leader’s values play a significant role in determining team climate (Doherty & Danylchuk, 2006). Leadership requires integrity. It is the practice of telling the truth, honesty and moral behavior. A true leader must behave with integrity, by being an honest and ethical individual who is consistent in word and deed (Smith, 2005). This kind of a leader portrays wholeness or completeness that is achieved by people who have healthy self-confidence and self-esteem. Their self-esteem allows them to esteem and respect others.

They never lose sight of their goals or compromise on their principles. They are principled and pragmatic: principled in that the long-term courses they adopt are based on what is morally right and pragmatic because they are willing to miss an immediate issue because they would not be distracted from the ultimate objective (Alvesson & Sveningsson, 2008). Values not only affect the choices leaders make about what is and what is not important, they also have an impact on the choices they make about the people they want to work with (Kouzes & Posner, 2007). Leaders tend to like followers with similar values and dislike those with dissimilar values. Hogan & Curphy (2014) argue that leaders who surround themselves with followers who possess divergent values are likely to face more tension and conflict within the group but this approach is also more likely to provide a broader way of solving problems within the group.

Values are often a key factor in conflict. Many of the most difficult decisions made by leaders have to do with choices between two values. This is particularly true when the choices represent values in opposition (Goffee & Jones, 2013). Leaders with very strong
Commercial and Altruistic values, for example, would probably struggle mightily, when having to make a decision about cutting jobs in order to improve profitability. Those leaders who have strong Commercial and weak Altruistic values would have much less trouble making the same decision (Hughes, et. Al., 2006). In light of the above views from different authors, it can be seen that effective and value-based leadership require a leader who is both an implicational and application thinker; always keeping before him or her, questions of why and how. Considering why something is done develops implicational thinking. It leads one to consider core values and foundational presuppositions (Beer & Eisenstat, 2010). The leader must also develop an ability to think through many creative strategies of how to particularly apply the principles. It is not sufficient to understand all the concepts of leadership in theoretical terms; the leader must be able to lead the change on the ground.

2.5.3 Self-efficacy Beliefs

Self-efficacy belief has been a focus of organizational research for nearly three decades (Bandura, 1986, 1997, 2000; Luthans, 2002a, 2002b). Self-efficacy represents an individual’s belief in his or her capabilities to successfully accomplish a specific task or set of tasks (Bandura, 1986). Gist & Mitchell (1992) defined self-efficacy as a belief in one’s capability to perform work activities with skill. Self-efficacy can also be described as the confidence which followers have in being successful and the value they attach to possible outcomes. Self-efficacy beliefs influence patterns of thoughts, emotions, and actions in which people spend considerable effort in pursuit of objectives, persevere in the face of adversity, and exercise some control over events that affect their lives (Bandura, 1986, 1993, 1997). Individual achievements require qualifications and skills and a personal belief in one’s ability to successfully perform a particular action (Bandura, 1986).

Self-efficacy can be increased through transformational leadership (Waldman & Spangler, 1989). An increase in confidence and valence of outcomes can produce a noticeable rise in followers’ efforts to succeed, thus making leadership the stimulus to effort beyond expectations (Bass, 1985; Tichy & Devanna, 1986). Transformational leaders are able to raise the self-efficacy of followers by showing confidence in followers.
and helping them work through individual problems and developmental challenges (Bandura, 1977; Gist, 1987).

2.6 Individual Consideration and Change Management

Individual consideration, which refers to leaders' attention to the individual needs of their followers for achievement and growth (Sarros & Santora, 2011). Leaders who use this style of leadership show consideration for their workers’ needs, and are prepared to encourage and coach the development of appropriate workplace behavior. Transformational leaders do this through spending time teaching, coaching and developing their followers by listening attentively, recognizing and valuing each individual’s contributions (Hogan & Curphy, 2014).

2.6.1 Valuing Each Individual’s Contributions

Individualized consideration is behavior of transformational leaders that enable them to deal with others as individuals and understand that each person has different needs, abilities, requires personal attention and has the need to feel valued. Transformational leaders do this through spending time teaching, coaching and developing their followers by listening attentively, recognizing and valuing each individual’s contributions. According to Bass, (2008) individualized consideration makes employees feel that their organizations value them and their need to understand and resolve their personal uncertainties. According to Bass, (2009) individualized consideration makes employees feel that their organizations value them and their need to understand and resolve their personal uncertainties.

Valuing employee’s contribution may also be achieved through participation. Employee involvement is often viewed as an integral part of High Commitment Work Systems. Involvement in decisions provides a sense of ownership of and commitment to both those decisions and the organization (Thang & Buyens, 2011). Clearly, employee involvement processes should engender the perception that the organization values employee contributions. Thus, we predict that involvement increases commitment. Additionally, employee involvement might be perceived by workers as a discretionary positive benefit.
Further, Tzafrir, (2006) found that when parties to an exchange relationship work together toward a super coordinate goal, relational cohesion increases. In that employee involvement serves the dual purposes of enriching jobs and improving organizational processes and outcomes. Employee involvement is often realized in the form of increased worker responsibility and autonomy. Employee participation systems and internal labor markets that provide an opportunity for employee to advance within a firm and team based production system are all a focus of work organization that have been argued to positively affect firm performance.

According to Katou & Budhwar, (2008), formal information sharing is important for the sake of making employee maximize on their job performance. For example, the clearer an employee is about the basic goals and mission of the organization the easier it is to direct job activities in that direction. Research carried on the importance of communication shows positive relationship between effective communication and improvement of the quality. The above view is supported by Hunter & Schmidt (2011), information is critical as it affects attitude and motivation of employees. Effective management communication is one of the major influencing factors of employee performance management contributing to organization productivity (Bass & Riggio, 2006).

Burns, (1978) observed that moral leadership emerges from, and always returns to, the fundamental wants and needs, aspirations and values of the followers. It is a kind of leadership that can produce social change and satisfies followers’ authentic needs. Value-based leaders discern the true interests of the followers from their stated desires and learn to address the underlying needs that the followers are unable to articulate. O’Toole, (2006) observed that value-based and effective leaders illuminate their followers’ better side, revealing what is good in them and thus ultimately giving them hope. In the end, the leader’s vision becomes their vision because it is built on the foundation of their needs and aspirations.

2.6.2 Spending Time in Teaching and Coaching

Individualized considerate leaders pay special attention to each individual follower's needs for achievement and growth by acting as an advisor, coach or mentor. Subordinates and colleagues are developed successively to the higher levels of potential. Individualized
consideration is practiced when new learning opportunities are created along with a supportive climate. Individual differences in terms of needs and desires are recognized. The leader delegates tasks as a means of developing followers. Delegated tasks are monitored to sincerely identify if the followers need further support (Bass & Riggio, 2006). Employees need to be helped to do their present job correctly and effectively. Allen & Wright (2009) differentiated the concept of training and development. Training is short term in nature and is designed to permit learner acquire knowledge and skills needed for the current job while development is training of a long-term nature which is aimed at developing current and future employees for future jobs within the organisation or to solve a problem.

Training and development refers to any effort to improve current of future employees’ skills, abilities, and knowledge. Thang & Buyens (2008) through reviewing 66 studies conducted in different parts of the world opined that training and development leads to superior knowledge, skills, abilities, attitudes, and behavior of employees that eventually enhance employee retention. A strong training emphasis implies an internal labour market and career opportunities (Cascio, 2005). Such emphasis is indicated by formal training, numbers participating, training effectiveness, and firm attempts to match current training practices. Based on human capital theory, employees should perceive employer training investments as symbols of continued future employment and higher wages.

Employees should value training for the job security, advancement, and higher earnings implied, and thus be more committed. Prior research shows organizational climates that emphasize continuous training and updating elicit high commitment. The finding on Impact of transformational leadership on followers’ influence strategies support the above idea in that the followers of transformational leaders experience a total and unqualified belief in and identification with the leaders and their mission. Thus, transformational leaders are seen as helpful and friendly, and therefore followers would use friendliness strategy more frequently (Krishnan, 2014).

2.6.3 Helping Others to Develop and Grow Their Own Capabilities

In the manufacturing sector there is a whole spectrum of leader styles used every day which range from caring to authoritarian. In addition, there will be a feel that there is a
transition taking place. The younger generation of managers is adopting a caring style, whereas the older generation has a more directive style. The key elements of individualized consideration consist of encouragement, caring for and coaching of individuals, and a consultative and open approach (Sarros & Santora, 2011). Charismatic leadership drives performance under conditions of perceived environmental uncertainty. Charismatic leaders are likely to emerge and be effective when the tasks of organizational members are challenging and complex and require individual and group initiative, responsibility, creativity, and intense effort (Parry & Thompson, 2010).

Parry & Thompson, (2010) evaluated the vision, drive, energy and ability of leaders to inspire their followers constitutes the charismatic aspect of leadership. Charisma has two sides to it – negative and positive. The negative side of charismatic leadership includes narcissism, manipulation, alienation of people and defensiveness. This leader may undermine and erode the ethical base of the organisation. The transformational leader disburses personal attention to followers based on the individual follower’s needs for achievement and growth (Avolio & Bass, 2002). To do this, the leader acts as a mentor or coach, developing followers in a supportive climate to higher levels of potential (Bass, 1998). The considerate leader recognizes and demonstrates acceptance of the followers’ individual differences in terms of needs and desires.

By doing this, the transformational leader fosters two-way communication through effective listening (Avolio & Bass, 2002). The leader develops followers by delegating tasks and then unobtrusively monitoring those tasks, checking to see if additional support or direction is needed. The net effect of individualized consideration and other transformational leadership behaviors is empowerment of followers (Behling & McFillen, 2006). Transformational leaders can develop a very powerful influence over followers. For example, several research studies have documented the power of transformational leadership in establishing value congruency and trust (Jung & Avolio, 2000; Podsakoff et al., 2006; Shamir, 1995).

