



**The role of leadership in managing change in the Fast-moving Consumer
Goods industry**

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DECLARATION

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DEDICATION

I would like to dedicate this research study to:

- My son, Kwame Mayenzeke Uhuru Munyaka. Thank you for your patience and understanding of sharing our time with my studies. You are my inspiration to continue working hard in the pursuit of knowledge and wisdom. My hope is that my work will inspire you to embark on your own lifelong journey in pursuit of knowledge and wisdom.

ABSTRACT

Fast-moving Consumer Goods (FMCG) organisations are continually faced with the need to adjust their structures, objectives, processes, and technologies to develop and maintain a competitive advantage based on cost leadership and differentiation strategies, as modern consumers favour products that meet their specific needs. A leadership gap appears to exist in the current FMCG industry as the traditional FMCG landscape was characterised by mass production. The aim of this study was to investigate the role of leadership in managing change within the FMCG industry in South Africa, focusing on RCL Foods. A non-probability sample comprising 95 leaders was drawn from a population of 102 leaders within RCL Foods Chicken division. Data was collected using an online Google Form questionnaire developed specifically for this study by the researcher. Statistical analysis revealed the overall finding that the role of leadership in managing change is critical. An interesting observation of this study is that most leaders in the FMCG industry make use of transformational leadership attributes to successfully manage change. In some cases, however this may be an espoused or desired leadership style rather than an enacted style, as data revealed that some leaders displayed some transactional and laissez-faire styles while others sometimes adopted autocratic leadership styles. This study also revealed a correlation between leadership practices and effective management of the change process in the FMCG industry. Transformational leadership is therefore recommended in this study as a leadership style capable of influencing effective and sustainable change in the South African FMCG industry. This study recommends that FMCG organisations seek to attract and groom leaders with this type of leadership style, which is adaptive to continual change, to ensure a sustainable corporate culture and thus a competitive advantage. A further recommendation is that FMCG companies devote adequate attention to ongoing training and coaching of leaders in terms of a transformational leadership style and becoming change agents, inter alia, using a structured mentorship programme or attachment with leaders displaying these characteristics. It is also proposed that FMCG businesses develop a formal change management framework to be used as a standard where they adopt expertly designed change management strategies that could be widely used to develop their business model as per the business change management approach. This study encountered certain time and financial constraints and therefore recommends that future studies include a mixed methods approach to include qualitative data from both leaders and followers within other divisions at RCL Foods and within other FMCG companies, both locally and globally.

Keywords: Fast-moving Consumer Goods; Change management; Transformational Leadership

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
ABSTRACT	v
LIST OF FIGURES.....	ix
LIST OF ABBREVIATIONS AND DEFINITION OF TERMS	x
CHAPTER ONE: INTRODUCTION	1
1.1 INTRODUCTION	1
1.2 INTRODUCTION TO THE STUDY	1
1.3 BACKGROUND TO THE STUDY	1
1.4 PROBLEM STATEMENT.....	3
1.5 AIM OF THE STUDY	4
1.6 RESEARCH OBJECTIVES.....	4
1.7 RESEARCH QUESTIONS	5
1.8 RESEARCH DESIGN AND METHODOLOGY	5
1.9 SIGNIFICANCE OF THE STUDY	5
1.11 LIMITATIONS OF THE STUDY.....	6
1.12 STRUCTURE OF THE DISSERTATION.....	6
1.13 SUMMARY	7
CHAPTER TWO: LITERATURE REVIEW	8
2.1 INTRODUCTION	8
2.2 DEFINITION OF KEY TERMS	8
2.3 THE ROLE PLAYED BY LEADERSHIP IN CHANGE MANAGEMENT.....	15
2.4 LEADERSHIP PRACTICES THAT ARE CRITICAL FOR MANAGING CHANGE.....	19
2.5 RELATIONSHIP BETWEEN LEADERSHIP STYLES AND EFFECTIVE CHANGE MANAGEMENT	21

2.6 THEORETICAL FRAMEWORK	24
2.7 CONCLUSION	25
CHAPTER THREE: RESEARCH METHODOLOGY AND STUDY DESIGN	26
3.1 INTRODUCTION	26
3.2 RESEARCH PHILOSOPHIES AND METHODOLOGIES.....	26
3.3 RESEARCH DESIGN	27
3.4 TARGET POPULATION.....	29
3.5 SAMPLING	29
3.6 UNIT OF ANALYSIS	32
3.7 TIME HORIZON.....	32
3.8 STUDY SETTING.....	32
3.9 THE SURVEY RESEARCH INSTRUMENT	32
3.10 SURVEY ADMINISTRATION.....	34
3.11 DATA COLLECTION AND ANALYSIS	35
3.12 THE VALIDITY AND RELIABILITY OF THE DATA	36
3.13 RESEARCH CONSTRAINTS	38
3.14 ETHICAL CONSIDERATIONS.....	38
3.15 CONCLUSION.....	38
CHAPTER FOUR: RESULTS, DATA ANALYSIS AND DISCUSSION OF FINDINGS	40
4.1 INTRODUCTION	40
4.2 RESPONSE RATE.....	40
4.3 PRESENTATION OF DEMOGRAPHIC DATA	40
4.4 FINDINGS FOR OBJECTIVE 1: TO IDENTIFY THE ROLE PLAYED BY LEADERSHIP IN CHANGE MANAGEMENT WITHIN THE SA FMCG INDUSTRY	43
4.5 FINDINGS FOR OBJECTIVE 2: THE LEADERSHIP PRACTICES THAT ARE CRITICAL FOR MANAGING CHANGE IN THE SA FMCG INDUSTRY	48

4.6 FINDINGS FOR OBJECTIVE 3: THE RELATIONSHIP BETWEEN LEADERSHIP PRACTICES AND EFFECTIVE CHANGE	56
4.7 SUMMARY OF THE RESEARCH FINDINGS AND CONCLUSION	62
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS	64
5.1 INTRODUCTION	64
5.2 CONCLUSIONS.....	64
5.3 IMPLICATIONS OF THIS RESEARCH	65
5.4 LIMITATIONS OF THE STUDY.....	66
5.5 RECOMMENDATIONS TO SOLVE THE RESEARCH PROBLEM.....	67
5.6 RECOMMENDATIONS FOR FUTURE STUDIES	68
5.7 SUMMARY	69
REFERENCES.....	70
LIST OF APPENDICES	79
Appendix 1: Informed Consent.....	79
Appendix 2: Interview questions	81
Appendix 3: Ethical Clearance Letter.....	84
Appendix 4: Gate Keeper’s Letter	85
Appendix 5: Turnitin Report.....	86
Appendix 6: Editor’s letter.....	87

LIST OF FIGURES

Figure 1: PESTEL Framework (1967).....	10
Figure 2: Kurt Lewin’s Theory of Change (Lewin, 1951).....	16
Figure 3: John Kotter’s 8-Step Process for Leading Change.....	18
Figure 4.1: Frequency pie chart representing the gender diversity of respondents	41
Figure 4.2: Frequency pie chart representing the educational qualifications of respondents .	41
Figure 4.3: Frequency pie chart of respondents with FMCG leadership experience.....	42
Figure 4.4: Frequency pie chart representing leaders’ change management experience.....	43
Figure 4.5 Frequency pie chart representing leaders’ change process involvement.....	44
Figure 4.6: Frequency pie chart depicting the importance of leadership in managing change	44
Figure 4.7: Frequency pie chart representing leaders’ role duration in the change process	45
Figure 4.8: Frequency pie chart of the business’ change management approach.....	46
Figure 4.9: Frequency pie chart presenting the leaders’ change beliefs	47
Figure 4.10: Frequency pie chart of the leaders’ own opinion of their leadership styles	48
Figure 4.11: Frequency pie chart depicting leaders’ perceived relationships with followers .	49
Figure 4.12: Frequency pie chart illustrating leaders’ perceptions of followers’ motivation.	50
Figure 4.13: Frequency pie chart indicating leaders’ change avoidance	51
Figure 4.14: Frequency pie chart showing leaders encouragement of followers to take risks	52
Figure 4.15 Frequency pie chart showing leaders’ transactions with followers.....	52
Figure 4.16: Frequency pie chart showing leaders’ laissez-faire style adoption	53
Figure 4.17: Frequency pie chart showing leaders’ dictatorship style adoption.....	54
Figure 4.18: Frequency pie chart of leaders’ change management objectives achievement ...	56
Figure 4.19: Frequency pie chart of leaders’ perceptions of followers’ resistance to change .	57
Figure 4.20: Frequency pie chart showing leaders’ styles during the change process	58
Figure 4.21: Frequency pie chart showing the followers’ attitude after the change process...	59
Figure 4.22: Frequency pie chart showing leaders’ emotional and physical availability to followers	60

LIST OF ABBREVIATIONS AND DEFINITION OF TERMS

Acronyms:

CEO	Chief Executive Officer
FMCG	Fast-moving Consumer Goods
MD	Managing Director
SWOT	Strength Weakness Opportunity Threat

Symbols:

R	South African Rand
%	percent

CHAPTER ONE: INTRODUCTION

1.1 INTRODUCTION

The first chapter of this dissertation introduces the research by providing the context of the study, explaining the problem, the aim, the objectives as well as the motivation for the research study. It further defines the research questions and introduces the study's significance as well as its limitations. The chapter ends with an outline of all the chapters of this dissertation as well as the final conclusions.

1.2 INTRODUCTION TO THE STUDY

Fast-moving Consumer Goods (FMCG) organisations are continually faced with the need to change their structure, goals, processes, and technologies. FMCG organisations' strategic innovations are easier and faster to replicate due to their products being mostly commodities (Kunc, 2005). These types of corporations are frequently confronted with the difficult task of developing and maintaining a competitive advantage based on their cost leadership and differentiation strategies. This is mainly due to the fact that an FMCG firm's innovations and cost leadership could be matched or overtaken by competitors in a very short period of time (Kunc, 2005). Continual change is thus necessary to ensure a sustainable competitive advantage. This study seeks to investigate the role that leadership plays in the management of change in FMCG organisations. In order for the study to achieve its aim, research objectives were developed, a theoretical framework was then selected, and thereafter a comprehensive literature review was conducted on existing leadership and change management theories and case studies. A research method was then selected, and finally conclusions were drawn and recommendations for further studies made.

1.3 BACKGROUND TO THE STUDY

FMCG companies produce products that are mostly commoditised and that are easier and quicker to replicate thus making it difficult for these businesses to ensure a sustainable competitive advantage based on cost effectiveness or differentiation strategies. This in turn means that competitors can easily match or surpass a new innovation or lower their prices rapidly (Kunc, 2005). High levels of innovation and a high rate of turnover characterise the intensity of this market's competitiveness (Schwab, 2018). For this reason, FMCG companies are forced to continually change and adapt in order to remain competitive or ultimately face the risk of becoming obsolete. Leadership is critical in order to effectively navigate through these challenges and

various changes. These changes take a number of forms, inter alia, continuous innovations through new product offerings, restructuring or continuous improvement initiatives to minimise cost, etc.

From a review of various studies there appears to be a correlation between the implementation of change management strategies to organisations outcomes, and the role that leadership plays in trying to manage these changes to yield these outcomes in the FMCG industry, specifically in the chicken industry, which deals with live, raw materials. So dynamic is this change that it seems necessary to monitor it almost on an hourly basis (Kotter, 1996; Higgs and Rowland, 2001; Baesu & Bejinaru, 2013; Oreg, Vakola & Armenakis, 2011).

The researcher's experience of working within RCL Foods Chicken division for a number of years has led to the below observations regarding this specific FMCG company. Weight is a key element in a chicken business product offering, its target markets and eventually its profitability. It is therefore crucial to ensure that the input chicken live mass in the processing plant is within the profitable product range in order to sustain the business's competitive advantage in the highly competitive chicken market. Any variations in this live mass (below or above the required bandwidth) has a massive impact on the daily business's product offerings. The entire chicken value chain process, which includes the feed mills, agriculture, processing plants, logistics and sales therefore have to adjust daily based on projected versus actual live mass in order to correctly align equipment and allocate the plant's resources while at the same time managing customers' expectations. Good leadership is therefore crucial in this environment of constant daily changes and pressure to sustain the business's competitive advantages or else stand to lose products and market share.

The inability to accurately forecast production of these live raw materials is an added concern to the already present internal uncertainties, resulting in highly competitive market with tough local as well as international competitors [Kevin Lovell, South African Poultry Association (SAPA) CEO, 2014]. The South African poultry industry has endured many challenges in recent years. Local industries are under pressure from cheap imports and rising food costs, as well as rising electricity bills and new regulations to limit the saltwater content in frozen chicken products. Further pressure has resulted because of reduced consumer spending amid volatility in the South African Rand resulting in a recessionary economic environment (BolTon, 2015). As a result of these economic pressures, chicken businesses in South Africa have frequently had to restructure, as well as change their business models to look for new markets and to develop new products in efforts to maintain their competitiveness.

Through all these changes, leadership seems to be both the problem as well as the solution to effectively manage change and ensure a sustainable competitive advantage in RCL Foods Chicken division. Munroe (2012) argues that if one does not get leadership right, nothing will be right. Nothing happens in a world without effective leadership as it determines the success of a business both in the present and in the future.

There have been numerous studies by researchers on leadership and various organisational outcomes (Haakonsson, Burton, Obel & Lauridsen, 2008). Several studies have explored the relationship between leadership and employee engagement (Lockwood, 2008; Stroud, 2009), leadership and organisational culture (Block, 2003; Mineo, 2009; Ogbonna & Harris, 2000), leadership and organisational performance (Chung & Lo, 2007; Jing, Avery & Bergsteiner, 2011; O'Regan, Ghobadian & Sims, 2005; Rowold, 2011), leadership and climate across the globe (Bishop, 2003; Cloete, 2011; Sawati, Anwar & Majoka, 2011; Tajasom & Ahmad, 2011), and leadership and productivity (Kungis, 2006). With this being said, there is still a lack of empirical studies that explore the role and/or the relationship between leadership and change management, as well as the leadership styles needed to effectively manage change in the FMCG industry and more specifically in the chicken industry.

1.4 PROBLEM STATEMENT

The main problem is that the FMCG industry is experiencing rapid changes, however seemingly leadership is not playing its role. A leadership gap appears to exist in the current FMCG industry as the traditional FMCG landscape was characterised by mass production, which in turn led to lower unit costs and a supply chain based on quantity and generalisation. However, nowadays consumers favour products that meet their specific needs in terms size, flavour, and dietary preferences, to name a few. They are even willing to pay a premium for products that are specifically tailored to suit their needs (Kungwani, 2018). These new modern requirements subject the industry to ongoing changes that call for a special type of leadership to effectively lead followers who are inherently resistant to change.

Although the entire FMCG industry is characterised by rapid and continuous change, the chicken industry in particular and especially South African based company RCL Foods Chicken, has encountered additional issues that may have impacted upon leadership's ability to navigate the business to profitability. Challenges such as the imports pressure of bone-in chicken meats in the country (SAPA, 2017), coupled with numerous food quality issues such as listeria, which saw the loss of hundreds of lives, are damaging some powerful

brands' images (Kaptchouang Tchatchouang, Fri, De Santi, Brandi, Schiavano, Amaglian & Ateba, 2020). Epidemic issues such as avian flu as well as the various chicken breed challenges make it almost impossible to predict an accurate long-term bird's live mass forecast to ensure predictability of product offerings in line with customers' needs. These have all necessitated strong leadership to successfully manage the business through the constant changes.

As mentioned previously, Munroe (2012), states that if one does not get leadership right, nothing else is right. In other words, nothing happens in the world without effective leadership as it determines what happens in the present and future. According to Senge cited in Paul (2003), employees do not usually resist change in itself however they do often resist being changed. As such, Boikhutso (2013) argues that change management is one of the most critical tasks that businesses have to deal with. He adds that when change is needed, businesses often do not have much option other than to respond to it or ultimately lose their market competitiveness. His argument therefore is that change, albeit difficult and often painful, is the only way for businesses to survive. The challenge however remains in how leaders can manage this change, make crucial strategic decisions, and lead the business to success when the speed of change is so unpredictable.

1.5 AIM OF THE STUDY

The aim of this study is to investigate the role of leadership in managing change in the FMCG industry. The study will have a special focus on RCL Foods Chicken business unit, which is a South African FMCG company. This study makes use of quantitative research with the aid of an online questionnaire to collect data from leaders within RCL Foods.

1.6 RESEARCH OBJECTIVES

- To identify the role that leadership plays in change management within the South African FMCG industry.
- To establish the leadership practices that are critical for managing change within the South African FMCG industry.
- To assess the relationship between leadership practices and effective change management within the South African FMCG industry.

- To recommend leadership practices that are capable of influencing effective change management within the South African FMCG industry.

1.7 RESEARCH QUESTIONS

- What is the role played by leadership in change management within the South African FMCG industry?
- What are the leadership practices that are critical for managing change within the South African FMCG industry?
- Is there a relationship between leadership practices and effective change management within the South African FMCG industry?
- What leadership practices are recommended to influence effective change management within the South African FMCG industry?

1.8 RESEARCH DESIGN AND METHODOLOGY

This research was conducted using a quantitative based method with the aid of an online questionnaire to collect primary data. The objective was to determine the role played by leadership in change management, the leadership practices that are critical for managing change, as well as the relationship between leadership practices and effective change management within RCL Foods Chicken division. Questionnaires were generated and distributed to the sample via email as a cross-sectional study (one-shot), only collecting data over a specified number of days (Sekaran & Bougie, 2016). This research design and method was suitable to the business as the study was conducted during a time of senior leadership restructuring and most leaders sampled are based in different locations from the researcher, rendering physical interviews both inappropriate and impractical.

1.9 SIGNIFICANCE OF THE STUDY

1.10.1 Importance of the study to the FMCG industry

In the dynamic world of FMCG companies meeting consumers' demands, this study is intended to bring about awareness to both the organisation under study, as well as to the FMCG industry at large, regarding the impact that leadership has in the management of change. It will also concentrate on the types of leadership

needed to effectively manage change to ensure a sustainable competitive advantage in this highly competitive industry.

1.10.2 The importance of the study to academia

This research project brings a unique addition to already existing knowledge in so far as bringing a new perspective to the role that leadership plays in managing change in the FMCG industry, especially in the South African chicken business.

1.10.3 The importance of the study to communities

The research project is especially important to communities in so far as it can contribute to sustainable businesses with employment opportunities that will uplift the socio-economic wellness of the communities and the country at large. This need for sustainable employment is evidenced by the recent retrenchments experienced in 2016 by RCL Foods and many other chicken businesses that had lost their market competitiveness in the face of global competition. The ability to lead a business effectively through change is therefore beneficial not only to shareholders but also to various stakeholders, such as communities.

1.11 LIMITATIONS OF THE STUDY

As the research study was conducted during a period of senior leadership restructuring, this presented a constraint in terms of response time from the leaders as well as sensitivity around the questionnaire administration, which had to be vetted by top executive before implementation to avoid causing instability during that time of change. Other limitations were around cost in terms of the tools initially envisaged to be used, namely the Statistical Package for the Social Sciences (SPSS), which was later found to be costly, and so the decision was made to use the freeware software Google Form instead to collect data. The research was also limited to the chicken division of RCL Foods as this seems to be the most volatile division in terms of constant changes as compared to the other divisions as observed by the researcher from his personal experience of working within the business unit for a number of years.

1.12 STRUCTURE OF THE DISSERTATION

This dissertation has been structured in the following manner:

Chapter 1: Introduction

Like most FMCG companies, RCL Foods has faced a potentially destabilising season of changes in recent years, beginning with its transition from Rainbow Chicken. From the researcher's personal observations, effective leadership has emerged as the winning factor primarily because resistance to change is so prevalent

amongst employees. Chapter 1 has thus introduced the nature of, the motivation for, and the significance of this study.

Chapter 2: Literature Review

This chapter presents a critical review of the literature in relation to this topic, specifically addressing the objectives of this study. Research studies previously undertaken are interrogated and argued as well as relevant theories identified and the paradigm of this research within the existing body of knowledge defined.

Chapter 3: Research Methodology

The research methodology illustrates the research design of this study. It provides and justifies the research methods and techniques used in conducting data collection and analysis, and in the end evaluates the credibility of this research and addresses issues of ethics.

Chapter 4: Presentation and Analysis of Data

This section presents the results from the data collected. It is supported by relevant extracts from the raw data, and further presents a discussion of the analysed data in terms of the study's objectives, existing literature, and the researcher's paradigm in order to derive findings.

Chapter 5: Conclusions and Recommendations

This is the final chapter of the research study, where conclusions are derived, and recommendations are presented.

1.13 SUMMARY

This introductory chapter commenced by defining the FMCG industry and this industry's inherent need for ongoing effective change management. The background of the study, as well as the problem statement, were shared. The research questions and objectives supporting this study were presented followed by an outline of the significance of this research study as well as its limitations. The chapter concluded by briefly explaining the content within each chapter of this dissertation. Chapter 2 reviews the literature on the role of leadership in managing change in the FMCG industry.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter focuses on reviewing the relevant body of literature surrounding the role of leadership in change management. According to Polit (1999), a literature review encompasses the investigation, identification, and comprehension of information pertinent to the research topic. As such this literature review chapter is divided into four subsections. Firstly, the definition of key terms, secondly, the role played by leadership in managing change, thirdly, the leadership practices that are critical for managing change, and lastly the relationship between leadership practices and effective change management. Finally, the theoretical framework of the study is presented.

2.2 DEFINITION OF KEY TERMS

2.2.1 Leadership

(Wren, Hicks & Price, 2004) state that the concept of leadership precedes organisations. It is as old as civilisation itself, and includes prophets, priests, kings, and chiefs. In support of this statement the Bible states that, “where there is no vision, the people perish.” (Proverbs 29:18, KJV). Munroe (2014) echoes this proverb when he writes that “leadership is the capacity to influence others through inspiration motivated by a passion, generated by a vision, produced by a conviction and ignited by a purpose”. Daft (2015), defines a vision as an enticing, trustworthy, ideal future that is yet to be reached. Vision for the future keeps the wheels of civilisation and organisations turning. To make an impact and to inspire present change, leaders must tap into the future, linking the desired future with clear goals, objectives and plans in order to get the entire organisation to move toward that desired destination (Daft, 2015). The above sentiment can also be found in an Old Proverb that reads: “*A vision without a plan is just a dream. A plan without a vision is just drudgery. But a vision with a plan can change the world*” (Joy, 2014).

Studies on leadership however only began from around the 20th century, mainly due to the growing number of organisations and the emergence of professional academic disciplines in the social sciences in that era (Wren *et al.*, 2004). In support of the reasoning in the above paragraph, Munroe (2012) claims that leadership is first and foremost personal before it is corporate. He further defines true leadership as that which inspires, not manipulates. It is said that leaders should not seek followers but rather that followers should be attracted to leaders. Munroe (2012) went on to say that if you don't have the right leadership, nothing is right. Without

leadership, nothing will happen in the world, because it determines what will happen now and in the future. Leadership is thus the ability to influence others through inspiration fuelled by passion, motivated by a vision, a belief, and a desired goal (Munroe, 2014).

Wren *et al.* (2004) state that the concept of leadership precedes organisations. It is as old as civilisation itself, and includes prophets, priests, kings, and chiefs. However, studies on leadership only began from the 20th century, mainly due to the growing number of organisations and the emergence of professional academic disciplines in the social sciences (Wren *et al.*, 2004).

The contemporary concept of leadership is a multifaceted one. Literature highlights multiple research studies conducted on leadership and the abundance of definitions of the concept itself (Van Niekerk, 2011). According to Jaques and Clement (1991), leadership is a process whereby an individual sets a direction for others to follow and then leads them in that direction with competency and complete commitment. Oyetunji (2006) adds that leadership is the art of transforming people and organisations in order to induce positive change. Leaders develop respect and care, as well as acquire gratitude from their followers. Followers acknowledge leaders as key sources of knowledge, innovation, and performance, which are all necessary factors for improving an organisation's performance and growth. Daft (2015) defines strategic leadership as the capability of the leader to predict and anticipate what is to come, to remain flexible, and to think in a strategic manner. Strategic leadership also brings forth changes that will eventually ensure a competitive advantage for the company's future.

As will later be discussed, the outcomes of this particular research study both confirm and build on the literature's definitions of leadership, as the findings relate to leaders leading self, creating an environment where innovation is promoted, and motivating and caring for their followers. The results of the study emphasise that if one cannot lead self effectively, leading others is deemed to be a failure. Therefore, self-leadership is a key point in this study as it is an important aspect of transformational leadership which, according to studies, is the most effective leadership style in an environment of change (Kotter, 1996). Transformational leadership will be discussed in more detail in section 2.5 of this chapter, where it will be compared with other leadership styles in order to substantiate Kotter's (1996) statement above.

2.2.1.1 LEADERSHIP AND THE MACRO-ENVIRONMENT

Today's corporate leaders are expected to deliver on the triple bottom line performance measures rather than just maximise shareholder's wealth (Carter & Greer, 2013). To do so, leaders need to be in tune with the company's macro-environment so as to remain competitive or ultimately face the threat of being completely wiped out. This section will make use of the PESTEL framework developed by Francis Aguilar in 1967, to discuss the concept of a macro-environment. The conceptual discussion will be illustrated in terms of the specific macro-environment in which RCL Foods operates. The various elements of the framework are depicted and defined in the figure below:



Figure 1: PESTEL Framework (1967)

Source: (Whittington, Regnér, Angwin, Johnson, Scholes, Evans & Kerridge, 2017, pp.34 - 48)

In combination, each of the above six spheres as designated by the acronym PESTEL, make up the macro-environment within which an organisation operates. Each sphere demands specific but inter-related leadership skills for effective change management. For example, Searle and Barbuto (2013), identified that transformational and servant leadership styles both have a positive impact on the macro-environment. As explained previously, these leadership styles will be explored in more detail later on in this chapter. What is of significance though is that each leadership style is intertwined with its context, referred to here as an environment.

In their articles published five decades ago on the topic of environment and organisational effectiveness, Osborn and Hunt (1974) put forth the argument that as the environment becomes more and more complex, the company must adjust internally not only to *remain* effective but to *increase* effectiveness as well. Wanjiru (2013) contends that all companies rely on their macro-environment for inputs and outputs. Since the contemporary external environments are always changing, it is crucial for an organisation to also continually

adjust accordingly internally to survive. Companies therefore need to collate strategies and action plans that will prepare them for those imminent developments. With the rapid pace of technology in particular, the risk of not remaining mindful of the happenings in the macro-environment far outweigh the benefits of remaining completely internally focused.

With reference to the economic and political spheres of the PESTEL model, it has been acknowledged that the company under observation in this study displayed market leadership with the recent national challenge regarding cheap, imported poultry meat products from Brazil and the United States of America (USA). RCL Foods consistently engaged with the Department of Trade and Industry requesting heavier import duties on leg quarters being dumped into the local market and adding pressure on local industries as they could hardly compete. The business had to proceed further to re-adjust its internal processes and strategies from being production focused to market and customer oriented. This meant only focusing on profitable lines and producing sufficient chicken required by its customers.

The business is affiliated with numerous bodies such as the International Organisation of Standards (ISO), and the South African Bureau of Standards (SABS), to ensure that it remains compliant with its environmental obligations. It also deals closely with numerous government institutions in this regard, whether it be water, air pollution or products quality. On a social level, the business has a Corporate Social Investment (CSI) department headed by an executive through which the company supports local communities. Wherever the company is based they provide bursaries to academically deserving students from poor households and materials support to orphanages.

Technologically, RCL Foods seeks to remain abreast with the “New Age” by making use of various social media networks to establish its presence as well as by updating its systems with the latest technology to remain efficient in its endeavours. Legally, the company is committed to ensure it adopts ethical business practices by having a legal team that ensures that the organisation remains compliant with the country’s laws on every level.

2.2.1.2 LEADERSHIP CHALLENGES IN THE GLOBAL CONTEXT

The rise of global trading is causing a growing number of organisations to cultivate multiculturalism within their organisational cultures (Werner, 2016). Global business leaders on different hierarchical levels face

similar challenges of adapting their leadership styles to fit the local circumstances they find themselves in so that they may achieve corporate objectives. A large body of literature has been amassed on the topic of leadership, more so than any other aspect of management. The literature appears to mostly cover theories of leadership and comparisons of the advantages and disadvantages of each, as well as practical studies that have been undertaken to investigate the real-life behaviours of leaders. Many of these studies are well-praised works that seem to offer secret remedies to transform conventional managers into world-class leaders.

What most of these articles and books fail to accomplish however, is to recognise that despite certain commonalities, as a result of different macro-environments as previously discussed, leadership processes vary considerably from one geographical location to another. Most of the available leadership literature and theoretical models developed have been primarily based on Western beliefs, values, and cultures. These have been offered to the world as the accepted and preferred ‘game plans’ for organisational success worldwide (Steers *et al.*, 2013). However, amongst others, Dickson *et al.* (2012) argue that leadership is too complex to be defined within a single cultural context.

In the current world of globalisation, many leaders, especially those of multinational companies, find themselves leading one or multiple global teams and projects from headquarters usually situated in their birthplace or elsewhere. These leaders can be called on to lead anyone, anywhere, at any time. These global leaders are required to supplement their knowledge and skills with cultural acumen such as a better understanding of contextualisation in cultural systems and how negotiated cultures occur and should be managed and led within global organisational systems, multicultural contexts, and global mergers and acquisitions (Bird & Mendenhall, 2016). Boundary spanning, as both a concept and practice in which global leaders engage, further highlights the complex relationship between local and global contexts (Bird & Mendenhall, 2016). Essentially it is evident that there is a call for global managers to exercise greater leadership in this current context of globalisation and fast evolving technology, yet they are also exhorted to “think global, act local” (Bird & Mendenhall, 2016) and to exercise strategic thinking.

In its conquest of becoming a leading foods supplier in Africa, RCL Foods have acquired firms in Zambia, Botswana, Swaziland and most recently, a chicken business in Tanzania. The company has been trying to entrench their multinational corporate culture across the region while simultaneously learning the local cultures of each country they are investing in. To achieve this, RCL Foods strategically assesses local markets

and customises products and services to meet the locals' needs. As such, strategic thinking people with great cultural acumen have been purposefully attracted to the organisation to facilitate these acquisitions.

2.2.2 Change

A basic definition of change within the Sansom and Reid Oxford children's Lexicon (1994:195) defines the word 'change' as "to become something else". Van der Merwe (1991) elucidates that the word is derived from the Latin word meaning 'to improve'. In contemporary usage the word commonly denotes 'to amend'. This amendment may take the form of creating something distinctive or better, or to alter an existing thing by adding value to it. However, change usually also includes giving up something for something else. As a result, the impact of change may be positive or negative or something in-between however regardless of its outcome, the actual process of changing often evokes considerable resistance from followers, as human beings are usually far more comfortable with that which they are accustomed to than the unknown. Leading change is thus a frequently fraught process.

Most scholars appear to have concluded that people usually concentrate on what they have to give up on rather than on what they may gain from the change. A diversity of resources is used/and or can be utilised to bring about changes in relation to the nature and environment (Abbas & Asghar, 2010). These authors contend that changes are continuously embraced for good reasons and that the focus of the change is always the result of the effort. Boston (2000) argues that change may be any activity or set of activities having a few bearings to do something unused or to correct something. He further adds that changes, though not always positive, require commitment and directions.

2.2.3 Change management

Shivappa (2015) states that change can be described in terms of a number of dimensions. It can be continuous and incremental, discontinuous, and radical, planned, or unplanned, catastrophic, or evolutionary, positive, or negative, strong, or weak, slow, or rapid, and internally or externally stimulated. Robbins (2005) advocates that change can be categorised into two orders, namely first-order change that consists of evolutionary and incremental change, while second-order change includes transformational, strategic, and revolutionary change. First-order change refers to adjustments of small magnitude like finding ways to improve present situations while maintaining the general working framework (Blumenthal & Haspeslagh, 1994; Goodstein & Burke, 1991; Greiner, 1972; Levy, 1986; Mezas & Glynn, 1993; Nadler & Tushman, 1989; 1990).

Second-order change encompasses the total change on an organisation's framework and includes more radical changes that seek to shape the organisation into new competitive advantage (Ghoshal & Bartlett, 1996; Marshak, 1993; Hutt, Walker & Frankwick, 1995).

Organisation-wide change is centred mostly around major organisations or rightsizing, and restructuring. For most organisations, change is implemented through the business life cycle from the business inception of an entrepreneurial organisation transforming into a stable corporate organisation (McNamara, 2006). The importance of cultural change has also been highlighted by various scholars as key drivers of organisation-wide change. Sub-system change, on the other hand, is a change that covers a smaller scope, inter alia, introduction or change of products or services, reorganisation of specific departments or new implementation of processes to deliver new goods and services, such is the case for FMCG organisations. These changes are implemented so as to maintain these organisations' competitive advantage or cost leadership.

Armstrong (2009) discusses seven types of change and ways to handle them successfully, namely: (1) incremental; (2) transformational; (3) strategic; (4) organisational; (5) systems and processes; (6) cultural; and (7) behavioural. Armstrong (2009) proposes that incremental change is a slow change. In fact, it entails a gradual process, taking one step at a time. It also involves a gradual and logical response to emergency situations. This type of change involves initiating innovations in a progressive way until all employees are comfortable with them.

Transformational change on the other hand entails a radical change in the way people view things, their beliefs, and their behaviours, where the change leader implements a large-scale change programme to meet new demands. Strategic change entails a long-term, organisation-wide change where the mission, vision and corporate philosophy of the entire company are taken into consideration. The change leaders conduct a SWOT analysis to evaluate how the change process will be carried out. Strategic change often results in organisational change, which involves the changes of structures in the company, while systems and processes change calls for adjustments to operational methods and systems in the company.

Cultural change necessitates changes in the taken for granted assumption of people in terms of corporate customs and beliefs in order to create a better working environment favourable for an improved performance.

Behavioural change is linked to cultural change but entails shaping and amending the way or manner in which employees undertake their work.

2.2.4 The significance of organisational change

Organisational change signifies that organisations are experiencing and/or have experienced adjustments usually in response to changes in the macro-environments in which they operate. Hage (1999) comments that organisational change is the set of distinctive activities emanating from moving into directions and processes affecting the way in which organisations operated before. Organisational change is the norm in a technological era and South African organisations are not immune to these changes. There are diverse types of changes depending on the nature of the organisation and its macro-environment. Companies experience both external and internal forces of change. It is also noted that few organisations implement minor changes (gradual changes), whereas others may stretch further towards changing the entire organisation, commonly known as corporate transformations (radical changes). As previously mentioned, radical transformational change takes place on a larger scale and as such is more complicated to manage (Boston, 2000).