Followers respect and trust transformational leaders, so they conform their values to those of the leaders and yield power to them. In summary, the transformational leader articulates the vision in a clear and appealing manner, explains how to attain the vision,
acts confidently and optimistically, expresses confidence in the followers, emphasizes values with symbolic actions, leads by example, and empowers followers to achieve the vision (Yukl, 2010). Sullivan (2010) stated that Individualized consideration ranks among the major characteristics of transformational leadership. The transformational leader treats each follower as a whole individual rather than as an employee, and considers the individual’s talents and levels of knowledge to decide what suits him or her to reach higher levels of attainment.

A transformational leader applies such individual considerations by listening to each follower’s needs and concerns, expressing words of thanks or praise as a means of motivation, making public recognition of achievements and initiatives, making private notes of congratulations to boost self-confidence, ensuring fair workload distribution and undertaking individualized career counseling and mentoring. Technological developments, global competition, the changing nature of the workforce, and modern management precepts such as total quality management have in recent years forced organizations to become leaner and flatter. Leadership is the critical factor in the initiation and implementation of such a change process, and the transformational style of leadership engenders a positive impact on individuals, teams, and organizations during the change process (Kirkpatrick & Locke, 2006).

2.7 Chapter Summary

This chapter has reviewed the literature concerning to the research questions. The main aim is to examine effects of transformational leadership on change management in Kenya Airways. Specifically, literature review has covered the idealized influence, inspirational motivation, intellectual stimulation and individual consideration. The next chapter on the research methodology discusses the population of the current study and the data collection methods and instruments that were used for the study. It gives details of the research procedures and data presentation methods that were used.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides methodology in line with the research questions of the study. The research design, the population and sample, data collection methods, research procedures and data analysis processes described. Lastly, a summary of the chapter is provided.

3.2 Research Design

According to Cooper & Schindler (2006), research design constitutes the blue print for the collection, measurement and analysis of data. It aids the researcher in the allocation of limited resources by posing crucial choices in the methodology. Research design expresses both the structure of the research problem (the framework, organization, or configuration of the relations of the variables in the study) and the plan of the investigation used to obtain empirical evidence on those relationships.

The research design for this study was descriptive research design. Descriptive studies facilitate discovery of association between different variables (Cooper & Schindler, 2006). Descriptive research can be utilized to obtain information concerning the status of a phenomenon describing what exists with respect to variables in a situation. This was a quantitative research approach, which was adopted as it attempts predictions and descriptions of precise measurement of behavior, knowledge, opinions and attitudes. A quantitative approach to research facilitates predictions and descriptions that built and test theories reducing data to numerical codes facilitating statistical and mathematical analysis of data (Cooper & Schindler, 2006). By narrowing down on Kenya Airways, a detailed analysis of the strategic effect of leadership on a company’s competitiveness was realized.
3.3 Population and Sampling Design

3.3.1 Population
A population is the total collection of elements about which we wish to make some inferences about i.e. a group of individuals that are similar in characteristics and data can be analyzed and gathered from it (Myers & Hansen, 2006). The employees at Kenya Airways formed the population of interest in the study. Data was collected from top, middle and lower level management.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management</td>
<td>72</td>
<td>15.9</td>
</tr>
<tr>
<td>Middle level management</td>
<td>168</td>
<td>37.0</td>
</tr>
<tr>
<td>Lower level management</td>
<td>214</td>
<td>47.1</td>
</tr>
<tr>
<td>TOTAL</td>
<td><strong>454</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Kenya Airways, 2015

3.3.2 Sampling Design

3.3.2.1 Sampling Frame
This is the listing of all the population elements from which a sample was drawn. It is a complete and correct listing of population members only (Cooper & Schindler, 2006). The sampling frame was obtained from the Human Resources Department and this consisted of a summary list of all employees working in the various sections within Kenya Airways.

3.3.2.2 Sampling Technique
In the study, stratified random sampling technique was utilized to ensure that there was a fair representation and generalizations of the findings to the population. Sampling ensures that inferences made from the sample data are not distorted by selection bias (Hildebrand, Ott, & Gray, 2005). The heterogeneous group was represented by the population, homogenous groups was represented by the different management levels and a simple random sample was obtained from each group. Stratified random sampling enables populations to be segregated into several mutually exclusive strata. A stratified random
sample facilitates different research and methodologies to be used in different strata, providing adequate data for analyzing the various subpopulations and hence increasing a sample’s statistical efficiency (Cooper & Schindler, 2006).

### 3.3.2.3 Sample Size

The size of the sample estimates the required minimum size of the population to determine the result to be obtained with an acceptable degree of confidence. According to Hildebrand et al. (2005) a good sample size should yield 90 to 95% confidence intervals. The sample size enabled the study to attain the desired degree of precision or significance level (Theihart, 2001). The sample size chosen was 25% of the population. Larger sample sizes are needed to obtain results that are adequate (Hildebrand et al, 2005). Hence, a representation of 114 employees from a population of 454 employees was adequate.

**Table 3.2: Sample Size**

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Population</th>
<th>Ratio</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management</td>
<td>72</td>
<td>25%</td>
<td>18</td>
</tr>
<tr>
<td>Middle level management</td>
<td>168</td>
<td>25%</td>
<td>42</td>
</tr>
<tr>
<td>Lower level management</td>
<td>214</td>
<td>25%</td>
<td>54</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>454</strong></td>
<td><strong>25%</strong></td>
<td><strong>114</strong></td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Methods

Primary data was collected using a questionnaire, which was distributed to the respondents. The questionnaire designed in this study comprise of two sections. The first part include the demographic and operational characteristics designed to determine fundamental issues including the demographic characteristics of the respondent while the second part deal with the study variables. The study chose questionnaires as they provide a platform for the respondents to give their views on the topic of study. The research questions were set on a Likert scale, which reduces misinterpretation of the questions and gives easier guidance to the respondents. According to Cooper & Schindler (2006), a Likert Scale can be defined as a design to examine how strongly linked subjects agree or disagree with statements usually on five-point scale (Sekaran, 2003). According to Myers
& Hansen (2006), the Likert Scale is the most frequently used variation of the summated rating scale where the participant is asked to express a favourable or unfavourable attitude toward the object of interest. The responses are given a numerical score and the scores measure the participant's overall attitude. The Likert Scale is easy and quick to construct, reliable and provides a greater volume of data than other scales.

3.5 Research Procedures

To test the quality of the questionnaire, a pilot test was done on a group of 5 Kenya Airways employees to check the quality of the questionnaire. Thereafter, suggested amendments to the questionnaire were done and the questionnaire circulated to the sample population. The respondents were selected in a simple random method. Personal follow ups were done to ensure that respondents complete the questionnaires. A response rate of about 75% was required from the sample size.

3.6 Data Analysis Method

According to Cooper & Schindler (2006), data analysis involves reduction of accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques. Data was analyzed using descriptive statistics to profile sample characteristics and major patterns emerging from the data. In addition to measures of central tendencies (mean), measures of dispersion (standard deviation and coefficient of variation) and graphs was used to tabulate the information. This was facilitated by use of the Likert Scale which enables easier presentation and interpretation of data. For the purpose of this study, the questionnaires were analyzed using the Statistical Package for Social Sciences (SPSS version 21). Correlation analysis describes the degree to which the dependent variable is linearly related to the independent variables. It measures the degree of association between two variables. Usually correlation analysis is used in conjunction with regression analysis to measure how well the regression line explains the variation of the dependent variable.

Simple Linear Regression Model denotes a linear relationship between two variables which is reflected by $Y = a + bx$, where $b$ is the $y$-intercept and $a$ is the slope. Regression and correlation analysis determines the nature and the strength of the relation between two variables. The known variable (or variables) is called the independent variable (s) and
these are idealized influence, inspirational motivation, intellectual stimulation and individual consideration. The regression equation is expected to be \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \):

Whereby  
\( Y = \text{Change management} \)  
\( \beta_0, \beta_1 \ldots \beta_4 = \text{coefficients of independent variables} \)  
\( X_1 = \text{Idealized influence} \)  
\( X_2 = \text{Inspirational motivation} \)  
\( X_3 = \text{Intellectual stimulation} \)  
\( X_4 = \text{Individual consideration} \)  
\( \varepsilon = \text{Error Term} \)

### 3.7 Chapter Summary

Chapter three discusses the research methodology that was adopted in line with the research purpose outlined in chapter one. The variables in chapter two were used to guide the choice of research methodology. The population, sampling design, data collection methods and research procedures were highlighted. Descriptive research design was used in this study. Stratified random sampling was used to determine the sample and data was analyzed using descriptive statistics as well as regression model to show the effect of leadership on change management in Kenya Airways.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

The purpose of this study is to determine the effects of transformational leadership on change management in Kenya Airways. This chapter presents the findings and analysis of the data based on each variable in the questionnaire.

4.2 General Information

4.2.1 Response Rate

The study targeted a total of 114 respondents, 18 top level management, 42 middle level management and 54 lower level management. However, only 83 respondents responded and returned their questionnaires as shown in table 4.1. According to the findings, 83 management staff responded forming a response rate of 72.8%. According to Mugenda & Mugenda, (2003) a response rate of 50% is adequate for analysis and reporting and a rate of 60% is good; therefore, this response rate is adequate for analysis and reporting. Table 4.1 illustrates the response rate.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent</td>
<td>83</td>
<td>72.8</td>
</tr>
<tr>
<td>Non respondent</td>
<td>31</td>
<td>27.2</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author (2016)

4.2.2 Demographic Information

Demographics are information of a population such as gender, age, race, ethnicity, education level, profession, occupation, income level, and marital status. The Demographic Information sought in this study was gender, age, designation and the length of service of the respondents.
4.2.2.1 Gender of the Respondents

The study sought to determine the gender of the respondents. The findings show that majority of the respondents (54.2%) were male while 45.8% were female as indicated in table 4.2 and figure 4.1 below.