Two decades ago, the American Management Association (AMA) argued that leadership is habitually seen as crucial to effective change. In this same period, Kotter (1996) purported that change entails fashioning a new system, which in turn calls for leadership. Around a decade later, Higgs and Rowland (2000; 2001) defined change leadership as the aptitude to impact and stimulate other people through personal advocacy, vision, and drive, and to access resources to establish a solid platform for change.

In their studies, Abbas and Asghar (2010) conclude that organisational change is a deliberate attempt made by organisational leaders/leadership or management in an effort to improve the organisation. There may well be numerous reasons or rationales behind the change process. These may include outside or inner pressures for change in terms of social, financial, or technological variables. Furthermore, the organisational change process could be driven by the vision of an organisational leader/leadership and their/its innovations.

2.3 THE ROLE PLAYED BY LEADERSHIP IN CHANGE MANAGEMENT

Change management itself is associated with a series of related dangers and so keeping to the traditional way of doing things or the status quo often seems to be the easier and less risky decision. However, the avoidance

of change is the opposite of leadership. Studies show that around 50-70% of change management initiatives fail to make any long-term impact on the company once they are executed. (CLC, 2002; LaClair & Rao, 2002). The reasons for this high percentage of failure requires exploration but a clear understanding of the role played by leadership in change management is needed before such an exploration can proceed.

Lewin's (1951) conceptualisation of the change process, which includes the three stages of unfreezing, changing, and refreezing, as represented in figure 2 below, has produced most recommendations of what leaders ought to be doing when facing the preparation and execution of a change. Change agents and academics have since focused on the importance of change execution processes to shape employees' attitudes and behaviours toward change (Herold *et al.*, 2008). In the unfreezing phase, initial problems and opportunities are identified, data is gathered, and the ground is prepared for the implantation of change. In the change phase, the development of new attitudes or behaviour occurs to enable the implementation of quantifiable change or movement in a certain direction. This change is followed up and stabilised by the change agent with the assistance of executives and top management team. The final stage is characterised by the refreeze phase where an assessment of consequences is done and an ongoing monitoring process through policies, new norms and mechanisms are established. It is also at this stage that the business acquires its learning.

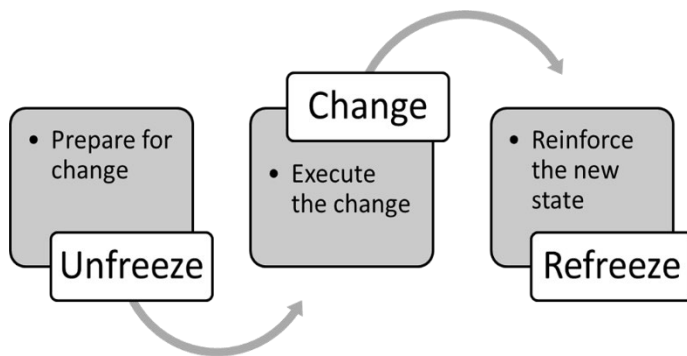


Figure 2: Kurt Lewin's Theory of Change (Lewin, 1951)

Source: Werner (2016)

Building on Lewin's theory as illustrated above, Werner (2016) defines a change agent as a skilled and experienced person from inside or outside the organisation, who helps an organisation transform itself by focusing on organisational effectiveness, improvement, and development. He argues that through process consultation, the change agent can plan and facilitate the change process by:

- Assisting the task team to determine the gap between the current and desired end-state;
- Working closely with a carefully selected cross-functional task team whose task it is to drive change and development in the organisation;
- Encouraging trust, creativity, and teamwork in the organisation;
- Equipping members in the organisation with suitable skills to identify problems and seek solutions themselves; and
- Ensuring buy-in is obtained and resistance to change is addressed.

Karp (2015) contends that leadership intervention success in times of change depends both on the inward state exhibited by the change leaders and the followers' skills to effectively decode change signals. Successful implementation of change also requires planning the involvements of leadership and establishing basic principles to sustain the company during challenging times. As earlier discussed, resistance to change is real and only natural to people who have been comfortable with the status quo. Thus, change does not take place easily and may take time, but it is a leader's job to facilitate needed change in order to drive the company to new opportunities, protect it from external threats, and strengthen its competitive advantage. A leader must ensure that the company adjusts to react to threats, opportunities, or changes in the environment. As such, leadership is about change, not stability and it is a leader's responsibility to help followers see the need for change and buy into a new way of doing things (Daft, 2015).

Over a period of four decades, Kotter (1996) observed many leaders and organisations during the implementation of their change strategies. From these observations he identified and extracted the success factors and developed a methodology known as the 8-Step Process for Leading Change. This process is depicted in figure 3 below:



Figure 3: John Kotter's 8-Step Process for Leading Change

Source: (Kotter, 1996).

Kotter (1996) observed that the creation of a sense of urgency through a bold, ambitious opportunity statement that communicates the importance of acting without delay, aids others in seeing the need for change. He proclaims that a volunteer army needs a coalition of effective people to guide, coordinate, and communicate its activities. Developing a strategic vision and initiatives clarifies how the future will be different from the past and how the leader can make that future a reality through initiatives connected directly to the vision. Kotter (1996) believes that major changes can only occur when large numbers of people come together around a shared opportunity. People must buy into the urgency to drive change so that it can be realised.

Gert Bosscher, a senior manager at Bunge, an American agribusiness and food company, stated: "It's not a project. It is a movement. It is a journey. Join us and leave your mark." Enabling action entails the removal of barriers, inter alia, inefficient processes and hierarchies to provide the much-needed freedom to work across silos and make a real impact. Generating instant wins must be acknowledged and communicated early and regularly to track progress and energise volunteers to persevere. Sustaining change acceleration entails pressing harder following the initial achievements. The leader can use his/her increased credibility to improve systems, structures, and policies. He or she must remain relentless when initiating change after change until the vision is realised. To institute change, the leader needs to elucidate the connections between the new behaviours and organisational success, ensuring these continue until they become strong enough to replace old habits and patterns. Munroe (2012) adds that the leader cannot take followers where he himself has not been before. Increasingly unpredictable times in the FMCG world, especially in RCL Foods Chicken

division, demand a new approach. Change is therefore necessary if businesses are to continue to exist or flourish through the economic lifecycle and the ever-evolving FMCG industry.

2.4 LEADERSHIP PRACTICES THAT ARE CRITICAL FOR MANAGING CHANGE

The increasing pace of change in globalisation, communication, mega trends, capital flows and coalitions have created fundamental shifts in business operations. Formulae provided by many popular business models have been observed as falling short in bringing about sustainable solutions to deal with the pace and polyvalent character of constant and rapid change. Managing change and its effect on personal management styles and organisational culture, as well as structure, is of the most crucial and enduring aspects of leadership. The paradox remains that while the relative value of the previously glorified individual leader as superman/woman is being quizzed, great leadership has never been more crucial and or more difficult to attain. The local contemporary economy has seen a tremendous number of business leaders who are highly publicised for driving organisational change boldly and purposefully. However, the outcome of these drives to change are equally likely to result in either fame or failure. An example of such a failure is seen in the case for Steinhoff and most of the countries' state-owned enterprises (Naudé, Hamilton, Malan, de Klerk & Ungerer, 2018)

The media has played an integral part in dramatising and stereotyping roles and scenarios. This ultimately places a “heroic” leader at the heart of a company’s success. He/she is portrayed as the dynamic genius providing guidance to less far-sighted colleagues to a future preferred state, which they can hardly discern. This leadership style has recently been questioned with the revealing of unethical leaders and so called “heroic” CEOs, whose compromised integrity and more dubious ethics have brought many companies to their knees. This revelation has also prompted a general questioning of the prevailing assumptions on leadership, and a reconsideration of who should hold ultimate responsibility for leadership decisions in companies (Ahn, Adamson & Dornbusch, 2004). These authors add that leadership is not as straightforward as an individual who displays a list of good qualities. Discussions on leadership that involve lists of corporate realities, hinder effective leadership when it comes to discerning the need for change and implementing cultural change (Ahn *et al.*, 2004). Two decades ago, Bartlett and Ghoshal (1998) proposed that the attribute approach of focusing on checklists of correct qualities is usually vague and may create organisational myopia through “Russian doll” management. This management style leads to a situation in which leaders keep hiring or promoting “small” versions of themselves. This, in turn, negatively affects organisational diversity in terms of perspectives and thought processes and may also facilitate a tendency to deny competitive threats

within the company. A decade later, many articles published reports of the qualities of effective leaders, inter alia, thinking globally, grooming and empowering individuals, seeing an opportunity, creating a shared vision, welcoming cultural diversity, and creating teamwork and partnerships, to name a few. However, some of these trait-based leadership styles may inadvertently create an environment that is resistant to change.

Bău and Bejinaru (2013) contend that there is a strong focus on the impact leadership has and that today's successful managers view leadership as a tool to shape the company. Their interest is on the model, style, or strategy of leadership most appropriate to lead their employees to the desired results during tumultuous organisational change. Brătianu and Anagnost (2011) state that leadership is not about maintaining the status quo, rather a process of bringing about change. This change, they further argue, is the sharing process of common values and purposes, something that autocratic leaders, however well-endowed with ostensibly effective leadership traits as stated above, would likely not be willing to participate in. These authors further elucidate that leaders have the power to impact others and motivate people to meet goals, as they ought to be the agents of change within organisations.

It has been widely acknowledged that in practical terms, leadership plays a central role in implementing change in organisations. Many scholars have argued for this finding. Gardner (1993) defines leadership as the process by which individuals persuade others to pursue the leader and his/her objectives. Leadership is thus the way in which this process is carried out and change is made towards a result that both the leader and followers desire. Reardon (1998) puts forth the argument that it is the leader's responsibility to overcome people's instinct to resist change. Daft (2008) adds that leadership entails individuals' influence to bring about change towards a desired outcome. Many scholars have established that different leaders will have different views regarding the manner in which to approach and implement change within organisations. Such is the case for RCL Foods where different leaders have instated different strategies and leadership practices to bring about change and adapt in the fast-paced FMCG industry. Some have proven to be successful whilst others have not, predominantly due to various micro and macro-environmental factors. It is therefore noted that a successfully executed change strategy to address one situation may not always work for another. This then poses the question of exactly which leadership styles and practices are able to establish adaptive sustainability in this environment where change is a constant. Reardon (1998) believes that the views, behaviours, and styles of each leader require in-depth understanding, and consequently, change strategies should take these leadership style variations into serious consideration.

2.5 RELATIONSHIP BETWEEN LEADERSHIP STYLES AND EFFECTIVE CHANGE MANAGEMENT

Leadership styles are often viewed in the same light as individuals' characters or personalities, which socially result in various behaviours. It is therefore imperative to study the relationship between various leadership styles or practices and organisational change to observe their impact on each other. Higgs and Rowland (2000; 2001) have researched this relationship and produced five broad leadership competency areas for successful organisational change implementation. These are (1) creating structural change; (2) creating the case for change; (3) engaging others; (4) implementing and sustaining change; and (5) facilitating and developing capability.

Burns (1978) identified two main leadership styles with regards to change management: *transactional leadership* and *transformational leadership*. Where the transactional leadership style entails the leader acting as an agent of change and supporting individuals or employees through processes of essential changes that result in improved productivity, the transformational leadership style transforms the leader's support role to one of empowering followers to themselves undertake the company's vision, which translates not only into increased productivity but also into improved employee motivation, work satisfaction and individual performance. Bass (1985) expanded upon Burns' work and is considered to be the first scholar to have applied transformational leadership theory to business organisations. Later, Bass and Riggio (2006) categorised four dimensions to transformational leadership:

1. **Idealised influence** refers to charismatic behaviour expressed by the transformational leader who shows confidence in the company's vision, shares risks with followers, demonstrates a sense of purpose accompanied by high ethical standards, emphasises accomplishment, and avoids abusing power in order to instil confidence and foster collaboration amongst in organisational members.
2. **Inspirational motivation** entails the transformational leader inspiring others by motivating, challenging, and empowering others to attain high standards.
3. **Intellectual stimulation** involves the transformational leader encouraging followers to try new things, re-evaluating, and challenging taken-for-granted assumptions.
4. **Individualised consideration** whereby the transformational leader fosters a personal relationship with followers, appreciation of and confidence in followers' skills and work performance, and recognise their abilities and needs (Saenz, 2011).

Bass and Riggio (2006) conclude that these four behavioural patterns as outlined above have a positive impact on followers, raising them to reach their full potential. Lowder (2009) discusses the differences between the transformational and servant leadership models and concludes that they both have significant impacts on organisational change management. He further adds that transformational leaders have a stronger focus on intellectual stimulation than servant leaders. Servant leaders place an emphasis on the development of their followers' individual potential and enabling their growth, while transformational leaders place an emphasis on enhancing employees' innovation and creativity.

To be agents of change, FMCG leaders have to display appropriate leadership styles. A successful change implementation has been shown to depend directly on the leadership style of a leader (Baesu & Bejinaru, 2013). Change leaders are able to influence and eventually change the behaviours of followers or the organisation through appropriate leadership styles (Baesu & Bejinaru 2013). Skakon, Nielsen, Borg & Guzman (2010) add that leaders must act as role drivers as well as role models in any successful change process. Leadership styles and leaders' involvement are keys to a successful organisational change programme (Oreg, Vakola & Armenakis, 2011).

Steven, Medea, and Thai-Son (2015) recognise four leadership styles linked to the change process: **(1)** laissez-faire; **(2)** transactional; **(3)** transformational; and **(4)** change-oriented. Laissez-faire is a French term meaning, "allow to act". Laissez-faire is a hands-off approach that allows followers to make decisions as they see fit. Akinbode and Shuhumi (2018) argue that a laissez-faire leader tries to avoid change and will shun his/her responsibilities in times of change. Such a leader is found to be emotionally and physically unavailable to their followers. This leadership style is unlikely to achieve positive outcomes in the FMCG industries.

A transactional leadership style, also known as managerial leadership, involves supervision, planning, and good performance. Holten and Brenner (2015) argue that this type of leader focuses on tasks and meeting followers' material and psychological needs in exchange for a desired outcome (service or behaviour). Steven *et al.* (2015) add that the transactional leader is more concerned about the daily transactions of the company. Holten and Brenner (2015) further contend that this type of leadership mostly addresses the lower levels of the individual's hierarchy of needs as proposed by Maslow.

Transformational leaders on the other hand focus on meeting the needs of the business by fulfilling the higher levels of employees' needs, thereby fostering behaviours that are relationship oriented (Golm, 2009). This leader aims to empower followers by instilling self-confidence in them. Van Knippenberg and Sitkin (2013) add that these leaders are able to attain both the employees' and the company's objectives when displaying this style. Oreg *et al.* (2011) also add that the leader who adopts this style acts as a role model and develops a team by ensuring a shared vision and building trust with his/her followers by empowering them through training that addresses their psychological needs and thereby persuades them to change the status quo. Brandt, Laitinen and Laitinen (2016) argue that the transformational leadership style has proven to be more effective than the transactional leadership style in managing change. Oreg *et al.* (2011) substantiate this by stating that transformational leadership is more appropriate for a transitional period and is wider in scope as compared to other styles. According to Sayılı and Tüfekçi (2008), a transformational change leader creates a sense of urgency, lays out a vision for the change programme that is shared with followers, provides specific guidance, empowers workers to follow the vision, plans short-term wins to celebrate success, and successfully institutionalises new approaches in the organisation.

Steven (2015) states that transformational leadership is known to encompass key elements of change-oriented leaders. FMCG leaders thus need to exhibit transformational leadership when implementing change. This leadership style should be followed to ensure sustainability, employee retention and maintain a competitive advantage during various changes the business has to undergo. This can be achieved by actively recruiting these types of leaders and driving a new culture of transformation by training senior managers in this leadership style and equipping them with the necessary tools. Kotter (1996) observed that when analysing remedies for leading effective change, transformational leadership concepts of empowerment through involvement, sensitivity to followers' physiological and emotional needs, as well as inspiring followers through a shared vision, are key elements in these commendations. While transformational leadership involves the ability to articulate a compelling vision at a distant future for the whole business, change leadership focuses on the articulation of a vision for the change at hand. Furthermore, transformational leadership utilises motivational tools to empower followers, while change leadership involves followers directly in order to improve their understanding and ownership of a specific change initiative, which may result in the increase of followers' motivation levels to act on the change (Kotter, 1996).

2.6 THEORETICAL FRAMEWORK

As evidenced by literature, the role of leadership is viewed as most critical during organisational change implementation (Burke 2002; Herold *et al.* 2008; Kotter 1996; Bommer, Rich, & Rubin, 2005). The focus has been on senior managers of organisations as the guiding alliance of change (Kotter 1996; Fernandez & Rainey, 2006). Yet while the role of senior management during change initiation has been emphasised, the specific leadership practices most conducive for effective change management in the FMCG industry has not received much focus (Van Dam, Oreg & Schyns 2008; DeVos, Buelens & Bouckennooghe, 2007).

To summarise the literature, the leadership theory found to be most suitable in organisational change is the theory of transformational leadership (Van der Voet *et al.*, 2016). The fundamental principle of transformational leadership theory is that “by articulating a vision, fostering the acceptance of group goals, and providing individualized support, effective leaders change the basic values, beliefs, and attitudes of followers so that they are willing to perform beyond the minimum levels specified by the organization” (Podsakoff, MacKenzie & Bommer 1996:260).

As discussed earlier in this chapter, this study utilises Lewin’s (1951) Theory of Change for analysing organisation-wide change and Kotter’s (1996) 8-Step Process for Leading Change in the FMCG industry encounter. Figure 4 below depicts the conceptual framework for this study, showing leadership at the centre exerting an outward force to impact change through Lewin’s and Kotter’s tools.

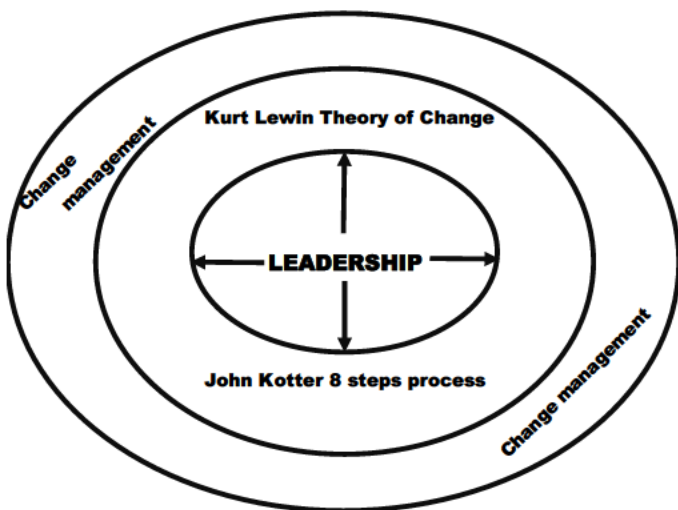


Figure 4: Conceptual Framework: The role of leadership in managing change in FMCG businesses
Source: Own

2.7 CONCLUSION

In conclusion, RCL Foods has been through a potentially destabilising season of changes in recent years, beginning with its transition from Rainbow Chicken. FMCG markets in general, are maturing rapidly, making profit growth a game of marginal gains. Change is a constant in the world of FMCG industries, and how these changes are managed may very likely determine a firm's competitiveness and continued existence in this red ocean industry. Effective leadership is more than just heavy-handed action at the top. It involves defining the characteristics of the change according to the needs and vagaries of the individual, the organisation, the industry, and the world at large. Hirsch (2017) states that after doing business for 60 years, he learned that "those who don't set the pace for change become the victims of change", and as such, the avoidance of change is the opposite of leadership.

It is, therefore, the opinion of this study that leadership is both the problem and the solution. Good leadership builds kingdoms, nations, big and small organisations, churches, and homes, while poor leadership destroys them all. An effective leadership style is critical to ensure sustainability in this constantly changing environment and to build a future-proof business. This chapter has shown transformational leadership to be the style of leadership most suitable to manage change successfully in this unpredictable market.

The next chapter will discuss the research methodology and design that have been selected and developed for this study in an attempt to build on the existing body of literature on this topic that has been reviewed in this chapter.

CHAPTER THREE: RESEARCH METHODOLOGY AND STUDY DESIGN

3.1 INTRODUCTION

This chapter presents the research methodology and subsequent study design that was employed to conduct the study. The chapter begins with a discussion of the various methodologies, philosophies and research designs relevant to a study of this nature in order to substantiate the selection of the specific research methodology and the design developed for this particular study. The chapter also reviews the various sampling methods, identifies the study setting, the sample population, the research instrument developed and its implementation. Data analysis methods are then discussed alongside ethical considerations of the study. As with each chapter, a summary concludes Chapter 3.

3.2 RESEARCH PHILOSOPHIES AND METHODOLOGIES

Saunders, Lewis and Thornhill (2012) state that the term “research philosophy” relates to the expansion of knowledge and the nature of that knowledge. Saunders *et al.* (2016) add that the research philosophy chosen for a study encompasses crucial assumptions about the way in which the researcher views the world. These assumptions support the research strategy and methods chosen. Gray (2013) states that research philosophy involves paradigms and assumptions that relate to the way in which studies are carried out that eventually impacts upon the reliability and validity of the study. Swetnam and Swetnam (2010) point out two main research philosophies that seemed to display the worldviews with differing beliefs about truth. Wiid and Diggines (2013) discuss two key research paradigms used by scholars, which involve the positivist and phenomenological philosophies as discussed below.

3.2.1. Positivist (Quantitative) Research Philosophy

The positivist research philosophy is perceived to be similar to a quantitative methodology, emanating from the fact that this approach makes use of statistical data and terms to describe or evaluate an event (Saunders *et al.*, 2016). These authors add that this method suggests that reality is made up of observed events that are measurable (Saunders *et al.*,2016). Wiid and Diggines (2013) contend that the main advantage of the quantitative philosophy is the fact that it can produce findings that are objective and reliable, and which thereby can be replicated. This method, however, fails to correctly measure social phenomena, which in turn may affect the validity of results in social studies.

3.2.2. Phenomenological (Qualitative) Research Philosophy

A phenomenological philosophy suggests that research is conducted in an environment that is founded with social science and motivated by human interests which leads to bias in the process of phenomena observation (Saunders *et al.*, 2016). Unfortunately, phenomenological theories are often undermined by scholars' bias as well as the poor reliability of results. Saunders *et al.* (2016) state that taking the advantages and disadvantages of both positivistic and phenomenological bias into consideration in research, it is prudent for scholars to employ a mixed methods approach that draws results from both paradigms. Wiid and Diggins (2013) propose that merging the two methods delivers more reliable results. Saunders *et al.* (2016) agree that employing more than one approach improves the reliability and validity of the research results. However, despite the benefits of using mixed methods, the major flaw is the burdensome process of dealing with both positivist and phenomenological (Saunders *et al.*, 2019).

3.2.3 Selected Research Methodology

This study employed the positivist, quantitative methodology as it sought to collect data from a moderately large sample of 102 elements using a closed-ended questionnaire as the data collection instrument. The purpose of collecting data from a relatively large sample was to ensure that most managers, executives, and directors within RCL Foods Chicken division were adequately represented. The positivist paradigm is aligned with this research study as it is about the broad coverage of data gathering (Wiid & Diggins, 2013). As such the positivist, quantitative philosophy was used to collect data from the majority of executives at RCL Foods Chicken division

3.3 RESEARCH DESIGN

Sekaran and Bougie (2013) describe research design as a means to collect, measure and analyse data based on the research objectives. Hakim (2000) has compared designing the research project to an architect designing a structure. Collis and Hussey (2003) define research design as the science and art of planning procedures for conducting research studies to obtain the most valid outcome. The end-product of research design is a plan or blueprint for conducting the intended research (Babbie & Mouton, 2009). According to Wiid and Diggins (2013), such a blueprint or plan for the intended research study is used to guide data collection and analysis.

The research design focuses on the type of study being planned, the kind of results being aimed at, and the evidence required to adequately address the research questions. According to Cooper and Schindler (2003), the design of a research has the potential to influence the choices of data sources as well as the types of data gathered. There are generally four main types of research designs, which include exploratory, explanatory, descriptive and causal designs (Cooper and Schindler, 2003). What follows is an overview of these four research designs

3.3.1 Exploratory Studies

This design is applicable to studies that investigate a new area with variables viewed as unclear in order to assist in the development of an intelligent question (Cooper & Schindler, 2003). This design seeks to develop a clear review of the problem through a literature analysis augmented by an interview of participants to gain detailed knowledge (Saunders & Lewis, 2012). The design has the advantages of being flexible, with a bit of modification of the research process (Saunders *et al.*, 2012).

3.3.2 Causal Studies

This design seeks to highlight the link between variables by way of analysing the extent to which variables influence the change among them (Cooper & Schindler, 2003). According to Saunders *et al.* (2012), research in business is more focused on identifying relationships between variables as opposed to determining the causal factors.

3.3.3 Explanatory Studies

Explanatory designs seek to investigate a problem with the intended objective of establishing the relationships between variables (Saunders *et al.*, 2012). These studies rely on what has been previously studied and the intelligent answers to explain new developments (Cooper & Schindler, 2003). Exploratory studies are suited to research where the area being investigated is new or ambiguous one and the variables may not be clear enough to develop a hypothesis (Cooper & Schindler, 2003). The main advantage of exploratory studies is that it is flexible, enabling the researcher to modify his focus during the research process (Saunders *et al.*, 2012).

3.3.4 Descriptive Studies

This is suitable for studies that seek to produce summaries of people, occurrences, or developments. Cooper and Schindler (2003:) highlight that descriptive studies can provide answers to data to the “who, what, when, where and how” of the subject being studied.

3.3.5 Selected Research Design

This research study made use of the descriptive design with the purpose of investigating the role leadership plays in managing change in the FMCG industry, utilising RCL Foods Chicken division as the unit of study. The advantage of using descriptive design is that it is capable of establishing the extent of the identified gap as data is gathered throughout the business (Wiid & Diggins, 2013). This design was deemed suitable for accomplishing the primary objective of this study, which is to investigate the role leadership play in managing change in the South African FMCG industry. Babbie and Mouton (2009) further add that descriptive designs are appropriate for frequent studies with the view to broaden and enhance the research findings from preceding scholars.

3.4 TARGET POPULATION

Sekaran and Bougie (2016), describe the target population as “the entire group of people, events, or things of interest that the researcher wishes to investigate.” The targeted population of this study was 102 senior managers, executives, and directors within the RCL Foods Chicken division and who have extensive change management experience. Due to time and accessibility constraints and to gain a better insight and bigger picture of the various changes managed, the sample element consists of senior leaders (executives and directors) under the chicken division.

3.5 SAMPLING

3.5.1 Sampling Design

It is not always practically and economically possible to collect data from the entire population, therefore a sample is essential. Sampling is a method of sub-dividing the group into a smaller size that is easy to manage. In this way data may only be collected and analysed from the chosen group (Saunders *et al.*, 2009). A sample is meant to be a fair representation of the entire population (Du Plooy-Cilliers *et al.*, 2014). The sample frame for this study was all directors and executives within RCL Foods Chicken division.

3.5.2 Sampling Methods

Aggarwal, 2011 maintains that sampling may be realised in two ways: probability sampling or non-probability sampling. An explanation of both will be given in order to provide motivation for the specific sampling method chosen for the study at hand.

3.5.3 Probability Sampling

This method entails random selection, allowing the researcher to make strong statistical inferences about the whole group (Sekaran & Bougie, 2016). Wiid and Diggins (2013) proclaim that the probability sampling method provides an opportunity for all members of the population to be selected and used as a sample. This is a fair and reliable approach that can generalise the results of the entire population. Unfortunately, the probability sampling method was not a viable option for this study as some elements were not available. There are numerous techniques used under probability sampling methods such as simple random, systematic, cluster and stratified sampling as outlined below (Sekaran & Bougie, 2016).

3.5.3.1 Simple Random Sampling

Simple random sampling gives each subject in the population a chance to be selected as a part of the sample, thus eliminating bias in the selection process (Sekaran & Bougie, 2016).

3.5.3.2 Systematic Sampling

Systematic sampling permits all subgroups of the population to be chosen to promote representativeness (Babbie & Mouton, 2009).

3.5.3.3 Cluster Sampling

According to Saunders *et al.* (2012), cluster sampling involves dividing the population into multiple groups, following which certain elements are chosen from each group. Cluster sampling is usually carried out when it is not possible to select elements from the entire population (Babbie & Mouton, 2009).

3.5.4 Non-probability Sampling

According to Sekaran and Bougie (2016), a non-probability sampling technique involves a non-random selection based on convenience or other reasons, allowing the researcher to easily gather data. In this type of sampling, individuals are selected based on non-random criteria, and not every individual has a chance of being included. Sample selection done in this manner still adheres to the population parameters (Du Plooy-

Cilliers *et al.*, 2014). Wiid and Diggins (2013) attest to the fact that non-probabilistic sampling methods do not allow the survey results to be extended to populations due to the fact that participants are chosen based on the subjectivity of the researcher. There are various non-probability sampling techniques, three of which are outlined below (Babbie & Mouton, 2009).

3.5.4.1 Snowball Sampling

In snowball sampling, participants are chosen based on the information clues provided by the first respondent (Babbie & Mouton, 2009). This is mainly due to the fact that the researcher depends on the knowledge provided by the initial participant, who may have information on other participants in the research topic.

3.5.4.1 Purposive sampling

Purposive sampling occurs when a specific group is targeted because of their expertise or experience that they possess, which is valuable for the study (Sekaran & Bougie, 2013). Purposive sampling can further be applied as judgmental or quota sampling (Aggarwal, 2011).

3.5.4.2 Convenience Sampling

In a convenience sample, participants are selected based on non-random criteria and have no way of knowing their probability of being selected as part of the sample for the research. The participants will respond to the survey as per their convenience and availability (Sekaran & Bougie, 2016). According to Sekaran and Bougie (2016), the convenience sampling is advantageous because it is not time consuming and is low-cost. However, it does have some drawbacks as it cannot be used for generalisation. A further shortcoming of using a convenience method is that the researcher does not have control over their elements of the sample. According to Aggarwal (2011), this method also presents a higher risk of sampling bias. That means the inferences a research can make about the population are weaker than with probability samples, and their conclusions may be more limited.

3.5.5 Selected Sampling Method

Based on the objectives of the study and the nature of the target population, and the time and cost constraints, the researcher selected a convenience sampling method to conduct this study. To overcome the inherent subjectivity bias of this method, the researcher made the sample as representative as possible of the population by collecting data from 93% of the target population.

3.6 UNIT OF ANALYSIS

The unit of analysis refers to the major entity of the data collected that is analysed in the study (Sekaran & Bougie, 2016). The study investigated the role of leadership in the management of change as it sought to bring about awareness regarding the impact that leadership has on the management of change in order to gain a competitive advantage in this capricious industry. Hence, the unit of analysis of this study were individuals. Data was collected from leaders of the FMCG organisation under study and each leader represents a data source.

3.7 TIME HORIZON

This research was achieved through a cross-sectional study, or one-shot study, as data was collected just once over a period of weeks in order to answer the research questions (Sekaran & Bougie, 2016). This one-shot gathering of data, at one point in time, was deemed sufficient to answer the research questions and meet the objectives of the study.

3.8 STUDY SETTING

The research was carried out in a natural environment since it requires provisions of non-artificial settings. Given the nature of the topic in question, the environment needed to be non-contrived in order to allow for authentic results, free of any meddling. The objective is to eventually depict the role that leadership plays in this unpredictable, continually changing and fast-moving environment. Studies of this nature are classified as field studies (Sekaran & Bougie, 2016). The study was conveniently conducted at RCL Foods Chicken division with leaders in this part of the business in an effort to establish the relationship between leadership styles and practices, and effective change management in this local FMCG environment.

3.9 THE SURVEY RESEARCH INSTRUMENT

In a survey, the researcher uses a questionnaire to gather information from the respondents to answer the research questions. Hence, the design of the questionnaire is of utmost importance to ensure accurate data is collected so that the results are both interpretable and generalisable. A 30% response rate from online questionnaires is considered acceptable and even exceptional in some cases as discussed by Nulty (2008).

This study obtained a 93% response rate from participants and as such is considered to be able to offer an effective conclusion to the primary research objectives (Sekaran & Bougie, 2016).

3.9.1 The Process of Instrument Selection

According to Kothari (2004), a research instrument is a means to collect primary data and is used widely in qualitative research in the form of interview logs, recording instruments and diaries. In quantitative research, instruments include surveys, experiments, tests, and questionnaires. This study made use of the survey approach using a questionnaire to collect data. Kothari (2004) further proposes that an important point to consider when selecting a questionnaire is its ability to produce data that is valid, practical, and reliable in its application. Hence, this study used a structured process to select the most appropriate instrument. This process included a review of the relevant literature to source applicable questionnaire formats and then assess them against specific qualifying measures.

3.9.2 Questionnaire Development and Description

The overall design of the survey and its relationship to the study's objectives are discussed in this section. The questionnaire developed for this study has four separate but inter-related sections with each one seeking to obtain valuable data to support the study's objectives:

- **Section A** entailed gathering the participants' demographic details which was key to establishing the reliability and relevance of responses of the participants in relation to the organisation and the various changes experienced.
- **Section B** identified the role played by leadership in change management in order to satisfy the first objective of the study.
- **Section C** established the leadership practices that are critical for managing change to address the second objective of this research study. and
- **Section D** assessed the relationship between leadership practices and effective change management in order to satisfy the third objective of the study.

The closed-ended questions developed for each section were carefully worded in such a way as to elicit the data required for the study but without requesting the sharing of confidential information pertinent to the

success of the business. Questions were also developed so as not to impinge upon the study sample's ethical obligations to the company they are employed by.

3.9.3 Finalising the Questionnaire

To conclude the questionnaire development, three executives were consulted to align its content before consent could be given as the business was undergoing yet another major change in the form of a restructuring of its executive leadership level. This stage was critical to identify any flaws in the survey, such as inappropriate wording that could negatively impact individuals in a sensitive time, poor sentence construction, as well as question sequencing that could confuse respondents and consequently affect the data quality (Kothari, 2004).