Table 4.2: Gender of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>38</td>
<td>45.8</td>
</tr>
<tr>
<td>Female</td>
<td>45</td>
<td>54.2</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author (2016)

4.2.2.2 Age of the Respondents

The study sought to determine the age of the respondents by requesting them to indicate the age bracket to which they belong. The results are as shown in table 4.2. The study found that majority of the respondents (37.3 %) were aged between 48 -57 years, 21% were aged between 38 - 47 years, 20% were above 58 years, 9.6% were aged between 28-37 years and1.2% were aged between 18-27years. This means that majority of the employees at Kenya Airways (over 50%) were between 38 and 57 years meaning they had worked for a long time and had rich knowledge about their career and would therefore provide reliable information.

Table 4.3: Age of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-27</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td>28-37</td>
<td>8</td>
<td>9.6</td>
</tr>
<tr>
<td>38 - 47 years</td>
<td>17</td>
<td>21</td>
</tr>
<tr>
<td>48 -57 years</td>
<td>31</td>
<td>37.3</td>
</tr>
<tr>
<td>Above 58 years</td>
<td>17</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2016)
4.2.2.3 Duration of Service of the Respondents

The study also sought to determine the years the respondents had worked at Kenya Airways. The findings revealed that (22.9%) of respondents had worked in the company for between 16 - 20 years, 20.5% had worked in the company for between 11-15 years, and 10.8 % had worked in the company for between 6 -10 years while only 6.0% had worked in the company for less than five years. The findings imply that over 50% of the employees in Kenya Airways had worked in the company for over 10 years as indicated in table 4.5. It can therefore be deduced that, the information provided by the respondents was informed through experience.

Table 4.4: Duration of Service of the Respondents

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>6</td>
</tr>
<tr>
<td>6 -10 years</td>
<td>10.8</td>
</tr>
<tr>
<td>11-15 years</td>
<td>20.5</td>
</tr>
<tr>
<td>16 - 20 years</td>
<td>22.9</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2.2.4 Level of Respondents in Management

The study also sought to determine the designation of the respondents. The findings show that majority of the respondents (68.7%) were in the higher-level management, 19.3% were in the lower-level management while 12.0% were in the middle level management. This means that the information provided by the respondents was authentic. The findings are illustrated in table 4.5 below

Table 4.5: Level of Management of the Respondents

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher level Management</td>
<td>68.7</td>
</tr>
<tr>
<td>Middle level Management</td>
<td>12.0</td>
</tr>
<tr>
<td>Lower level Management</td>
<td>19.3</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author (2016)
4.3 Idealized Influence and Change Management

The study sought to determine extent to which idealized influence affected change management in Kenya Airways. The respondents were required to rate their opinion in a scale of: 1 - Very great extent; 2 - Great extent; 3 - Moderate extent; 4 - Little extent; 5 - No extent. The results are as shown in the table 4.6.

From the table 4.6, the study found that, majority of the respondents (63.9 %) indicated that idealized influence affect change management to great extent, 19.3% said that idealized influence affect change management moderate extent, 8.4 % to little extent, 7.2% to a very great extent and 1.2% to no extent. This means that majority (71%) of respondents of this study believed that idealized influence affects change management at Kenya Airways. These findings were consistent with Block (2013) who observed that idealized influence (behaviors), which refers to leaders' actions based on values, beliefs and a sense of mission, transform leaders into role models for employees, motivate them, and stimulate their intelligence. The summary of the findings is illustrated in table 4.6.

**Table 4.6: Extent to which Idealized Influence Affect Change Management**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No extent</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td>Little extent</td>
<td>7</td>
<td>8.4</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>16</td>
<td>19.3</td>
</tr>
<tr>
<td>Great extent</td>
<td>53</td>
<td>63.9</td>
</tr>
<tr>
<td>Very great extent</td>
<td>6</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>83</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Author (2016)

The study also sought to determine the extent to which the respondents agreed the statements on the aspects of idealized influence and how they affect change management. The respondents were required to indicate their level of agreement with the statement provided in a scale of: 1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 - Strongly Agree. The results are as shown in table 4.7.
The study found that, being a role model to subordinates influences their take on change to a great extent as shown by a mean score of (4.28) and standard deviation of (0.33). Subordinates are influenced by the actions of those they look up to in the organization, more often than not change will be embraced at lower level in the organization if it’s been embraced right from the top management that offer the leadership of the organization. These findings are in line with the Motivational Theory of Role Modelling, that highlighted how the strength of role models can be utilized in facilitating the adoption of new goals, that is change from the old goals to new ones, as well as Morgenroth, (2015) argument that the positive influence of role models entails the strengthening of existing goals as well as the implementation of new goals.

Inspiring visions influence change management in Kenya airways to a moderate extent as shown by a mean score of (3.87) and standard deviation of (0.513). This finding is in line with Sullivan & Harper, (1996) who were of the opinion that vision has the capacity of empowering and encouraging both leaders and followers to implement change. Earning of trust and confidence from subordinate’s influences change management to a moderate extent as shown by a mean score of (3.77) and standard deviation of (0.502). Saruhan, (2013) also observed that lack of trust in an organization, will lead to any kind of change in the organization being perceived suspiciously and threatening. Trust also in the organization tend to drive a degree of employee worth in the organization. The finding of this study are concurrent with Shaw, (1997) that highlighted employee trust as an integral part of competitive organizational change as it rises the chances of successful change in the organization. Also of similar opinion is Dunbar, (2012) who observed that, trust is essential in supporting exceptional team and solo performance, employee engagement, and an organization’s capability of launching effective change initiatives. It is also a key factor in an organization ability to make wanted changes to be effective in marketplace.

Motivation and stimulation of employee intelligence has influenced change management in Kenya airways to a low extent as shown by a mean score of 2.3108. The success of any endeavors in an organization will rely on the level of motivation in the organization. This result shows the motivational level at KQ is low to influence change to a great extent, since motivation drives people into fulfilling a given objective (Bulkus & Green, 2009). Reena et al., (2009) were of the similar opinion that motivation will drive employee in the
organization to pull off personal organizational goals. A motivated staff will greatly enhance change in the organization. The summary of this findings are illustrated in table 4.7 below.

Table 4.7: Aspects of Idealized Influence and Change Management

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspiring Visions influence change management in Kenya airways</td>
<td>3.8675</td>
<td>.51255</td>
</tr>
<tr>
<td>Earning Trust and Confidence from Subordinates influences change management</td>
<td>3.77108</td>
<td>.501833</td>
</tr>
<tr>
<td>Being a role model to my subordinates has influenced their take on change</td>
<td>4.2795</td>
<td>.32750</td>
</tr>
<tr>
<td>Motivation and stimulation of employee intelligence has influenced change management in Kenya airways</td>
<td>2.3108</td>
<td>.55282</td>
</tr>
</tbody>
</table>

The study correlated idealized influence and change management and found that all the items of idealized influence were positively and significantly related with change management. This study conducted correlation analysis between idealized influence and change management and found that the two variables were strongly correlated, and statistically significant, \( r (0.641); p < .1 \) as indicated in Table 4.8.
Table 4.8: Correlation between Idealized Influence and Change Management

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Idealized Influence</td>
<td></td>
<td>0.641**</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.1 level (2-tailed)

Chi square test was used to test the strength of association between two variables. The study conducted chi square to test the association between idealized influence and change management and the study found a strong association between idealized influence and change management, $x^2(16, N=83) = 101.2, \ p < 0.00$. Based on linear regression model, the study sought to establish the effect of idealized influence on change management. The findings in table 4.9 and table 4.10 show an adjusted R squared value of 0.572, which means that 57% of changed management is attributed to idealized influence. Other factors that contribute to change management are contributed by other variables covered in this study, while other factors are not covered in this study. Idealized influence had a beta coefficient $\beta (0.846), t (83) =2.422; p< .000$. Change management had a beta $\beta (0.740), t (83) = 2.074$. The relationship was statistically significant.

The results are presented in Table 4.9 and 4.10

Table 4.9: Linear Regression Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.641</td>
<td>.580</td>
<td>.572</td>
<td>.0042</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Idealized Influence
Table 4.10: Linear Regression Coefficient Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.870</td>
<td>.003</td>
<td>.740</td>
<td>2.074</td>
<td>.000</td>
</tr>
<tr>
<td>Idealized</td>
<td>0.893</td>
<td>.040</td>
<td>.846</td>
<td>2.422</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management

4.4 Inspirational Motivation and Change Management

The study sought to determine extent to which inspirational motivation affect change management in Kenya airways. The respondents were required to rate their opinion in a scale of: 1 - Very great extent; 2 - Great extent; 3 - Moderate extent; 4 - Little extent; 5 - No extent.

The study found that, majority of the respondents (77.1%) indicated that inspirational motivation affect change management to great extent and 19.3% said that inspirational motivation affects change management moderate extent, 3.6%. This implies that inspirational motivation is a key factor in the firm if change is to be effected successfully. This finding relate to Dionne, et al., (2004) sentiments that the organization management, that provides leadership to the organization employee, must have the ability of formulating and articulating a common vision that is the inspirational motivation. Lievens et al., (1997) also observed that coming up with a vision and inspiring employees to follow the vision is significantly important leaders. The results are highlighted in the table 4.11.
Table 4.11: Extent to which inspirational Motivation Affect Change Management

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little extent</td>
<td>3</td>
<td>3.6</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>16</td>
<td>19.3</td>
</tr>
<tr>
<td>Great extent</td>
<td>64</td>
<td>77.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>83</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Author (2016)

The study also sought to determine extent to which the respondents agreed the statements on the aspects of inspirational motivation and how they affect change management. The respondents were required to indicate their level of agreement with the statement provided in a scale of: 1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 - Strongly Agree.

The study found that, leaders treat everybody with respect and dignity including third parties e.g. introduction of LICKS restaurant as shown by a mean score of 4.0723 and standard deviation of (0.76). Studies have shown that employees in an organization value respectful leaders. Leaders who treat their subordinates with respect easily earn respect from them. This makes it easier for leader to influence change in employees. The respect employees get from their leaders will compel them to also respect the leaders. According to Quaquebeke, (2011) the more a leader handles his subordinates respectfully, the more the subordinates respond with vertical respect, and the more they are open to the influence of the leader. Schwartz & Porath, (2014) also found out that in seeking commitment from workers, leaders need to establish respect with their subordinate. They observed that being handled with respect was more significant to workers than acknowledgement and appreciation, communicating an inspiring vision, offering valuable response or even opportunities for learning, growth, and development.

Leaders are ambassadors of the organization as shown by a mean score of 4.0723 and standard deviation (0.34). They represent the organization to the outside world. The leader’s ambassador role involves representing the leader worker force to the other departments in the organization or outside the organization. The leader also as an
ambassador has to ensure the needs of his workforce is champion for in the organization and will represent his subordinated across the organization.

Leaders are available for consultations as they practice open door policy as shown by a mean score of 3.9157 and standard deviation (0.28). The practice of open door policy makes it easier for employees to approach the leaders. The key values of open door policy are the communication between employees and leaders. This communication makes employee have a sense significance in the organization. In their duties, employees are more often engrossed with work-related problems, and they think of numerous solutions and ideas for enhancement. If a way to let out their ideas is accessible, and the leadership is keen to attend to the ideas, then employees will be motivated to be concerned about their duties and to pursue improved means of accomplishing their duties. Change then grow into the organization as a way of life, and everyone is encouraged to partake in the process of change.

In addition, the study found that, leaders sacrifice for the common good of the organization as shown by a mean score of 3.7952 and standard deviation. Self-sacrifice in leadership is of beneficial for leaders, Choi & Mai-Dalton, (1999) observed that self-sacrifice on the leaders’ part could be utilized to gain commitment. According to Yukl, (2002), self-sacrifice on the part of the leader helps in fostering trust with the subordinates, and also earns the subordinates’ acceptance as a role model, and helps in making a leader transformational. Conger et al., (2000) were of similar opinion that demonstration of outstanding acts like self-sacrifice, was positively related to subordinates’ sense of reverence for the leader.

The result indicate that employees feel motivated by their leaders in their organization with a mean of 4.1398 and standard deviation (.24). The leadership of the organization is responsible for inspiring the employees of the organization. As shown by the result the organization employees count on the leadership of the organization to provide guide them through change. Leadership should seek prospects for change, building interest for change efforts, and being an instrument of change in the organization.

Leaders recognize others and celebrate their success as shown by a mean score of 4.4145 and standard deviation (.49). Jogulu, (2010) concluded that a team collaborates in their
professional work in an enterprise or on some assignment, sharing accountability and responsibility for obtaining results. In addition, Manning & Robertson (2011) concluded that team members possess essential skills and abilities, a strong desire to contribute, collaborate effectively and have a sense of responsible idealism. Transformational leaders recognize the teams’ diverse strengths and talent in turn transforming the vision into action. At the organizational level, the leaders build support networks, involve staff and develop teams, promoting a culture of excellence. On how inspirational motivation influenced change management in Kenya airways, the study found that, consultation with supervisors, recognition from the management as well as subordinating of personal interest for the good of the organization were major contributors to change management. The summary of the findings are as highlighted in table 4.12.

**Table 4.12: Aspects of inspirational Motivation and Change Management**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our leaders sacrifice for the common good of all of us</td>
<td>3.7952</td>
<td>.46221</td>
</tr>
<tr>
<td>I feel motivated by my leaders</td>
<td>4.1398</td>
<td>.23938</td>
</tr>
<tr>
<td>Our leaders are ambassadors of Kenya Airways’ five core values</td>
<td>4.0723</td>
<td>.34156</td>
</tr>
<tr>
<td>Our leaders are available for consultations as they practice open door policy</td>
<td>3.9157</td>
<td>.27958</td>
</tr>
<tr>
<td>Our leaders treat everybody with respect and dignity including third parties e.g. introduction of LICKS restaurant</td>
<td>4.0723</td>
<td>.76163</td>
</tr>
<tr>
<td>Our leaders recognize others and celebrate their success</td>
<td>4.4145</td>
<td>.48968</td>
</tr>
</tbody>
</table>

Source: Author (2016)

A correlation analysis was conducted to determine whether there was any relationship between inspiration motivation and change management. The study found that all the items of inspirational motivation were positively and significantly related with change management. The results for correlation analysis between inspirational motivation and
change management indicated that the two variables were strongly correlated, r (.824); p < .001. The results are presented in table 4.13.

Table 4.13: Correlation between Inspirational Motivation and Change Management

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management</td>
<td>Pearson’s Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>Pearson’s Correlation</td>
<td>0.824**</td>
</tr>
<tr>
<td></td>
<td>Sig</td>
<td>0.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>83</td>
</tr>
</tbody>
</table>

** Correlation is significant at 0.01 (2-tailed)

Source: Author (2016)

The findings in table 4.13 show an adjusted R square of (0.786), which mean that 79% of change management is attributed to inspirational motivation. Other factors that influence change management are contributed by other variables covered in this study, while other factors are not covered in this study. The findings in table 4.14 show that inspirational motivation had a beta β (.792), t (83) = 2.502; p < 0.001. Change management has a β (.750), t (83) = 2.112. The relationship was statistically significant. The summary of the findings is illustrated in table 4.14 and 4.15.

Table 4.14: Model Summary for Inspirational Motivation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.842</td>
<td>0.812</td>
<td>0.786</td>
<td>0.001</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Inspirational Motivation
Table 4.15: Linear Regression Coefficient Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Error</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.870</td>
<td>.008</td>
<td>.750</td>
<td>2.112</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>0.893</td>
<td>.102</td>
<td>.792</td>
<td>2.502</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management

4.5 **Intellectual Stimulation and Change Management**

The study also sought to determine ways in which intellectual stimulation affect change management in Kenya Airways. The respondents were asked to rate their opinion in a scale of, 1 - Very great extent; 2 - Great extent; 3 - Moderate extent; 4 - Little extent and 5 - No extent. The findings show that majority of the respondents (44.6%) agreed that intellectual stimulation affect change management great extent, 32.5% very great extent, 13.3% moderate extent and 9.6% of the respondents stated that intellectual stimulation affect change management to a little extent. It is therefore observed that the management of Kenya airways should encourage intellectual stimulation in the organization through supporting new ideas, allowing employees to work in various sectors within the organization and encouraging teamwork within the organization. The results of the study are as shown in the table 4.16

Table 4.16: Extent to which Intellectual Stimulation Affect Change Management

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little extent</td>
<td>8</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>11</td>
</tr>
<tr>
<td>Great extent</td>
<td>37</td>
</tr>
<tr>
<td>Very great extent</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
</tr>
</tbody>
</table>

Source: Author (2016)
In addition, the study also sought to determine extent to which the respondents agreed with the statements on the on the extent to which intellectual stimulation influence change management in Kenya airways. The respondents were required to indicate their level of agreement in a scale of: 1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree and 5 - Strongly Agree.

The study found that, Process improvement at Kenya Airways is embedded in the ways of working as shown by a mean score of 4.5361 and standard deviation (0.47). This is in line with Averson, (1998) who noted that it is recommended for business processes to be in an endless feedback loop in order for managers to detect and change the portions of the process that require improvements. Process improvement is meant to develop the normal business process of an organization into improved better ways in order to bring change in the organization. According to Susan, (2010) Process improvement enables organizations to remain competitive, by growing customer awareness, employee productivity and the organization return on investment.

Job - rotations, cross - functional relations, creating connection and internal secondments are encouraged as shown by a mean score of 4.0361 and standard deviation (1.01). Leaders support subordinates to come up with new ways of doing their jobs as shown by a mean score of 4.674 and standard deviation (.67). Leaders can lead their subordinates in the organization to demonstrate higher levels of creativity at work, coming up with new ways of performing tasks in the organization (Shin & Zhou, 2003). Leaders can also facilitate a working environment that supports creativity from employees (Amabile et al., 2004), and they can additionally build an organizational climate acting as a guiding principle for further work creativity (Scott & Bruce, 1994). They can develop and uphold a system that prizes creativity through compensation and other human resource-related policies (Jung, Chow, & Wu, 2003).

Cross-functional relations Challenging Followers’ Ideas and Values for Solving Problems as shown by a mean score of 3.8675 and standard deviation (.98). On the question on whether leaders are perfect at determining team climate had a mean score of 3.7470 and standard deviation (.54). This is in line with Brown & Cregan, (2008) who were of the opinion that leaders/managers hold the choice on the type participative climate they establish i.e. an information sharing environment or a decision making environment. They
observed that in the context of organization change, both approaches of participative climate have the capability of reducing opposition to change by creating trust in the management, decreasing anxiety and creating a greater sense of personal control.