The three executives were informed of the following criteria for evaluation:

- Estimated time required to complete the questionnaire;
- Understanding of the questions; and
- Simplicity of the questionnaire instructions.

Positive feedback was received from the three executives with some advice to inform each executive before sending them the questionnaire to ensure that a good response rate was achieved. Taking this feedback into account, the questionnaire was concluded and ready to be administered.

The study questionnaire can be found in appendix three.

3.10 SURVEY ADMINISTRATION

Creswell (2014) states that survey research offers a quantitative description of trends, attitudes, and the views of a population by collecting primary data from a sample. Blumberg *et al.* (2005) add that a great advantage of using a survey method is its versatility and ability to gather a large amount of data. Survey administration and communication techniques include self-administered questionnaires, face-to-face interviews, and virtual interviews (Blumberg *et al.*, 2005). This survey collected primary data using a self-administered online questionnaire to determine the role played by leadership in change management, the leadership practices that are critical for managing change, and the relationship between leadership practices and effective change management within RCL Foods Chicken division. The online questionnaire was the most convenient method

to gather leaders' responses, taking into consideration that leaders are based in different locations and not always physically accessible. Questionnaires were generated using the Google Form software and then distributed to the sample via email.

3.10.1 Piloting of Different Electronic Methods

An electronic method for data collection was adopted for this study for ease of access and convenience.

Two electronic methods were considered for this survey, namely:

- **Survey monkey:** This programme is very adaptable and allows for computation of the numerous descriptive statistics. However, this is not cost-effective programme and was hence not considered viable for this study.
- **Google-forms:** This freeware survey instrument by Google is both user-friendly and adaptable and as such was deemed to be the most appropriate option for this study.

Online questionnaires using google form were distributed to the convenience sample via emails. As discussed under 3.8 above, a 30% response rate of online questionnaires is considered acceptable and even exceptional in some cases (Nulty, 2008). This study obtained a response rate of 93% in order to offer an effective conclusion (Sekaran & Bougie, 2016).

3.11 DATA COLLECTION AND ANALYSIS

3.11.1 Participant Recruitment Strategy

Each executive and director were informed of the background and purpose of the study as detailed in the informed consent form approved by the chief human resource officer, before sending the questionnaire to them. The informed consent was included in the e-mail, addressing matters such as the title of the research project, the associated university, the nature of the study, its objectives, the voluntary nature of participation and the guarantee of respondent anonymity. It was emphasised that the informed consent should be signed by each participant and any queries directed to the researcher before completion of the questionnaire.

A period of two weeks was allowed for responses after the survey was e-mailed. A personalised follow-up e-mail was then sent to those that did not respond, together with follow up calls as well as face-to-face

interactions where possible as a gentle reminder. The researcher had allocated six weeks for data collection and a total of 95 valid responses were attained from the target population of 102 during this period.

3.11.2 Participant Optimisation Strategy

According to Blumberg *et al.* (2005), one of the key challenges of surveys is that the quantity and quality of the data obtained greatly depend on respondents' ability and willingness to cooperate.

The authors state that the factors affecting respondents' cooperation include:

- Reputation of research sponsor.
- Apparent importance of the topic.
- Liking of the researcher.
- Humiliation at their ignorance of the subject matter.
- Dislike of the subject matter.
- Self-image as a dutiful citizen; and
- Fear of repercussions.

In order to mitigate the above, the respondents were made aware of the importance of their participation in the study, however there were under no pressure to participate and that the survey was completely anonymous.

3.11.3 Data Analysis

Each complete Google-form was uploaded onto an Excel spreadsheet and the data analysed to evaluate the descriptive statistics for the various constructs measured. This study questionnaire made use of the nominal scale, assigning subjects to various groups, which enabled the researcher to calculate percentages and/or frequency (Sekaran & Bougie, 2016).

3.12 THE VALIDITY AND RELIABILITY OF THE DATA

3.12.1 Validity of the Questionnaire

Various scholars discuss two types of validity, namely, internal, and external validity. According to Blumberg *et al.* (2005), external validity addresses the extent to which generalisation of the entire population can be achieved with data obtained from the sample. Internal validity deals with the extent to which a study measures the concepts the researcher desired to measure (Kothari, 2004).

Internal validity can in turn be categorised into criterion-related validity, content validity, and construct validity (Blumberg *et al.*, 2005). Content validity entails the extent to which the tool addresses the topic being studied. Criterion validity is further classified into concurrent validity, which is the means of evaluating some present condition, and predictive validity, which is the means of the tool to predict a result. Construct validity tries to identify the underlying constructs and measure the extent to which they are represented in the study.

External validity of this research was realised by means of the probability sampling method, which achieved a 95% confidence level with a margin of error of below 2.5%. The questionnaire was further subjected to a content validity test as well as a construct validity viz., convergent and discriminant techniques. Content validity was achieved via a critical process, which involved the literature review and evaluation of other similar tools. The questionnaire was found to be comprehensive in coverage as well as depth.

3.12.2 Reliability of the Questionnaire

Kothari (2004) states that reliability is a crucial aspect of effective measurement in a research study. Sekaran and Bougie (2013) claim that dependability is a trial of how reliable an estimating instrument is in estimating an idea. Saunders *et al.* (2009) further contend that dependability alludes to the degree to which one's information assortment strategies or investigation techniques will yield steady discoveries.

The researcher's personal experience and comprehension of the topic under study guarantees the validity and reliability of a study and the subject explored within the study itself (Jennings, 2010). As a result of his experience of working in the FMCG industry, the researcher in this study had a good comprehension and deep insight into the industry and particularly the chicken industry under study.

To further guarantee dependability and legitimacy in this study the below measures were taken:

- The members were all asked comparative questions;
- The questions were set in basic language that was understood by all members;
- To keep away from disarray the questions were explicit to the investigation; and
- To address the participants' possible biases in case of fear of being recognised, anonymity was assured, which was communicated with the respondents via email in the informed consent.

3.13 RESEARCH CONSTRAINTS

Kothari (2004) affirms that all research projects are exposed to key constraints such as time and/or expenses. Time imperatives were rigorously controlled through project management instruments and self-enforced targets. Expense constraints were addressed by utilising freeware software and email. An additional constraint encountered was the restructuring that the business was undergoing during the time of this study, which imposed delays in responses and the researcher had to be sensitive in his approach to the executives.

3.14 ETHICAL CONSIDERATIONS

Sekaran and Bougie (2016) proclaim that several ethical issues arise when collecting data. They further state that these issues may potentially originate from the three groups involved in the research, namely, the respondents, the research sponsors, and the persons gathering the data. Questionnaires were formulated with the strictest of confidentiality to ensure that the protection of the respondents' information was not compromised. Sensitive information relating to aspects of respondents' personal demographic details were handled with discretion and comprised only of gender, education level, and number of years of experience in the industry. There was no way of knowing the participants' names and email addresses as the responses were automatically computed via the Google forms. Respondents' self-esteem and self-respect were not impeached, and no one was forced to complete the questionnaire and as such their desire to refrain from partaking in the study was respected. The research ensured that authentic data was collected to avoid information distortion.

3.15 CONCLUSION

This chapter set out the research methodology utilised to lead this study from its broad design to its specific approaches and techniques. The chapter by describing the research methodologies and philosophies and the subsequent strategies selected for use in this study. Various sampling methods were outlined, and the study sample defined and measured. Quantitative data collection and analysis methods were extensively discussed. Important decision-making processes, data capturing instruments, and security protocols were deliberated, together with the research constraints, credibility and ethical issues encountered by the research project

considered. The next chapter presents the research data results and analysis as well as the discussion of these findings.

CHAPTER FOUR: RESULTS, DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 INTRODUCTION

In this chapter, the results are described, interpreted, and discussed. The chapter will comprise six sections including the introduction and 22 sub-sections that list each question, graphically represents their respective results, and provides an explanation of how these results relate to the study's objectives. The first section provides introductory information whilst the second section summarises participants' personal demographic details. The third section involves the descriptive statistics to identify the role played by leadership in change management and then discusses these findings. The fourth section discusses the descriptive statistics to establish the leadership practises that are critical for managing change as well as the discussion of findings. The fifth section shows the descriptive statistics that assess the relationship between leadership practices and affective change management as well as the discussion of findings. Objective 4 of the study includes the recommendations, and these will be discussed in chapter 5. The last section of chapter 4 presents the summary of findings and subsequently concludes the chapter.

4.2 RESPONSE RATE

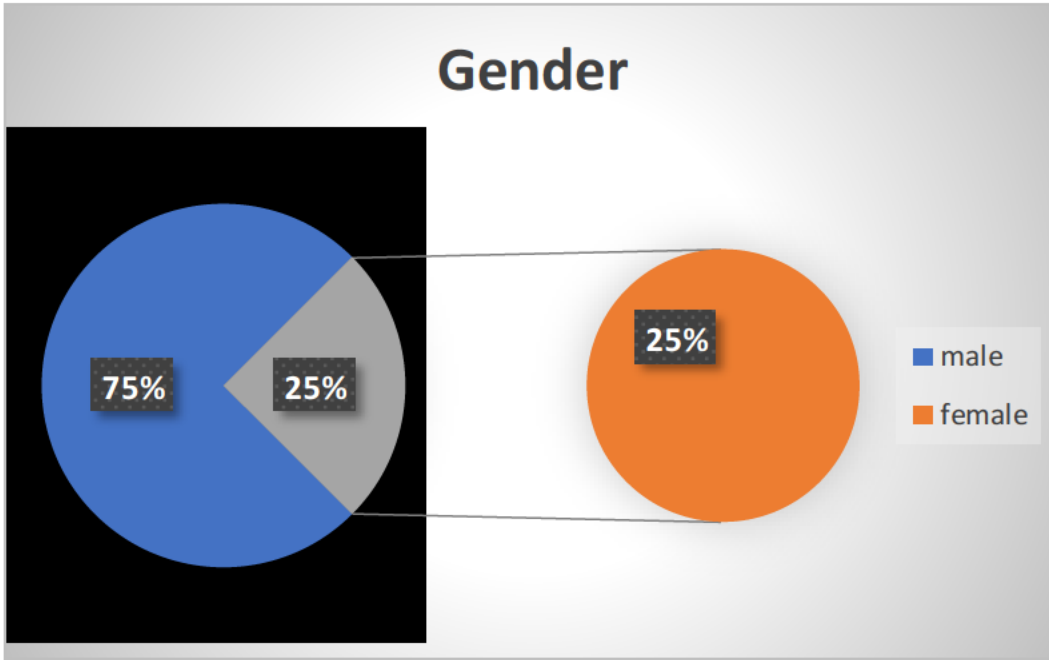
A response rate, which is generally expressed in percentage form, which is the frequency or number of people who answered the questionnaire, divided by the number of individuals in the sample (Saunders *et al.*, 2012). Quantitative data was collected using a closed-ended questionnaire and of the 102 participants sampled, a total of 95 questionnaires were answered, resulting in a response rate of 93%. This response rate is considered to be excellent by Saunders *et al.* (2012), who emphasise that a response rate of more than 40% is considered satisfactory. Given then that this study had an 93% response rate, it was expected that it would likely produce reliable results.

4.3 PRESENTATION OF DEMOGRAPHIC DATA

This section presents the results of the personal details of the participants in the study. Demographic details including gender, educational qualifications, and years of experience within the RCL Chicken business unit were gathered. This was to show the reliability and relevance of response of the participants in relation to the organisation and the various changes experienced. The below is an analysis of the data collected from the three respective questions.

4.3.1 Gender

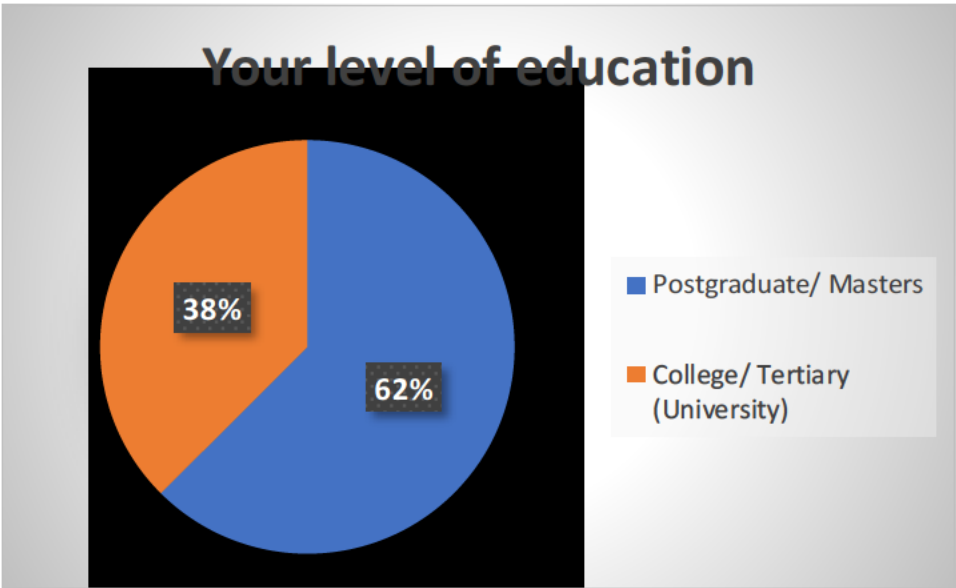
Figure 4.1: Frequency pie chart representing the gender diversity of respondents



The above graph depicts the gender representation of participants in this study, which also provides an idea of the gender diversity within the business. Of the 95 respondents, 75% are male, and 25% are female leaders as depicted in figure 4.1. This is a fair representation of the leadership gender diversity ratio within the targeted business unit at RCL Foods, which to the researcher’s best knowledge, currently stands at 33%.

4.3.2 Educational Background

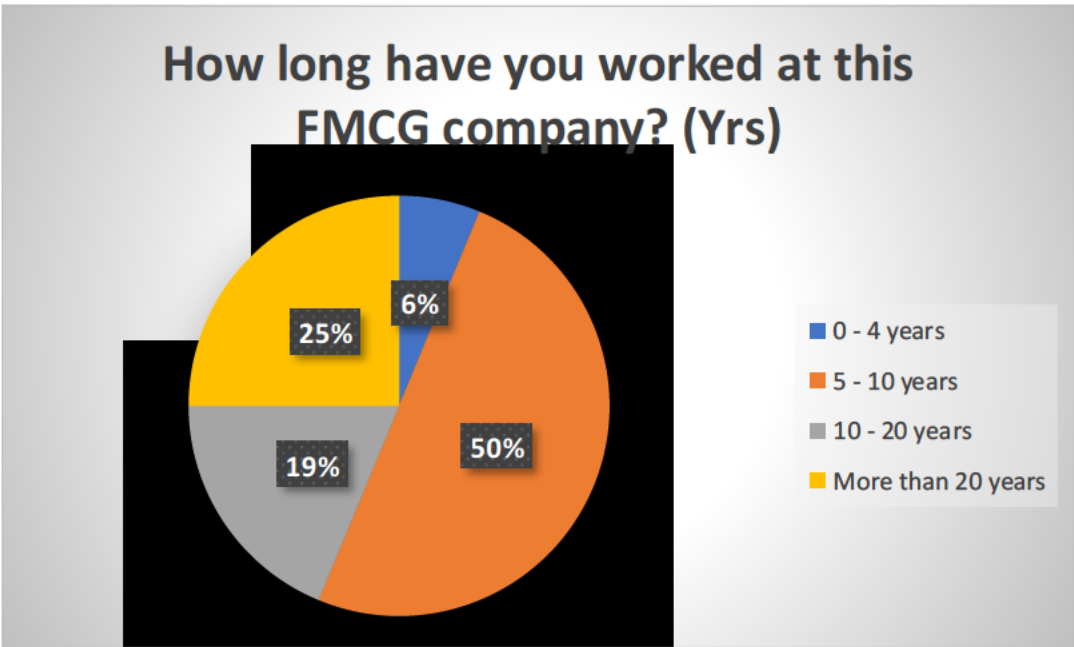
Figure 4.2: Frequency pie chart representing the educational qualifications of respondents



The above graph shows the level of education of the participants under study. The education levels were divided between 62.5% of respondents holding a postgraduate degree and 37.5% holding a university bachelor's degree. This shows that the majority of leaders within the RCL Foods Chicken division have a formal university qualification and are thus well-educated.