Similar observations were made by Block (2013) who stated that transformational leaders generate different ways of thinking, seeking new opportunities or solutions to problems and adopting generative, exploratory thought processes. He further noted that, transformational leaders encourage followers to question assumptions and think about new ways of doing tasks. Transformational leadership then leads to positive individual and organizational outcomes. Stimulating higher order needs that engender creativity. Knowledge slack and absorption capacity are essential to facilitating personal and professional growth (Hancott, 2005). The researcher asked the respondents how intellectual stimulation has influenced change management in Kenya airways and found that, autonomy to generate new ideas as well as working as teams have been utilized to stimulate change in Kenya Airways. The results are as shown in table 4.17.

**Table 4.17: Aspects of Intellectual Stimulation and Change Management**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our leaders support us to come up with new ways of doing our jobs</td>
<td>4.6747</td>
<td>.67162</td>
</tr>
<tr>
<td>Process improvement at Kenya Airways is embedded in our ways of working</td>
<td>4.5361</td>
<td>.47134</td>
</tr>
<tr>
<td>Job - rotations, cross - functional relations and internal secondments are encouraged, creating connection</td>
<td>4.0361</td>
<td>1.09818</td>
</tr>
<tr>
<td>Cross functional relations Challenging Followers’ Ideas and Values for Solving Problems</td>
<td>3.8675</td>
<td>.98490</td>
</tr>
<tr>
<td>Our leaders are perfect at determining team climate</td>
<td>3.7470</td>
<td>.53746</td>
</tr>
</tbody>
</table>

Source: Author (2016)

A correlation analysis was conducted between intellectual stimulation and change management. The findings revealed a strong positive correlation between intellectual stimulation and change management, $r (0.768); p < 0.000$ as indicated in table 4.18.
Table 4.18: Correlation between Intellectual Stimulation and Change Management

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Intellectual Stimulation</td>
<td>Pearson’s Correlation</td>
<td>0.768**</td>
</tr>
<tr>
<td></td>
<td>Sig</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>83</td>
</tr>
</tbody>
</table>

**. Correlation is significant at 0.1 (2-tailed)

Since intellectual stimulation exhibited a positive correlation with change management, a linear regression was conducted to determine the extent to which intellectual stimulation contributed towards change management. The findings of linear regression are indicated in table 4.19 and 4.20.

The findings in table 4.16 show an adjusted R square value of (0.534); this means that 53% of change management is attributed to intellectual stimulation. Other factors that influence to change management are contributed by other variables under this study, and also, other factors not considered in this study. Intellectual stimulation had a beta coefficient $\beta$ (.784), $t$ (83) = 2.021; $p < .000$. Change management had a beta $\beta$ (.844), $t$ (83) = 2.110. The relationship was statistically significant. The linear regression findings are illustrated in table 4.19 and 4.20.

Table 4.19: Linear Regression Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.680</td>
<td>.552</td>
<td>.534</td>
<td>.001</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), intellectual Stimulation
Table 4.20: Linear Regression Coefficient Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficient</th>
<th>Standard Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>0.862</td>
<td>.010</td>
<td>.844</td>
<td>2.110</td>
<td>.000</td>
</tr>
<tr>
<td>Intellectual Stimulation</td>
<td>0.886</td>
<td>.112</td>
<td>.784</td>
<td>2.021</td>
<td>.001</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management

4.6 Individual Consideration and Change Management

The study sought to determine the effect of individual consideration on change management in Kenya Airways. The respondents were asked to rate their opinion in a scale of, 1 - Very great extent; 2 - Great extent; 3 - Moderate extent; 4 - Little extent and 5 - No extent.

The study findings show that majority of the respondents (92.8%) said that individual consideration influence change management to very great extent while (7.2%) indicated that individual consideration influence change management to a Great extent. This was more prevalent among the relatively young employees who valued being involved in all steps. It also means that the employees generally need to be integrated in change management process. The results are as highlighted in table 4.21.

Table 4.21: Extent to which Individual Consideration Affect Change Management

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great extent</td>
<td>6</td>
<td>7.2</td>
</tr>
<tr>
<td>Very great extent</td>
<td>77</td>
<td>92.8</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author (2016)
The study also sought to determine extent to which the respondents agreed the statements on the aspects of individual consideration and how they affect change management. The respondents were required indicate their level of agreement in a scale of: 1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree and 5 - Strongly Agree.

From table 4.17, the study found that sharing and teamwork is encouraged by line managers as shown by a mean score of 4.0723 and standard deviation (.26). These findings are in line with Lawler, Mohrman & Ledford, and (1995) who recognize that work teams are increasingly adopted in organizations. Self-managing work teams where the staff manage themselves responsibly on a daily basis, handle their duties, plan and program their work and act on problems (Wellins, 1990).

Line managers care about personal life hence encourages work-life balance shown by a mean score of 3.9518. Line managers and employees jointly own employees’ development actions as shown by a mean score of 3.9277 and standard deviation of (.60).

The question on whether Kenya airways staff are provided with skills and tools for success had a mean score of 3.8313 and standard deviation (.62). The empowerment of an organizational workforce, by providing skills through training and necessary tools and equipment for work, will motivate workers and reduce the resistance to organizational change. Providing necessary skills can help prepare employees for change. According to Moran & Brightman, (2001) survival rely on the ability of one to manage his/herself and the environment effectively. When change threatens ones’ sense of mastery it will be taken as a risk to survival, therefore employee should be provided with skills and knowledge that the change will likely create gaps in.

In addition, team leaders listen and adopts employees’ ideas and inputs as shown by a mean score of 3.7812 and standard deviation (.79). This finding is in line with Harber, Marriot & Idrus (1991), who asserted that, employee participation is currently taken as a significant component in the successful implementation of change by the organization leaders and it has a significant role in defining the degree of job satisfaction (Harmon et al., 2003), commitment of workers and also their motivation (Batthi & Qureshi, 2007).
Leaders communicate the plan/target numbers clearly as shown by a mean score of 3.7711 and standard deviation (.77). This findings contrast Barret, (2002) who was of the opinion that organizations haven’t realized that with lack of effective employee communication in the organization, change is impossible and management of change fail. They therefore do not apply the same analytical rigor to employee communications which they offer to the financial and operational parts of the change program. Becker & Steele, (1995) also highlighted that if managers accomplish their responsibility in communicating the accurate and benefits of change in the organization, majority of the employees offer support to the change process.

Leaders keep employees updated on how their actual performance is tracking against plan and targets as shown by a mean score of 3.6627 and standard deviation (.79). Sarros & Santora (2011) also concluded that Leaders who use individual consideration show consideration for their workers’ needs, and are prepared to encourage and coach the development of appropriate workplace behavior. Transformational leaders do this through spending time teaching, coaching and developing their followers by listening attentively, recognizing and valuing each individual’s contributions (Hogan & Curphy, 2014).

On how individual consideration influenced change management in Kenya airways, the study found that, cooperation between team leaders, line managers and employees has stimulated change management in the organization. However, some respondents indicated that Kenya airways staff are hardly provided with skills and tools for success. Instead, there is competition among employees and no teamwork in their departments. The results are as shown in table 4.22.
Table 4.22: Aspects of Individual Consideration and Change Management

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My team leader listens and adopts my ideas and inputs</td>
<td>3.7812</td>
<td>.88793</td>
</tr>
<tr>
<td>Sharing and teamwork is encouraged by my line manager</td>
<td>4.0723</td>
<td>.26054</td>
</tr>
<tr>
<td>Our leaders communicate the plan/target numbers clearly</td>
<td>3.7711</td>
<td>.77026</td>
</tr>
<tr>
<td>Our leaders keep us updated on how our actual performance is tracking against plan and targets</td>
<td>3.6627</td>
<td>.78518</td>
</tr>
<tr>
<td>Kenya Airways staff are provided with skills and tools for success</td>
<td>3.8313</td>
<td>.62116</td>
</tr>
<tr>
<td>My line manager cares about my personal life hence encourages work-life balance</td>
<td>3.9518</td>
<td>.49148</td>
</tr>
<tr>
<td>My line manager and I jointly own my development actions</td>
<td>3.9277</td>
<td>.60047</td>
</tr>
</tbody>
</table>

Source: Author (2016)

A correlation analysis was conducted between individual consideration and change management. The findings revealed a strong positive correlation between individual consideration and change management, r (0.642); p < 0.1 as indicated in table 4.23.
Since individualized consideration exhibited a positive correlation with change management, a linear regression was conducted to determine the extent to which individualized consideration contributed towards change management. The findings in table 4.19 show an adjusted R square value of (0.604); this means that 60% of change management is attributed to individual consideration. Other factors that influence to change management are contributed by other variables under this study, and also, other factors not considered in this study. Individualized consideration had a beta coefficient $\beta (.612)$, $t (83) = 2.012; p< .000$. Change management had a beta $\beta (.606)$, $t (83) = 2.112$. The relationship was statistically significant. The findings of linear regression are indicated in table 4.24 and 4.25

**Table 4.23: Correlation between Individualized Consideration and Change Management**

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Individualized Consideration</td>
<td>Pearson’s Correlation</td>
<td>0.642**</td>
</tr>
<tr>
<td></td>
<td>Sig</td>
<td>0.020</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>83</td>
</tr>
</tbody>
</table>

**. Correlation is significant at 0.1 (2-tailed)**

**Table 4.24: Linear Regression Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.642</td>
<td>.622</td>
<td>.604</td>
<td>.001</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Individualized Consideration
### Table 4.25: Linear Regression Coefficient Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficient</th>
<th>Standard Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>0.622</td>
<td>.002</td>
<td>.606</td>
<td>2.112</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>0.628</td>
<td>.040</td>
<td>.612</td>
<td>2.012</td>
<td>.050</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management

### 4.7 Multiple Regression Analysis

A multiple regression analysis was conducted to the extent to which combined variables influence change management, and whether each of the variables are still significant when placed under combined regression. In conducting a multiple regression analysis, an R Squared is a commonly used to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted $R^2$, also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. In this case, table 4.21 indicates an adjusted R square of (0.782), which mean that 78.2% of variability in change management is attributable to in idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. The remaining 21.8% of variability in change management is explained by other variables that were not considered in this study. The summary of the analysis is shown in table 4.26.