4.3.3 Work Experience within the Business

Figure 4.3: Frequency pie chart of respondents with FMCG leadership experience



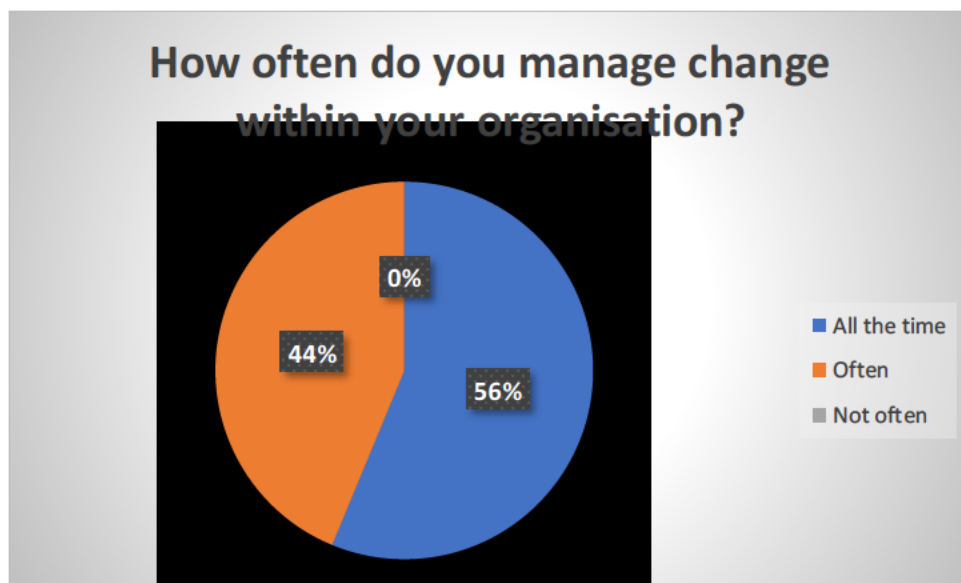
This section sought to reveal the years of experience held by leaders within this business unit in order to ascertain their level of exposure to the various changes that the business has undergone over the years. 50% of respondents have at least 5 years working experience within this business, 25% have more than 20 years' experience, 19% have between 10 to 20 years' experience, and 6% have less than 4 years' experience, as illustrated in figure 4.3 above. This shows that most leaders have had 5 years or more exposure to the various changes that have taken place in the business, which is considered to be adequate for the reliability of the results.

4.4 FINDINGS FOR OBJECTIVE 1: TO IDENTIFY THE ROLE PLAYED BY LEADERSHIP IN CHANGE MANAGEMENT WITHIN THE SA FMCG INDUSTRY

This section presents results aligned to Objective 1 of the study, which seeks to establish the role played by leadership in change management within RCL Foods Chicken division. To address this objective, six questions were developed, and the data analysed below.

4.4.1 Question 4: How often do you manage change within your organisation?

Figure 4.4: Frequency pie chart representing leaders' change management experience



Data from the figure above shows that 56% of respondents manage change all the time whilst 44% often manage change. This shows the frequency of change management taking place within the business as well as how often leaders manage change. All leaders are involved with continuous change management initiatives to varying degrees. This finding coincides with Kunc (2005), who argued that FMCG companies'

innovations and cost leadership could be matched or, overtaken by competitors in a very short period. Thus, frequent, and constant change is necessary to not only survive but to ensure a sustainable competitive advantage.

4.4.2 Question 5: Are you always fully involved during the change process?

Figure 4.5 Frequency pie chart representing leaders' change process involvement

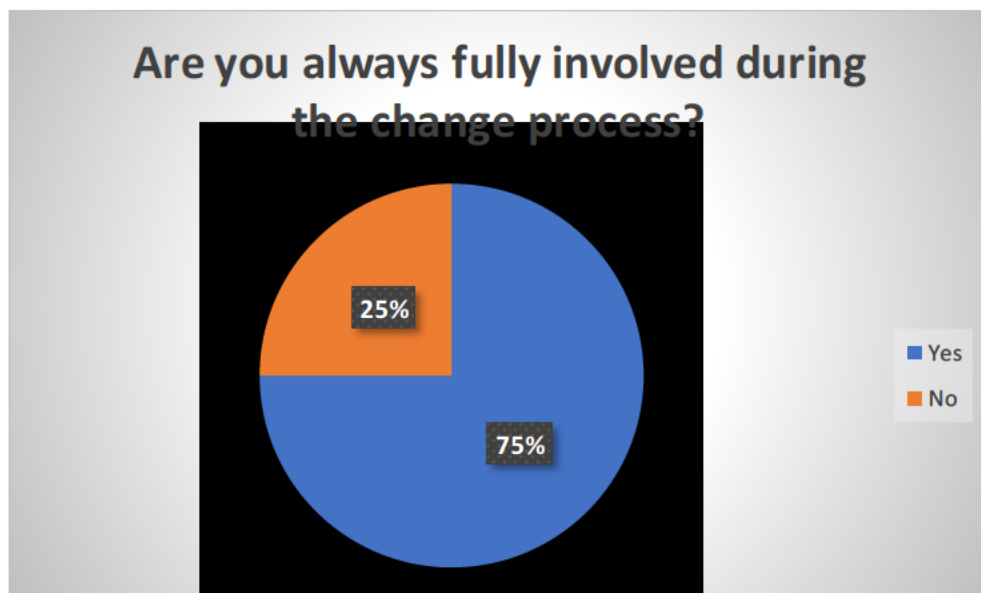
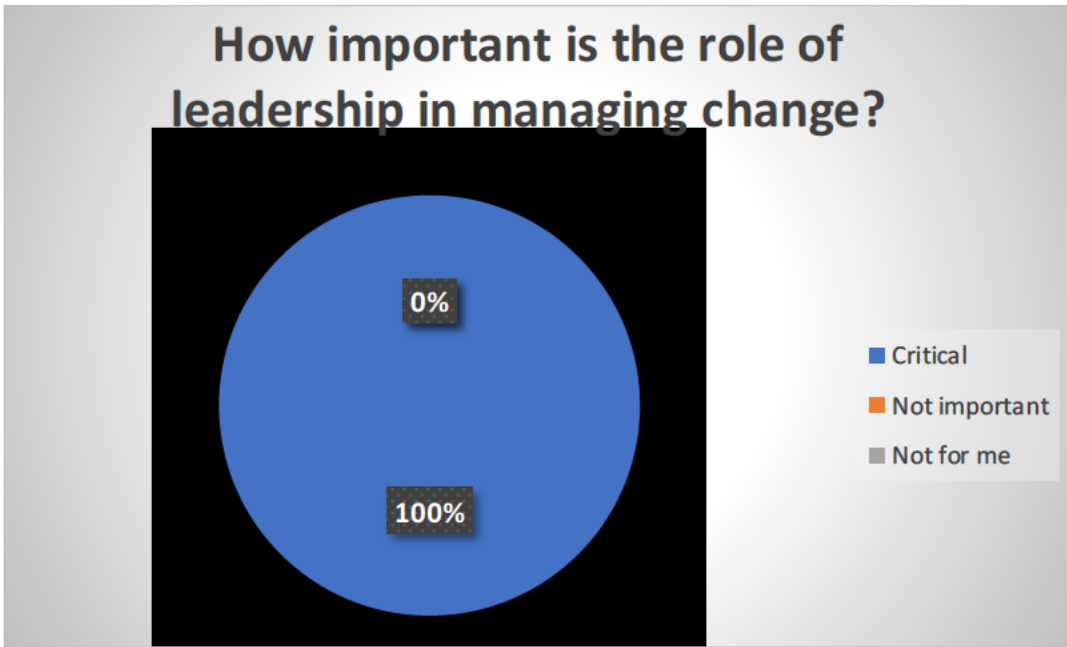


Figure 4.5 above shows that 75% of leaders are always fully involved in the change process and also facilitate change processes, while 25% are not fully involved in the change process within the business. This confirms the nature of the FMCG industry where change is really a constant and necessitates the active involvement of leaders in the management of change.

4.4.3 Question 6: How important (in your opinion) is the role of leadership in managing change?

Figure 4.6: Frequency pie chart depicting the importance of leadership in managing change



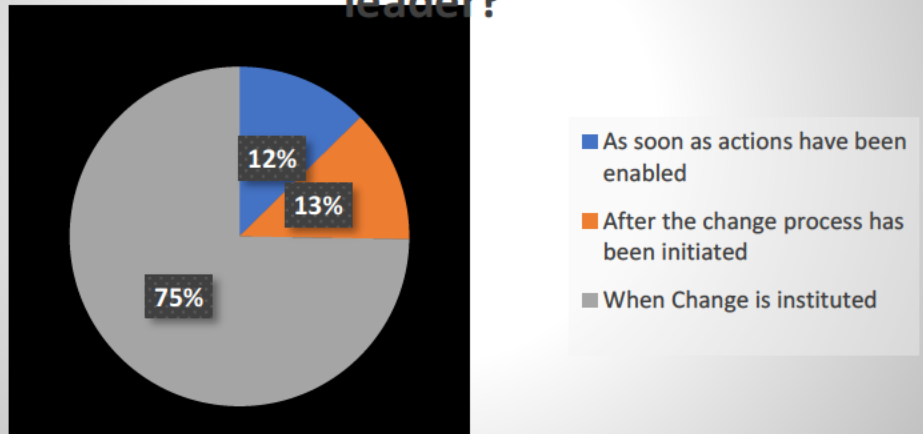
The above figure indicates that all leaders within the business believe the role of leadership in managing change is critical. Leaders are the main source of energy and inspiration during the change process and as such play a critical role to ensure the entire process succeeds. Ultimately it all depends on the commitment level displayed by leaders. Success comes with higher levels of commitment to produce sustainable changes (Pratap, 2017). This finding also resonates with LaClair and Rao (2002), who claim that avoidance of change is the opposite of leadership.

4.4.4 Question 7: When does your role end during the change process?

This question sought to establish how involved leaders are in this organisation with regards to the change process.

Figure 4.7: Frequency pie chart representing leaders' role duration in the change process

When does your role as a leader ends during the change process as the leader?

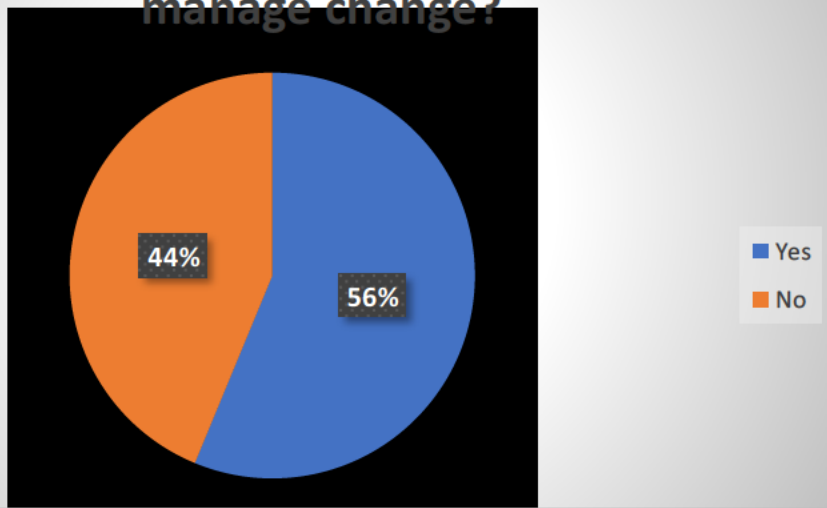


The figure above depicts that the 75% of RCL Foods Chicken division leaders are involved in the change process only up until the desired change is instituted, while the remaining 25% are either involved after the change process has been initiated or as soon as actions have been implemented. Deshler (2020) declares that leaders must either manage change or risk change managing them. When leaders manage the change process, change is implemented efficiently and sustainably and meets the expectations of stakeholders, staff, partners, and clients.

4.4.5 Question 8: Do you follow a formal framework to manage change?

Figure 4.8: Frequency pie chart of the business' change management approach

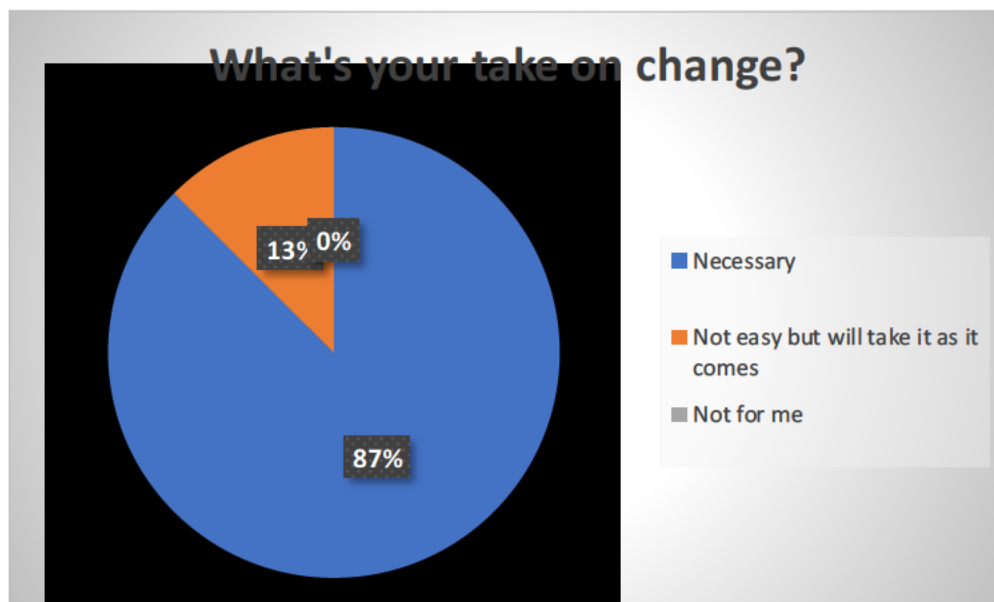
Do you follow a formal framework to manage change?



The figure above shows that 56% of leaders claim to follow a formal framework to manage change while 44% state that they do not follow a formal framework. Since change management is one of the most difficult tasks businesses have to deal with (Boikhutso, 2013), it is of utmost importance that FMCG organisations implement a formal framework as a standard to be followed to minimise risks of not achieving set objectives, which could be costly.

4.4.6 Question 9: What is your take on change?

Figure 4.9: Frequency pie chart presenting the leaders' change beliefs



The figure above reveals that 87% of respondents believe that change is necessary, while the remainder admit that change is not easy, but they will deal with it as necessary. The leader has a responsibility to help followers see the necessity for change and ensure there is adequate buy-in to the change (Daft, 2015). This author adds that the leader needs to ensure that the business reacts and adjusts promptly to the various ongoing micro and macro-environmental changes.

4.4.7 Summary Discussion of Findings based on Objective 1.

Munroe (2012) argues that if one does not get leadership right, nothing is right. Nothing happens in the world without leadership as it determines what happens in the present and future.

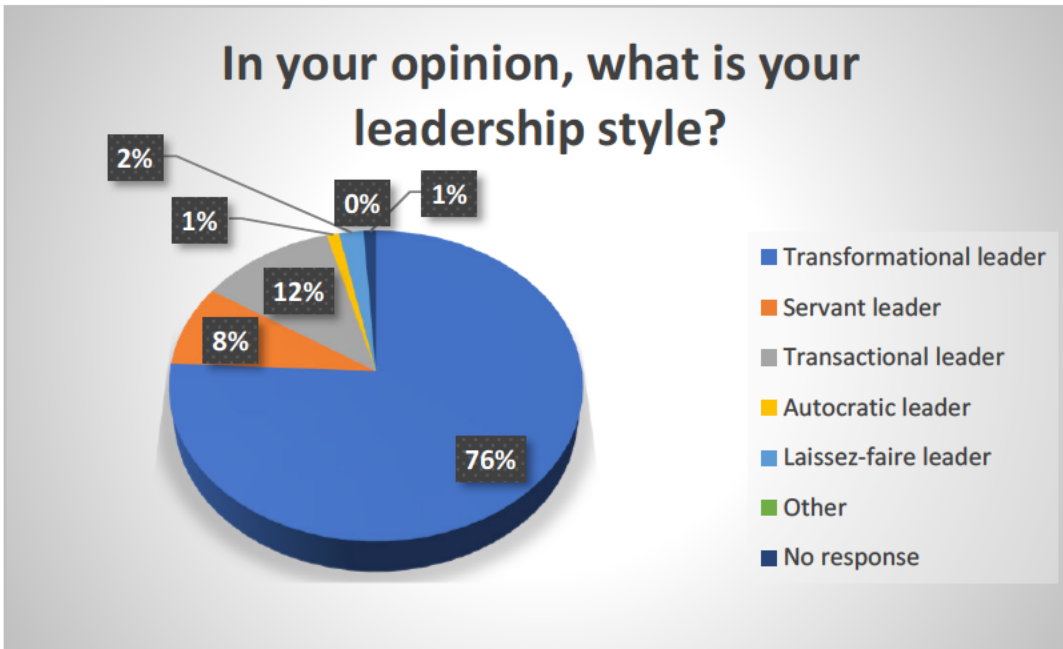
He further argues that true leadership must lead to change. Data collected from the questions in this section of the questionnaire reflects that change is a constant in this FMCG business and that most leaders claim to believe that the role of leadership in the management of change is critical and as a result, most leaders claim to be involved in the entire change management process until instituted.

4.5 FINDINGS FOR OBJECTIVE 2: THE LEADERSHIP PRACTICES THAT ARE CRITICAL FOR MANAGING CHANGE IN THE SA FMCG INDUSTRY

This section presents results aligned to Objective 2 of the study. The objective sought to establish the leadership practises that are critical for managing change within the FMCG industry, specifically RCL Foods Chicken business unit. To address this objective, eight questions were developed and below is an analysis of the data that was gathered.

4.5.1 Question 10: In your opinion, what is your leadership style?

Figure 4.10: Frequency pie chart of the leaders' own opinion of their leadership styles

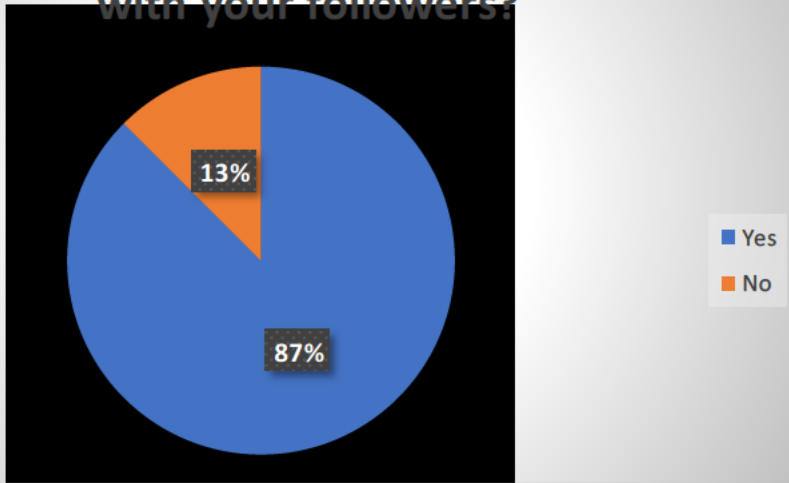


This above figure depicts that out of the 95 total respondents, 1% did not choose any leadership style, 76% of respondents believe they are transformational leaders, 12% think they are transactional leaders, 8% indicated that they are servant leaders, 2% agreed they are laissez-faire leaders, while the remaining 1% are of the opinion that they are autocratic leaders. Transactional and transformational leadership styles were highlighted four decades ago by Burns (1978) as the two main leadership styles linked to effective change management. His findings align with the above results, considering that most respondents have 5 years or more experience in the business and thus their leadership styles would have been shaped over time to embrace the constant changes the industry faces. Transformational leadership is further argued to incorporate important components of change-oriented leaders (Steven, 2015).

4.5.2 Question 11: Do you try to foster a personal relationship with your followers?

Figure 4.11: Frequency pie chart depicting leaders' perceived relationships with followers

Do you foster a personal relationship with your followers?

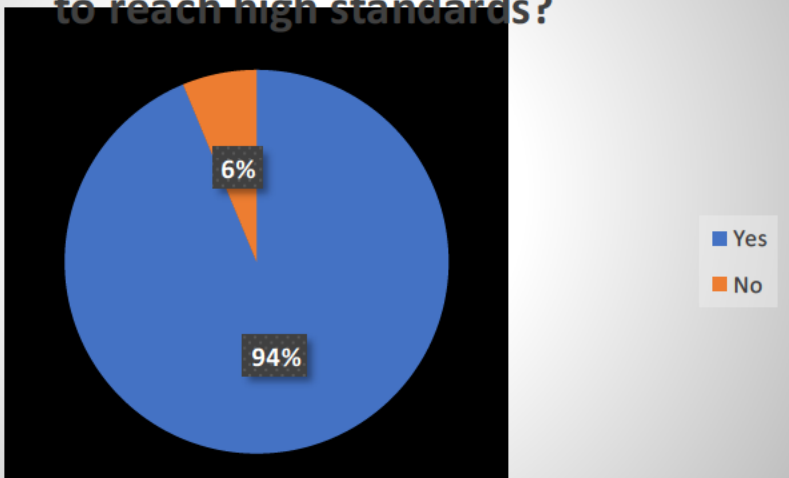


The figure above shows that about 87.5% of respondents believe that they foster a personal relationship with their followers while the rest do not. This is one of the key elements of transformational leaders and aligns with the findings of figure 4.10 on the previous page. This is also a good remedy for leading particular change effectively, as argued by Kotter (1996). Saenz (2011) further argues that the transformational leader exerting this characteristic display confidence, and shows appreciation for followers' skills, abilities, and work.

4.5.3 Question 12: Are your followers usually motivated to reach high standards?

Figure 4.12: Frequency pie chart illustrating leaders' perceptions of followers' motivation

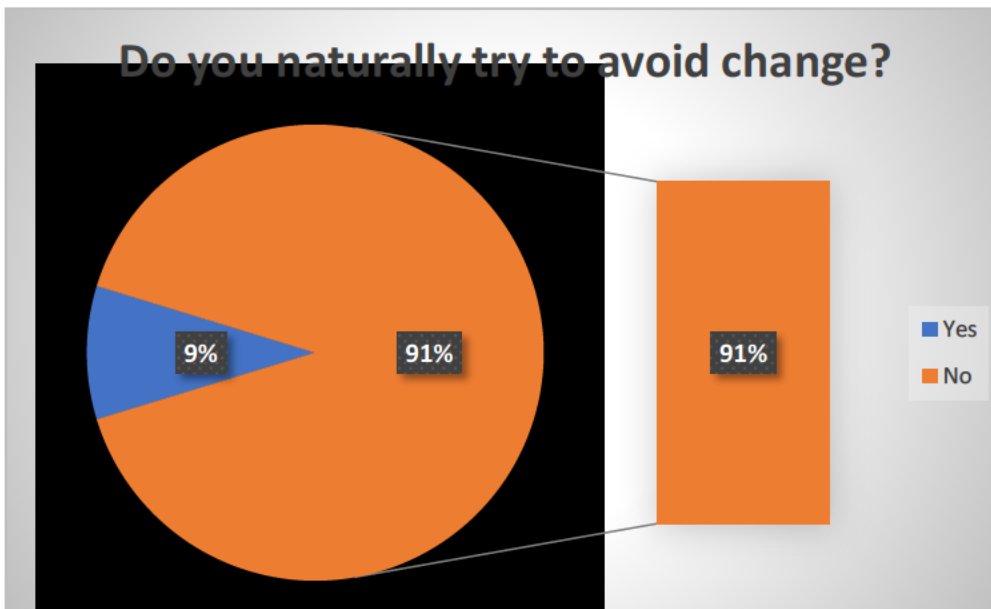
Are your followers usually motivated to reach high standards?



About 94% of leaders believe they have followers who are usually motivated to reach high standards as shown in the figure 4.12 above. This characteristic also aligns with one of the key elements of the transformational leader as an inspirational and motivational leader, as argued by Bass and Riggio (2006) to be one of the four dimensions of a transformational leader.

4.5.4 Question 13: Do you naturally try to avoid change?

Figure 4.13: Frequency pie chart indicating leaders' change avoidance

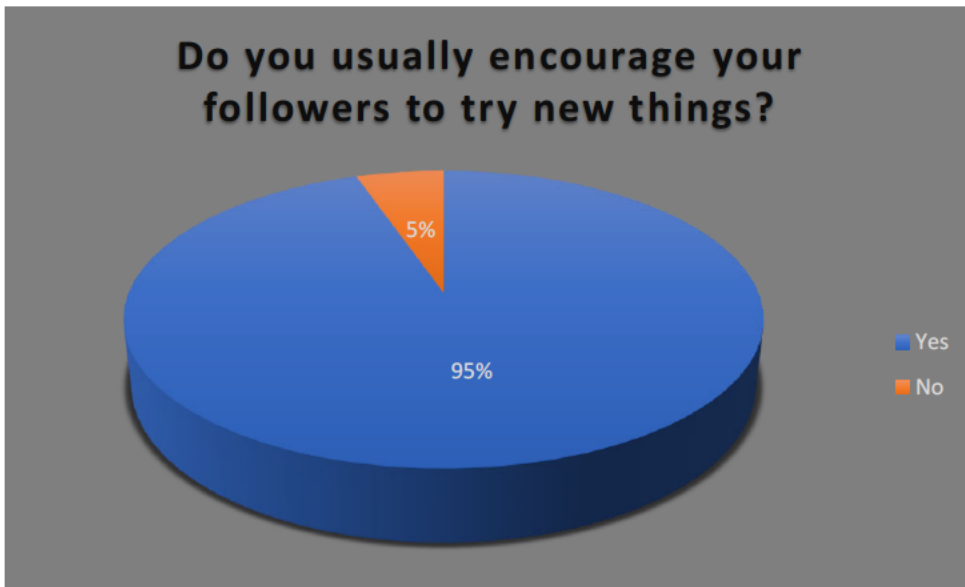


The vast majority of leaders within the organisation claim that they are open to change as shown in the figure above. This finding echoes Karp's (2015) argument, which states that the success of leadership's interventions in times of change depends on the inward state displayed by the change leaders. Daft (2015) further argues that resistance to change is real and natural to people who have been comfortable with the way things are. As most leaders in the FMCG industry claim to embrace change, this would appear to create a conducive environment for success in times of change, provided leaders are also able to motivate followers to accept the change.

4.5.5 Question 14: Do you usually encourage your followers to try new things?

This question sought to establish whether leaders encourage their followers to try new things and to take reasonable risks, thereby encouraging innovation within the organisation.

Figure 4.14: Frequency pie chart showing leaders encouragement of followers to take risks



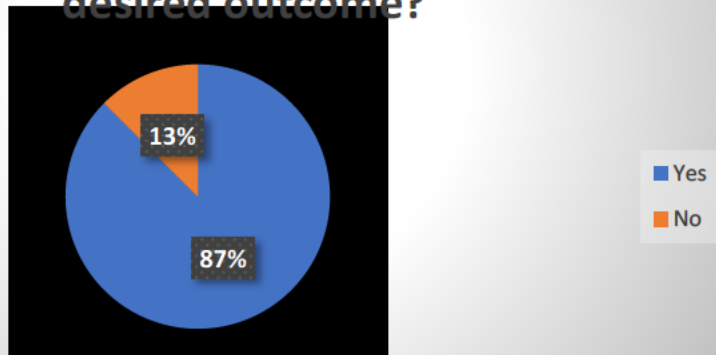
Most respondents claimed to encourage their followers to try new things as depicted in the figure above. This is another key element of transformational leaders and substantiates the findings of figure 4.10. This characteristic also aligns with one of the four dimensions of a transformational leader, which is to use intellectual stimulation by always encouraging their followers to challenge the status quo and to try new things (Bass & Riggio, 2006).

4.5.6 Question 15: Do you usually focus on tasks and meeting followers' material and psychological needs in exchange for a desired outcome?

This question sought to establish the transactional status of the leader-follower relationship by checking whether leaders try to meet followers' needs in exchange for a desired outcome.

Figure 4.15 Frequency pie chart showing leaders' transactions with followers

Do you usually focus on tasks and meeting the followers' material and psychological needs in exchange for a desired outcome?

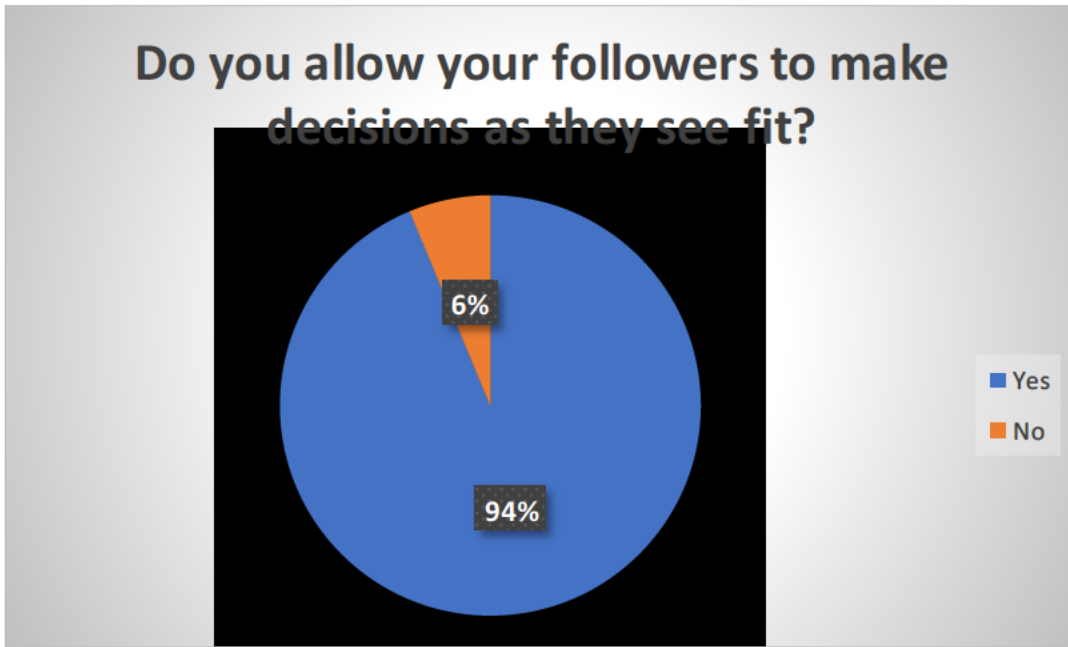


As can be seen in the figure above, responses revealed that approximately 87% of leaders claim to focus on tasks and meeting followers' material and psychological needs in exchange for a desired outcome. As previously mentioned, transactional and transformational leadership styles were highlighted four decades ago by Burns (2003) as the two main leadership styles linked to change management. The outcome of this question is aligned to Burns' (2003) finding that most leaders within the FMCG industry, who are constantly faced with various changes, display both these leadership styles. Burns (2003) further noted that the transactional leadership style entails the leader acting as an agent of change and supporting individuals or employees through processes of essential changes that result in improved productivity. This leadership style is also known as managerial leadership, which aligns with the fact that the participants in this study are all managers and executives. *Holten & Brenner (2015)* discusses that a managerial leader focuses on tasks and meeting the followers' material and psychological needs in exchange for a desired service or behaviour. She further proposes that transactional leadership primarily addresses the lower levels of the individual's needs as per Maslow's hierarchy of needs, while transformational leadership addresses the upper levels of the hierarchy.

4.5.7 Question 16: Do you allow your followers to make decisions as they see fit?

This question sought to establish the laissez-faire status of the leader-follower relationship, by checking whether leaders allow followers to make their own decisions.

Figure 4.16: Frequency pie chart showing leaders' laissez-faire style adoption



Around 94% of leaders indicated that they do allow their followers to make decisions as they see fit, as shown in the figure above. The above finding infers that most leaders also display laissez-faire leadership styles. Laissez-faire is a French term meaning, “allow to act”. Laissez-faire is thus a hands-off approach that allows followers to make decisions as they see fit.

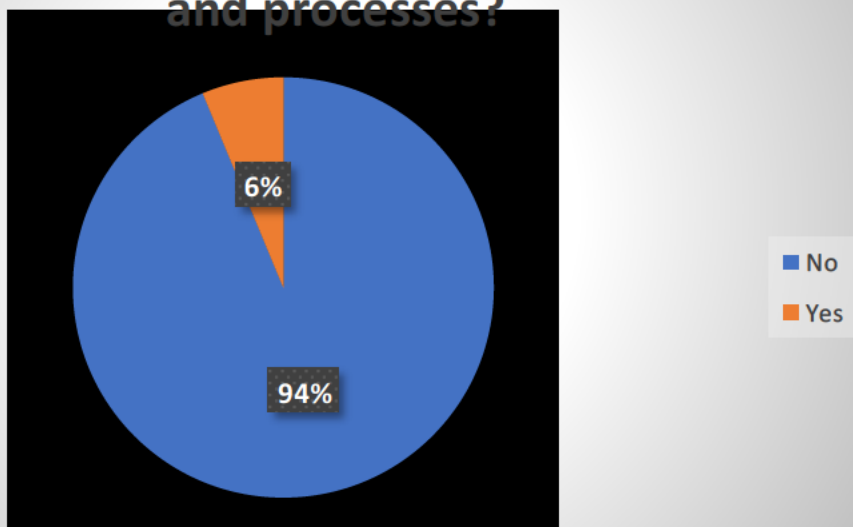
Laissez-faire has been recognised by Steven, Medea, and Thai-Son (2015) as one of the leadership styles linked to the change process alongside transformational, transactional, and change-oriented leadership. This finding could stem from the fact these leaders are in the FMCG industry where change is a constant. However, Akinbode and Shuhumi (2018) caution FMCG leaders against this style as in their opinion, it is unable to bring about positive outcomes in this industry, since it negates leaders’ responsibilities in times of change.

4.5.8 Question 17: Do you dictate all the work methods and processes?

This question sought to establish the autocratic status of the leader-follower relationships by checking whether leaders dictate all the work methods and processes.

Figure 4.17: Frequency pie chart showing leaders’ dictatorship style adoption

Do you dictate all the work methods and processes?



94% of leaders claimed to not dictate methods and processes to followers, while about 6% have indicated that they do dictate, as depicted in the figure above. This finding shows that most RCL Foods Chicken division leaders are not autocratic, which is aligned with the findings of this study that point to the overall leadership style as being transformational and inclusive. Autocracy favours productivity over employee welfare and usually does not enhance followers' creativity as the autocrat leader regards themselves as most knowledgeable and sets rules that do not leave room for suggestions from followers (Khan, Qureshi, Ismail, Rauf, Latif & Tachir, 2015). Studies show that autocracy negatively impacts employee performance in FMCG companies (Iqbal, Anwar & Haider, 2015).

4.5.9 Summary Discussion of Findings based on Objective 2

To reiterate, of the 95 respondents, the majority believe they are transformational leaders. 12% think they are transactional leaders and 8% think they are servant leaders, while the remainder think they are laissez-faire and autocratic leaders. One leader did not choose any leadership style. Further questioning revealed that some leaders display certain transformational leadership characteristics in terms of fostering personal relationships with their followers, motivating them to reach high standards, and encouraging them to try new things.