### Table 4.26: Multiple Regression Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.891&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.793</td>
<td>.782</td>
<td>1.46113</td>
</tr>
</tbody>
</table>

The one-way ANOVA show the probability value of 0.00 indicates that the regression relationship was highly significant in predicting how idealized influences, inspirational
motivation, intellectual stimulation and individual consideration influenced change management at Kenya Airways. The F calculated at 5% level of significance was 74.731 since F calculated is greater than the F critical (value = 2.48), this shows that the overall model was significant. The ANOVA results indicate the model was significant at $P = 0.00$ and therefore this meets the threshold since $P$ is less than 0.05 as illustrated in table 4.27.

**Table 4.27: Summary of One-Way ANOVA results**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>638.176</td>
<td>4</td>
<td>159.544</td>
<td>74.731</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>166.522</td>
<td>78</td>
<td>2.135</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>804.699</strong></td>
<td><strong>82</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The regression equation established that taking all factors into account (Idealized influence, Inspirational motivation, Intellectual stimulation and Individual consideration) constant at zero change management was 0.468. The findings presented also show that taking all other independent variables at zero, a unit increase in the idealized influence would lead to a 0.638 increase in change management and a unit increase in inspirational motivation factors would lead to a 0.790 increase in change management. Further, the findings show that a unit increases in intellectual stimulation would lead to a 0.506 increase in change management. The study also found that a unit increase in individual consideration would lead to a 0.556 increase in change management.

All the variables were significant ($p<0.05$) with intellectual stimulation being the most significant ($p = 0.013$), Idealized influence ($p = 0.009$) followed by Inspirational motivation ($p = 0.002$) while individual consideration was the least significant ($p = 0.000$). Overall, inspirational motivation had the greatest effect on change management at Kenya Airways, followed by idealized influence factors then individual consideration while Intellectual stimulation had the least effect on change management at Kenya Airways. The summary of the regression coefficient and model is illustrated in table 4.28.
### Table 4.28: Regression coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.468</td>
<td>3.693</td>
<td>.127</td>
<td>.040</td>
</tr>
<tr>
<td>Idealized influence</td>
<td>.638</td>
<td>.239</td>
<td>.419</td>
<td>2.671</td>
</tr>
<tr>
<td>Inspirational motivation</td>
<td>.790</td>
<td>.121</td>
<td>.515</td>
<td>3.232</td>
</tr>
<tr>
<td>Intellectual stimulation</td>
<td>.506</td>
<td>.157</td>
<td>.116</td>
<td>.865</td>
</tr>
<tr>
<td>Individual consideration</td>
<td>.556</td>
<td>.191</td>
<td>.823</td>
<td>6.065</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change

As per the SPSS generated able above, the equation 
\( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \) become:

\[ Y = .468 + 0.638X_1 + 0.790X_2 + 0.506X_3 + 0.556X_4 \]

### 4.8 Chapter Summary

This chapter has presented results and findings based on the study research questions. Findings on idealized influence on change management is presented first. This is followed by findings on inspirational motivation and change management, intellectual stimulation and change management, and finally, individual consideration and change management. The next chapter presents the summary of the findings, discussions, conclusion and recommendations.
CHAPTER FIVE

5.0 SUMMARY DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter provides the summary of the findings from Chapter Four, and it also gives the conclusions and recommendations of the main findings on the effects of transformational leadership on change management in Kenya Airways based on the objectives of the study. The study covered the management employees in Kenya Airways since all strategic decisions are made at the headquarters.

5.2 Summary

The purpose of this study was to determine the effects of transformational leadership on change management in Kenya Airways. The study was guided by the following questions; to what extent does idealized influence affect change management in Kenya Airways? How does inspirational motivation affect change management in Kenya Airways? How does intellectual stimulation affect change management in Kenya Airways? What is the effect of individual consideration on change management in Kenya Airways? The study adopted descriptive research design, which is concerned with specific predictions, with narration of facts and characteristics concerning individual, group or situation. The target population of the study was 454 employees at Kenya Airways. A sample of 114 employees was selected using stratified sampling technique. Structured questionnaires were used to collect primary data.

The Statistical Package for Social Sciences (SPSS) version 22 was used to analyze descriptive and inferential statistics. The study sought to determine extent to which idealized influence affect change management in Kenya Airways. The findings show that idealized influence has a statistically significant relationship with change management. The study also sought to determine the extent to which inspirational motivation affect change management at Kenya Airways. The findings show revealed the existence of a positive and statistically significant relationship between inspirational motivation and
change management. Further, the study sought to determine the extent to which intellectual stimulation affect change management in Kenya Airways. The findings show that intellectual stimulation has a positive and statistically significant relationship with change management. Finally, the study sough to determine whether individual consideration influenced change management at Kenya Airways. The study found that individual consideration has a positive and statistically significant relationship with change management.

5.3 Discussions

5.3.1 Idealized Influence and Change Management

The study found that idealized influence had a statistically significant (63.9%) relationship with change management. This finding confirm a study by Zopiatis & Constanti, (2010) who observed that idealized Influence involves inspiring visions, sharing risks and hardships, and earning trust and confidence from subordinates. They concluded that, transformational leaders work to bring about human and economic transformation. Within the organization, transformational leaders generate visions, missions, goals, and a culture that contributes to the ability of individuals, groups, and the organization to practice its values and serve its purpose.

The study further found that, being a role model to subordinates influences their take on change to a great extent shown by a mean score of (4.28) and a standard deviation of (0.33) Manning & Robertson, (2011) also found that, at the organizational level the leaders build support networks, involve staff and develop teams, promoting a culture of excellence. Yukl, (2010) found that followers repose a lot of trust in leaders, and have confidence in achievement of the vision set by these leaders. This would lead to a collective belief in the achievement potential of the group as a whole. Similar observations were made by Sarros & Santora, (2011) who concluded that leaders who are high in idealized influence also have a strong sense of emotional stability and control. These leaders rise above inner conflicts and believe strongly in their capacities to be masters of their own destinies. The followers admire the leader as a role model and respect the decisions made by him or her (Sullivan & Decker 2001).
Inspiring visions influence change management in Kenya airways to a moderate extent shown by a mean score of (3.87) and a standard deviation of (0.513). According to Tucker & Russell (2014), transformational leaders emphasize new possibilities and promote a compelling vision of the future. A strong sense of purpose guides their vision. Transforming organizations led by transforming leaders appeal to human characteristics that lift their sights above the routine, everyday elements of a mechanistic, power-oriented system. Earning trust and confidence from subordinate’s influences change management while motivation and stimulation of employee intelligence has influenced change management. Similar findings were observed by Zopiatis & Constanti (2010) who observed that idealized Influence involves inspiring visions, sharing risks and hardships, and earning trust and confidence from subordinates.

Further Fink, (2010) noted that transformational leaders create an extraordinary motivation by confirming the employees' ideas and values and inspiring them to think about various problems by utilizing modern methods. Transformational leaders change the society by their own words and behaviors. Their followers have a feeling of respect, dignity and loyalty toward them. Boss, (2010) believes that transformational leadership model is applicable in a universality manner, which encourages the followers to neglect individual interests for group or organizational interests and stimulates them to work more than usual. Transformational leaders create an extraordinary motivation by confirming the employees' ideas and values and inspiring them to think about various problems by utilizing modern methods.

Idealized influence represents the ability of building confidence in the leader and appreciating the leader by his followers, which forms the basis for accepting radical change in organization. Without such confidence in the leader, that is, in his motives and aims, an attempt to redirect the organization may cause great resistance. The leaders with idealized influence are honored, appreciated, they are trusted, the followers admire them, and they identify with them and try to imitate them. Such leaders, which represent the model roles to their followers, do "the right things", demonstrating high moral and ethical behaviour. They do not use their position and leaders' abilities to achieve personal interests, but they direct them to use the potentials of their followers and to achieve the aims of organizations.
5.3.2 Inspirational Motivation and Change Management

The findings of this study have established the existence of a positive relationship between inspirational motivational and change management (77.1%). This finding confirms Zopiatis & Constanti, (2010) findings that revealed that transformational leadership is comprised of behaviors consistent with communal traits, which are primarily, characteristics that enhance personal respect, teamwork, development of subordinates' skills and supporting others towards achieving goals. These attributes are imperative for an authentic transformational leader because they help in obtaining the commitment and productivity of organizational members.

The study found that, leaders are ambassadors of the organization shown by a mean score of (4.0723) and a standard deviation of (0.34). Leaders are available for consultations as they practice open door policy and leaders sacrifice for the common good of the organization. Camps & Rodriguez (2011) were of the view that authentic transformational leaders were those who sacrificed for the common good. Self-sacrifice builds trust, earns followers' acceptance as a role model, and helps in making a leader transformational. Display of exemplary acts was positively related to followers' sense of reverence for the leader. Self-sacrifice by the leader leads to the development of a culture of giving and selfless service in the organization.

In addition, it was found that employees feel motivated by their leaders and leaders recognize others and celebrate their success as shown by a mean score of (4.138) and a standard deviation of (0.24). This was also noted by Jogulu, (2010) who concluded that a team collaborates in their professional work in an enterprise or on some assignment, sharing accountability and responsibility for obtaining results. In addition, Manning & Robertson, (2011) concluded that team members possess essential skills and abilities, a strong desire to contribute, collaborate effectively and have a sense of responsible idealism. Transformational leaders recognize the teams’ diverse strengths and talent in turn transforming the vision into action. At the organizational level, the leaders build support networks, involve staff and develop teams, promoting a culture of excellence.

On how inspirational motivation influenced change management in Kenya airways, the study found that, consultation with supervisors, recognition from the management as well
as subordinating of personal interest for the good of the organization were major contributors to change management as shown by a mean score of 4.0723 and a standard deviation of 0.76. Krishnan (2014) also noted that, transformational leaders elevate people from low levels of need focused on survival by appealing toward their inborn desire to attain higher levels related to love, learning, leaving a legacy, and the like. The ways adopted to do so are many, and include making vivid descriptions of a good future that raises one’s imagination, motivational speeches and conversations, public display of optimism and enthusiasm, highlighting positive outcomes stimulating teamwork. While attempting to motivate followers toward a higher level of needs, transformational leaders appeal to their followers' own interests as far as possible.

The study found that majority (77%) of respondents felt that inspirational motivation influences change management at Kenya Airways. This was based on the fact that inspirational leadership has the ability to inspire employees into action, and in the process, enhances a leader’s transformational traits necessary for change management. This means that a transformational leader should have the capability to motivates the followers to appropriate behaviour. Camps & Rodriguez, (2011) were of the view that authentic transformational leaders were those who sacrificed for the common good. Self-sacrifice builds trust, earns followers' acceptance as a role model, and helps in making a leader transformational. As such, display of exemplary acts are positively related to followers' sense of reverence for the leader.

Equally, self-sacrifice by the leader leads to the development of a culture of giving and selfless service in the organization (Zopiatis & Constanti, 2010). In the conditions when transformational change is being conducted in an organization, the leader has the task of clear and continuous stimulating others to follow a new idea. Transformational leaders should, therefore, behave in such a way, which motivates and inspires followers. Such behaviour includes implicitly showing enthusiasm and optimism of followers, stimulating teamwork, pointing out positive results, advantages, emphasizing aims, stimulating followers, etc.

The study found that idealized influence had a positive and significant effect on performance of staff in Kenya Airways r (0.641); p<0.1. These results supported Nguyen and Nguyen (2014) findings who found that transformational leadership influences
individual job performance. However, the findings contradicted Datche (2015) who found that idealized influence negatively affected employee engagement and performance. Transformational leaders act as role models and display a charismatic personality that influences others to want to become more like the leader. Idealized influence can be most expressed through a transformational leader’s willingness to take risks and follow a core set of values, convictions and ethical principles in the actions he takes. It is through this concept of idealized influence that the leader builds trust with his followers and the followers, in turn, develop confidence in their leader.

5.3.3 Intellectual Stimulation and Change Management

This study has established the existence of a positive relationship between intellectual stimulation and change management (44.6%). This was consistent with Block (2013) who observed that, stimulating higher order needs engender creativity. Knowledge slack and absorption capacity are essential to facilitating personal and professional growth. As the importance of knowledge assets and absorptive capacity grow, firms will increasingly expect transformational management of these valuable assets from their leaders. The study further found that, Process improvement at Kenya Airways is embedded in the ways of working, Job – rotations, cross - functional relations, creating connection and internal secondments are encouraged and leaders support subordinates to come up with new ways of doing their jobs. Hancott, (2005) concluded that, through intellectual stimulation, leaders encourage subordinates to question the universality of previous cognitive frames, opening the door for new frames to develop.

Majority (77%) of the respondents for this study noted that intellectual stimulation significantly affected how transformational leaders instigate creativity, knowledge creation and continuous improvement in their followers, and as a result, create a sustainable competitive advantage for their organization. This enables these leaders to challenge old assumptions and ways of doing things, foster creativity, stress the use of intelligence, and stimulate in others new perspectives and ways of doing things. The leader’s vision provides the framework for followers to see how they connect to the leader, the organization, each other and the goal; in other words, they get the bigger picture. Tabassi & Bakar, (2010) also observed that a transformational leader pays attention to the concerns and development needs of individual team members. Leaders
influence their members' attitude by helping them to look at previous problems in new ways, and they are able to excite, arouse and inspire members to inject extra effort to achieve the goals of the group.

The findings on cross-functional relations challenging followers’ ideas had significant influence on transformational leaders drive for change management. Equally, the findings established that majority of respondents’ believed that transformational leaders are perfect at determining organizations climate for change, and change agents with a mean score of (3.867) and a standard deviation of (0.9849). Tabassi & Bakar (2010) had argues that leaders are motivated to act in ways consistent with their values. Similarly, followers are not particularly motivated to work on activities that are inconsistent with their values. Hogan & Curphy (2014) on the other had had observed that there is often a significant gap between a company’s stated values and the way it truly operates. Knowing the values of top leadership can sometimes tell someone more about how an organization actually operates than the organization has stated values will.

Similar observations were made by Block, (2013) who stated that transformational leaders generate different ways of thinking, seeking new opportunities or solutions to problems and adopting generative, exploratory thought processes. He further noted that, transformational leaders encourage followers to question assumptions and think about new ways of doing tasks. Transformational leadership then leads to positive individual and organizational outcomes. Stimulating higher order needs that engender creativity. Knowledge slack and absorption capacity are essential to facilitating personal and professional growth (Hancott, 2005).

The study found that Intellectual stimulation has an important role in the transformation process of organization (44.5%). Transformational leaders stimulate the efforts of their followers as regards innovativeness and creativity, stimulate permanent re-examination of the existent assumptions, stimulate change in the way of thinking about problems, plead the use of analogy and metaphor, etc. Thus, it may appear the possibility to get new and creative ideas for solving problems from the followers. If the ideas and the solutions of problems suggested by followers differ from the ideas represented by leaders, the followers are not criticized, nor are the leaders’ ideas imposed at any cost.
The study found that Intellectual Stimulation involves followers in developing new and different solutions to common problems and conducting work in new ways. Intellectual stimulation involves arousing followers' thoughts and imagination; as well as stimulating their ability to identify and solve problems creatively shown by a mean score of (4.67).

Leaders challenge the process and confront old and outdated assumptions, traditions and processes. Further, they involve others in the discussion and stimulate new ways of thinking. According to Northouse (2001), “This is leadership that stimulates followers to be creative and innovative, and to challenge their own beliefs and values as well as those of the leader and the organization. This type of leadership supports followers as they try new approaches and develop innovative ways of dealing with organizational issues. It promotes followers’ thinking things out on their own and engaging in careful problem solving.”

**5.3.4 Individual Consideration and Change Management**

The study found that individual consideration had a significant positive relationship with change management (92.8%). According to Sarros & Santora (2011), individualized consideration, which is behavior of transformational leaders that enable them to deal with others as individuals and understand that each person has different needs, abilities, requires personal attention and has the need to feel valued. To this, Bass (2009) had argued that individualized consideration makes employees feel that their organizations value them and their need to understand and resolve their personal uncertainties. The study also found that Sharing and teamwork is encouraged by line managers, line managers care about personal life hence encourages work-life balance.

The study further found that, line managers and employees jointly own employees’ development actions and Kenya Airways staff are provided with skills and tools for success shown by a mean score of (3.8313) and a standard deviation of (0.62) In addition, team leaders listen and adopts employees’ ideas and inputs, leaders communicate the plan/target numbers clearly and finally, leaders keep employees updated on how their actual performance is tracking against plan and targets. Sarros & Santora (2011) also concluded that Leaders who use individual consideration show consideration for their workers’ needs, and are prepared to encourage and coach the development of appropriate
work place behavior. Thang & Buyens (2011) stated that valuing employee’s contribution may be achieved through participation.

Further, employee involvement is often viewed as an integral part of High Commitment Work Systems. Involvement in decisions provides a sense of ownership of and commitment to both those decisions and the organization. Clearly, employee involvement processes should engender the perception that the organization values employee contributions. Thus, we predict that involvement increases commitment. Additionally, employee involvement might be perceived by workers as a discretionary positive benefit. Transformational leaders do this through spending time teaching, coaching and developing their followers by listening attentively, recognizing and valuing each individual’s contributions (Hogan & Curphy, 2014).

On how individual consideration influenced change management in Kenya airways, the study found that, cooperation between team leaders, line managers and employees has stimulated change management in the organization shown by a mean score of (3.95) and a standard deviation of (.491). However, some respondents indicated that Kenya airways staff are hardly provided with skills and tools for success. Instead, there is competition among employees and no teamwork in their departments.

The study further found that, individualized consideration leaders pay close attention to the needs of followers coaching them through situations and issues and developing followers along the way shown by a mean score of (3.9518) and a standard deviation of (0.49). Transformational leaders listen, learn and develop not only their own ways of thinking but those around them. Northouse (2001) had picked this line of argument in his study by noting that leaders’ attention to coaching create a conducive environment for change. As such, it is essential for transformational leaders to act as coaches and advisors while trying to assist individuals in becoming fully actualized, or integrates followers into change processes. These leaders may use delegation as a means to help followers grow though personal challenges during times of change. And that a leader modeling individualized consideration will spend time learning about the specific motivations, hopes and dreams of each individual.
This study further established that individualized consideration helps transformational leaders to engage and analyze individual followers’ ability to change, and thus, makes it easy to introduce change interventions for those who are struggling, in denial, or resisting change shown by a mean score of (3.66) and a standard deviation of (.79). To this end, inclusion of followers into transformation process of an organization enables leaders to diagnose the needs, values and abilities of their followers in a right manner. This argument was also pushed by Bass, (2009) who noted that individualized consideration makes employees align their value and needs with those of the organization making change processes easy to navigate. Thus, involvement of employees in decisions by leaders provides employees with a sense of ownership and commitment to change decisions of the organization (Thang & Buyens, 2011).

5.4 Conclusions

5.4.1 Idealized Influence and Change Management

From the discussions above, the study concludes that, idealized influence affect change management to great extent. The study further concludes that, being a role model to subordinates influences their take on change to a great extent, inspiring visions influence change management in Kenya airways to a moderate extent, earning trust and confidence from subordinates’ influences change management while motivation and stimulation of employee intelligence has influenced change management.

5.4.2 Inspirational Motivation and Change Management

The study also concludes that inspirational motivation affects change management to great extent. In addition, leaders should treat everybody with respect and dignity including third parties, leaders should be ambassadors of their organization, leaders should be available for consultations and leaders should sacrifice for the common good of the organization. In addition, employees feel motivated by their leaders and leaders recognize others and celebrate their success.

5.4.3 Intellectual Stimulation and Change Management

The study also concludes that intellectual stimulation affects change management to a great extent. Process improvement should be embedded in the ways of working, Job –
rotations, cross-functional relations, creating connection and internal secondments are encouraged, leaders should support subordinates to come up with new ways of doing their jobs, Cross functional relations Challenging Followers’ Ideas and Values for Solving Problems are encouraged and leaders should be determining team climate.

5.4.4 Individual Consideration and Change Management

The study concludes that individual consideration influences change management to very great extent. The study also concludes that Sharing and teamwork should be encouraged by line managers, line managers should care about personal life of employees hence encouraging work-life balance, line managers and employees should jointly own employee’s development actions and staff should be provided with skills and tools for success. In addition, team leaders should listen and adopts employees’ ideas and inputs, leaders communicate the plan/target numbers clearly and finally, leaders should keep employees updated on how their actual performance is tracking against plan and targets. Transformational leaders are therefore necessary in all organizations.

5.5 Recommendations

This section offers recommendations provided after consideration of the study findings. The recommendations are for both policy formulation and practice, also recommendations for further research is provided.

5.5.1 Recommendations for Improvement

5.5.1.1 Idealized Influence and Change Management

The study findings show that idealized influence, affect change management to great extent. The study therefore, recommends that the management of the Kenya airways should be a role model to subordinates, inspire visions, treat everybody with respect and dignity including third parties and leaders should be ambassadors of their organization. Finally, leaders should be available for consultations by employees at all the time. This is because these factors have been found to influence change management to a very great extent.
5.5.1.2 Inspirational Motivation and Change Management

The study also found that inspirational motivation affects change management to great extent. This study recommends that the management should ensure that they support subordinates to come up with new ways of doing their jobs, encourage cross-functional relations, challenge followers’ ideas and encourage values for problems solving. In addition, leaders should be good in determining team climate.

5.5.1.3 Intellectual Stimulation

This study further concluded that intellectual stimulation affects change management to a great extent. This study therefore recommends that the management of KQ should ensure that process improvement should be embedded in the ways of working Job – rotations, cross - functional relations, creating connection and internal secondments encouraged. Leaders should support subordinates to come up with new ways of doing their jobs, cross functional relations. Challenging Followers’ Ideas and Values for Solving Problems are encouraged and leaders should be determining team climate.

5.5.1.4 Individual Consideration

This study found that individual consideration influences change management to very great extent. It therefore recommends that sharing and teamwork should be encouraged by line managers and, they should care about personal life of employees in order to encourage work-life balance. The study also recommends for line managers and employees to jointly own employee’s development actions and the staff should be provided with skills and tools for success. In addition, this study recommends for team leaders to listen and adopt employees’ ideas and inputs, leaders to communicate the plan/target numbers clearly and finally, leaders should keep employees updated on how their actual performance is tracking against plan and targets.

5.5.2 Recommendations for further studies

The effects of transformational leadership on change management in an organization were examined in this study. However, this effects were not exhaustive. This study only focused on idealized influence, inspirational motivation, intellectual stimulation and
individual consideration. Researchers and academicians should consider carrying out research to explore other factors not considered in this study, that are critical to change management in the airline sector.
REFERENCES


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

To Whom It May Concern

Dear Sir/Madam,

I am a graduate student at the United States International University pursuing a Master of Business Administration degree. As partial fulfillment for my degree, I am conducting a research on EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON CHANGE MANAGEMENT IN AN ORGANIZATION using the case of Kenya Airways.

Please be advised that any information you will give was treated with utmost confidentiality and it will not be used for any other purpose other than for the academic purpose of this project. Your honest perceptions, feelings and opinions regarding this subject was of great value to the accuracy of the study and your responses was reported in combination with responses from other respondents.

Kindly fill the questionnaire as accurately as possible. This survey should take you approximately 10 minutes to complete.

Thank you for your participation.

Yours faithfully,

ELIZABETH SIMIYU A.
APPENDIX II: RESEARCH QUESTIONNAIRE

SECTION A: General Information

This section focuses on obtaining information on your personal background
Kindly answer all the questions by ticking in the boxes or filling the spaces provided.

1. Gender: Male ☐ Female ☐
2. What is your age range?
   - 18-27 yrs. ☐
   - 28-37 yrs. ☐
   - 38-47 yrs. ☐
   - 48-57 yrs. ☐
   - Above 58 yrs. ☐
3. How long have you worked at KENYA AIRWAYS?
   - Less than 5 years ☐
   - 6-10 years ☐
   - 11-15 years ☐
   - 16-20 years ☐
   - More than 20 years ☐
4. Which level of management do you belong?
   - Higher level Management ☐
   - Middle level Management ☐
   - Lower level Management ☐

SECTION B: EFFECTS OF IDEALIZED INFLUENCE ON CHANGE MANAGEMENT IN KENYA AIRWAYS

5. To what extent does idealized influence affect change management in Kenya airways?
   - Very great extent [ ]
   - Great extent [ ]
   - Moderate extent [ ]
   - Little extent [ ]
   - No extent [ ]

6. Please indicate the extent to which you agree to the following statements on the aspects of idealized influence and how they affect change management in Kenya airways.
   Where: 5- Strongly Agree 4- Agree 3- Neutral
7. In your own opinion, how has idealized influence affected change management in Kenya airways?

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SECTION C: EFFECTS OF INSPIRATIONAL MOTIVATION ON CHANGE MANAGEMENT IN KENYA AIRWAYS

8. To what extent does inspirational motivation influence change management in Kenya airways?

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<tr>
<td>Very great extent</td>
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<td>Great extent</td>
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9. Please indicate the extent to which you agree to the following statements on the aspects of inspirational motivation and how they influence change management in Kenya airways.

Where: 5- Strongly Agree    4- Agree    3- Neutral

2- Disagree    1- Strongly Disagree

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<tr>
<th>Inspirational motivation</th>
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<td>Our leaders sacrifice for the common good</td>
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of all of us
I feel motivated by my leaders
Our leaders are ambassadors of Kenya Airways’ five core values
Our leaders are available for consultations as they practice open door policy
Our leaders treat everybody with respect and dignity including third parties e.g. introduction of LICKS restaurant
Our leaders recognize others and celebrate their success

10. In your own opinion, how has inspirational motivation influenced change management in Kenya airways?
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SECTION D: EFFECTS OF INTELLECTUAL STIMULATION ON CHANGE MANAGEMENT IN KENYA AIRWAYS

11. To what extent does intellectual stimulation influence change management in Kenya airways?

Very great extent [ ] Great extent [ ]
Moderate extent [ ] Little extent [ ]
No extent [ ]

12. Please indicate the extent to which you agree to the following statements on the aspects of intellectual stimulation and how they influence change management in Kenya airways.

Where: 5- Strongly Agree 4- Agree 3- Neutral
2- Disagree 1- Strongly Disagree

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<tr>
<th>Intellectual Stimulation</th>
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<td>Our leaders support us to come up with new</td>
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Process improvement at Kenya Airways is embedded in our ways of working.

Job – rotations, cross-functional relations and internal secondments are encouraged, creating connection.

Cross functional relations Challenging Followers’ Ideas and Values for Solving Problems

Our leaders are perfect at determining team climate.

13. In your own opinion, how has intellectual stimulation influenced change management in Kenya Airways?

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SECTION E: EFFECTS OF INDIVIDUAL CONSIDERATION ON CHANGE MANAGEMENT IN KENYA AIRWAYS

14. To what extent does individual consideration influence change management in Kenya Airways?

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<tr>
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<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
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<tr>
<td>My team leader listens and adopts my ideas</td>
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15. Please indicate the extent to which you agree to the following statements on the aspects of individual consideration and how they influence change management in Kenya Airways.

Where: 5- Strongly Agree 4- Agree 3- Neutral 2- Disagree 1- Strongly Disagree

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<tr>
<th>Individual Consideration</th>
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<td>My team leader listens and adopts my ideas</td>
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and inputs

Sharing and teamwork is encouraged by my line manager

Our leaders communicate the plan/target numbers clearly

Our leaders keep us updated on how our actual performance is tracking against plan and targets

Kenya Airways staff are provided with skills and tools for success

My line manager cares about my personal life hence encourages work-life balance

My line manager and I jointly own my development actions

16. In your own opinion, how has individual consideration influenced change management in Kenya airways?

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THANK YOU