Burns (2003) argues that transformational leadership suggests that the leader transforms, and/or changes his/her followers in three meaningful ways. These ways may gain the trust of followers, which in turns may

lead to increased productivity thereby helping the business better meet its goals and objectives. One of the key characteristics of a transformational leader is that he/she can increase employees' self-confidence and understanding, which may boost their performance and bring about awareness in terms employees' personal development. Abbas and Asghar (2010) add that transformational leadership has an impact on followers' motivation and commitment level in terms of placing the business growth ahead of their personal growth.

In their studies, Shahhosseini, Silong and Ismail (2013) conclude that there is a correlation between transformational leadership and job performance. Questioning revealed that some leaders displayed transactional leadership characteristics in terms of focusing on tasks and meeting followers' material and psychological needs in exchange for a desired outcome. Some leaders also demonstrate laissez-faire leadership characteristics in terms of allowing their followers to make their own decisions. It is also noted that while most leaders did not display autocratic leadership characteristics, a few admitted to dictating all work methods/processes.

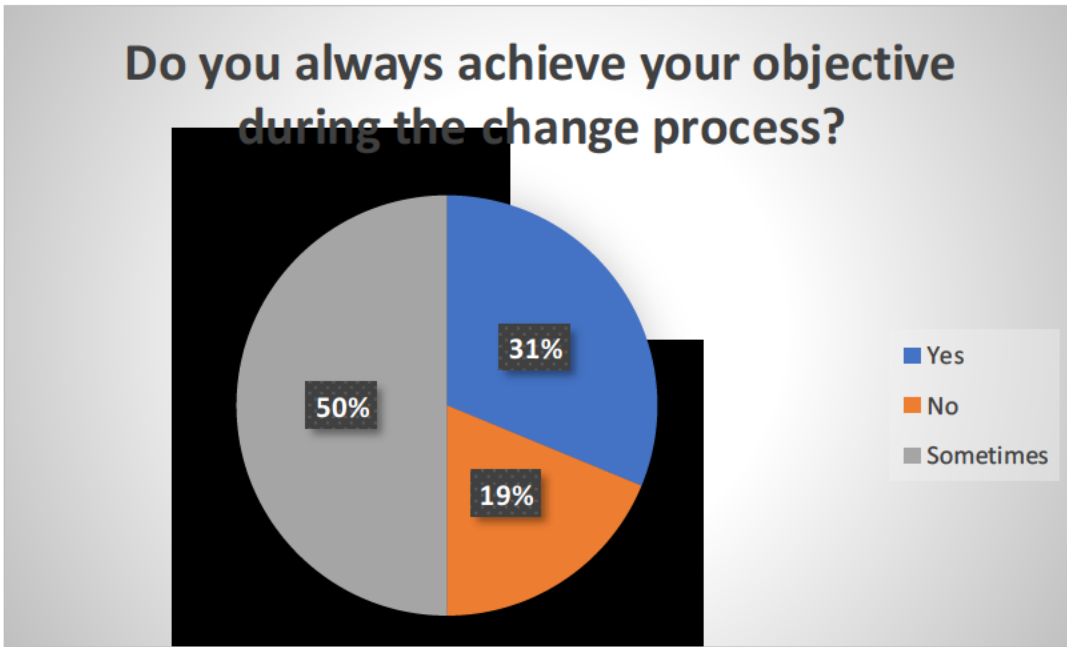
The fact that most respondents believe they are transformational leaders, could be an espoused leadership style that they wish to be displaying, as some data showed that their enacted leadership characteristics, such as laissez-faire, are not transformational in nature.

4.6 FINDINGS FOR OBJECTIVE 3: THE RELATIONSHIP BETWEEN LEADERSHIP PRACTICES AND EFFECTIVE CHANGE

This section presents results aligned to Objective 3 of the study, which seeks to establish the relationship between leadership practices and effective change within the FMCG industry, particularly at RCL Foods Chicken business unit. To address this objective, five questions were developed and below is an analysis of the data that was gathered on the respective questions.

2.7.1 Question 18: Do you always achieve your objective during the change process?

Figure 4.18: Frequency pie chart of leaders' change management objectives achievement

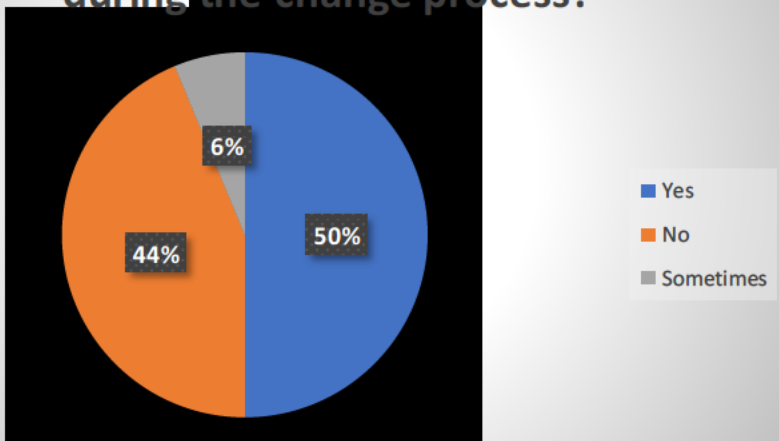


50% of leaders claim to sometimes achieve their objectives during the change process, while about a third of leaders claim that they do achieve their objectives. The remainder (19%) do not believe that they achieve their objectives during the change process. This admission indicates that these questionnaires yielded relatively reliable results in terms of the fact that not many leaders would voluntarily admit to not meeting their objectives. A McKinsey & Company study by Ewenstein, Smith and Sologa (2015) argue that 70% of change management initiatives fail to fulfil their objectives mainly due to employee resistance and inadequate support from management. They further add that when employees are truly part of the change, the probability of successful change is 30%. This aligns with the finding of this study that most leaders appear to adopt a transformational leadership style, which encourages inclusiveness and buy-in from followers.

4.6.2 Question 19: Have you faced lots of resistance during the change process?

Figure 4.19: Frequency pie chart of leaders' perceptions of followers' resistance to change

Have you faced lots of resistance during the change process?



50% of leaders claim to face a great deal of resistance from followers during the change process, while 44% do not. The remaining 6% claim to sometimes face resistance. The finding aligns with the McKinsey & Company study cited above, which states that 70% of change initiatives fail due to followers' resistance to change. Heifetz (1997) argues that resistance to change is natural and that leaders are responsible for finding solutions to overcome this.

4.6.3 Question 20: What leadership style do you adopt during the change process?

This question sought to establish the transformational status of the leader-follower relationship by assessing whether leaders adopt an inclusive or exclusive style during the change process.

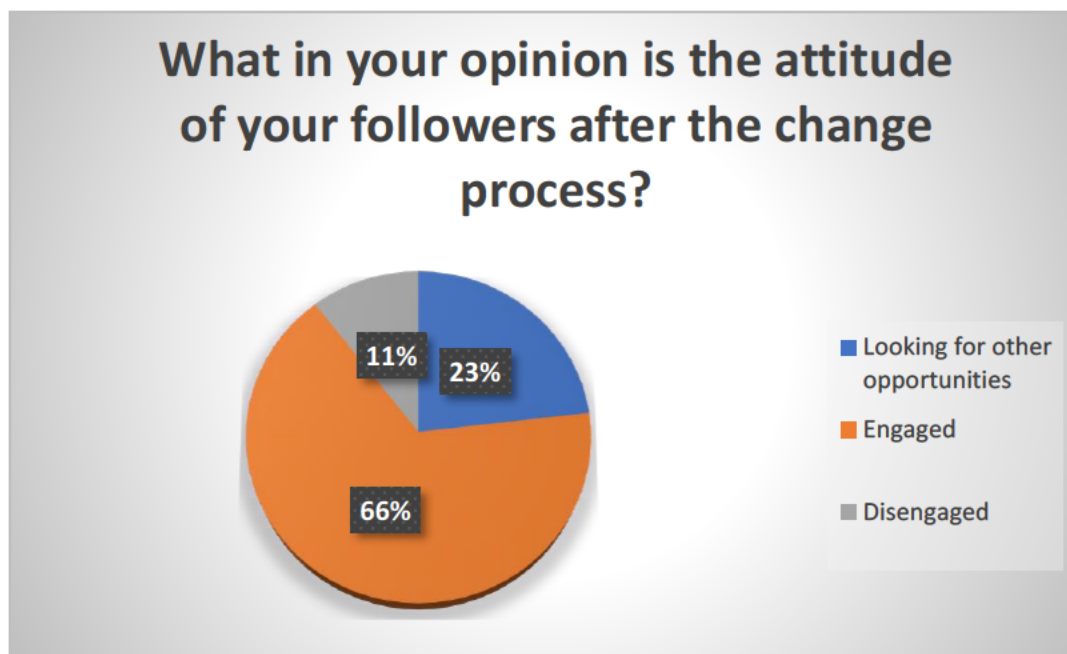
Figure 4.20: Frequency pie chart showing leaders' styles during the change process



It is noted that the majority of leaders at RCL Foods believe they adopt an inclusive leadership style during the change process, involving all their followers as shown in the figure above. This finding aligns with the other finding of this study as inclusiveness is one of the key elements of a transformational leader. Kotter (1996) states that transformational leadership's concepts of empowering through inclusiveness is one of the remedies for leading change effectively.

4.6.4 Question 21: What in your opinion is the attitude of your followers after the change process?

Figure 4.21: Frequency pie chart showing the followers' attitude after the change process.



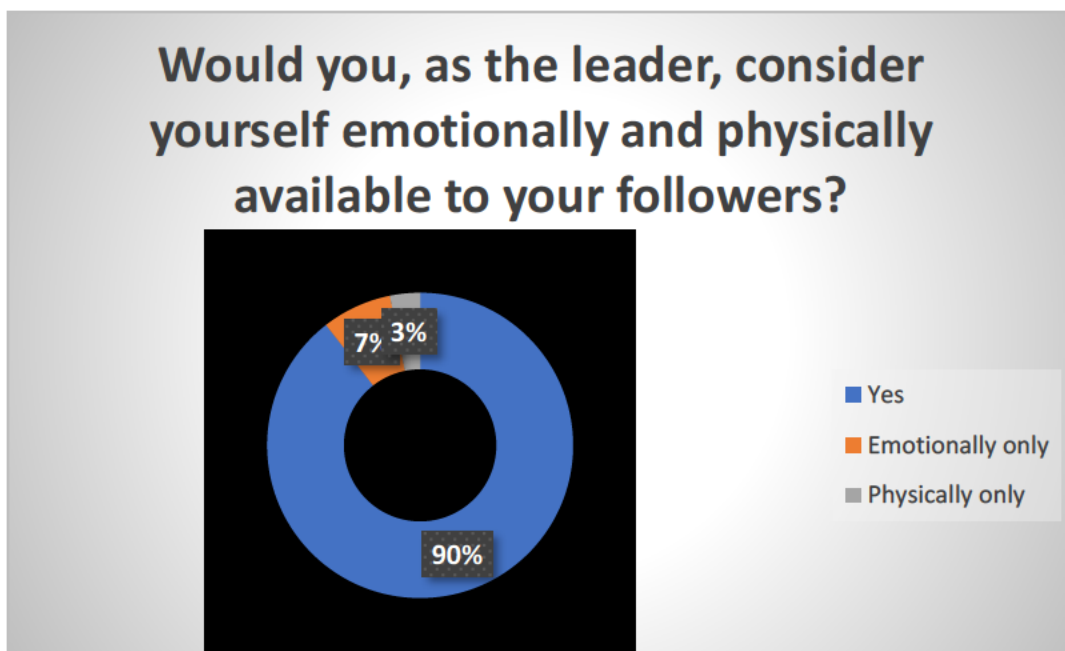
Responses from Question 21 above indicate that leaders believe 66% of followers remain engaged after the change process, 23% of followers look for other opportunities, while the remaining 11% are disengaged. This result aligns with the finding above as well as all the previous findings in this study as if two thirds of followers are engaged as an outcome of a change programme, this could be due to the inclusive style of the transformational leaders (Kotter, 1996). The followers of the transformational leaders would have been involved in the change process from the beginning and therefore most of their uncertainties would have been

dealt with during the process, which would in turn have led to them display engagement in the outcome of the change process.

4.6.5 Question 22: *Would you, as the leader, consider yourself emotionally and physically available to your followers?*

This question sought to establish the availability of leaders to followers, both emotionally and physically, within RCL Foods Chicken division, in order to gauge their transformational leadership style.

Figure 4.22: Frequency pie chart showing leaders' emotional and physical availability to followers



Most leaders within this FMCG business consider themselves both emotionally and physically available to their followers as represented in Figure 4.22 above. 7% are only physically available to their followers and the remaining 3% are only emotionally available to their followers. This once again aligns with the findings of this study as it is one of the key elements of transformational leadership, and echoes Kotter's (1996) argument that that it is fascinating to note that transformational leadership's concept of being sensitive to followers' physiological and emotional needs, is one of the remedies for leading particular changes effectively.

4.6.6 Summary Discussion of Findings based on Objective 3

Good leadership qualities are critical in order to effectively handle resistance, misunderstanding, confusion as well as lack of commitment from followers during the change process.

Studies show that the initiation and management of change requires great leadership skills. It has also been noted that every change process faces a certain level of resistance that requires effective management in order to implement successful change. Identifying, addressing, and surmounting this resistance is usually an extensive and difficult process. People naturally resist change and radical changes in particular, which requires leaders to have the skills needed to overcome this resistance. The effective leader perceives those predictable behaviours linked to the various change stages and is able to appropriately respond to gain the team's commitment to the change process (Senior & Fleming, 2006). Thought leaders are needed to bring solutions to problems as doctors are needed to resolve medical problems (Heifetz, 1997).

It has also been noted that most sampled leaders at RCL Foods Chicken division claim to adopt an inclusive leadership style during the change process, involving all their followers as shown in the data collected above. An inclusive leadership style lowers resistance to change as all the followers are brought into alignment with the change at hand. As the results of this study rely on respondents gauging their own leadership styles, it must be acknowledged that this could be an espoused style that leaders are trained to follow or desire to follow, when in actuality they are enacting another style. Lepore (2020) argues that inclusive leaders acknowledge that perceptions may create barriers to change and that different individuals perceive change from different paradigms. Consequently, they tackle in advance any queries and concerns that matter most to their followers, thus providing them with enough context and information to prevent them from creating their own assumptions. This also makes followers more comfortable with the change.

Most of the leaders sampled indicate that the majority of their followers are engaged after the change process while the remainder are either disengaged or looking for other opportunities. This could also be due to the inclusive leadership styles of leaders, where followers are aligned with the change process and as such participate and remain engaged till the end.

Most of the leaders considered themselves emotionally and physiologically available to their followers. This is a key characteristic of transformational leaders. The ability of leaders to avail themselves both emotionally

and physiologically could be one factor that help leaders maintain the high levels of follower engagement they report after the change process. Senior and Fleming (2006) add that change leaders are always involved in the change process and deal proactively with followers' emotions.

4.7 SUMMARY OF THE RESEARCH FINDINGS AND CONCLUSION

In this chapter, data gathered from the questionnaire responses was analysed and interpreted. Each of the three objectives, which represented a section of this chapter were addressed in detail. Of the 102 leaders who participated in this research survey, 95 responded to the 22 questions in the online questionnaire. The question regarding leadership style had a nil response from one respondent, however the respondent answered all other questions related to leadership styles. The findings from this study point to transformational leadership as the primary style manifested by leaders in the organisation under study. This is the main leadership theory found to be most suitable in organisational change according to Van der Voet *et al.*, (2016). This research study made use of Kurt Lewin's theory of change for organisation-wide change and John Kotter's 8-step process for leading changes that FMCG businesses encounter.

This study shows however that while most leaders believe themselves to be transformational leaders, some of their enacted leadership styles show otherwise. It can be argued then that this may only be an espoused leadership style for most leaders at RCL Foods Chicken division, who are aware of its benefits in the type of environment they operate in, yet for various reasons lean towards enacting other leadership styles. As such RCL Foods Chicken division's espoused values and enacted values seem to vary as advanced by Schein (1992), Deal and Kennedy (2000), and Kotter (1992), who purport that companies do sometimes have very differing cultures and subcultures. In their research, these authors argue that although an organisation may have a single corporate culture, in bigger firms there are often contradictory subcultures because each one is connected to a unique management crew (Chindia, 2015).

RCL Foods is a large organisation, thus the company's espoused and enacted values may seem contradictory. This could be confusing for followers and may be one of the reasons why most leaders face resistance during the change process. Management may claim inclusivity but act exclusively and thus not achieve the desired objectives for the change. Although the role of a leader is critical in managing organisations and organisational change processes, the significance of other factors cannot be overlooked. These may be internal and external forces that may have a significant impact during the change management process. Those factors may include organisational culture, which has a strong impact on organisational change processes.

To conclude this thesis, the final chapter presents the recommendations of the study, which are based on Objective 4.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter will conclude the dissertation by summarising the outcomes of the research objectives, reviewing the implications and limitations of the study, and offering solutions that may assist in solving the primary research question posed in Chapter 1, which was to investigate the role that leadership plays in managing change in the FMCG industry. This primary research question is closely linked to Objective 4 of the study, which is to recommend the leadership practices that would be most effective for change management within RCL Foods Chicken division, which is a South African FMCG company that faces the dual challenges of ongoing change within a highly competitive global economy, and the specific issues related to dealing with living raw materials. Finally, the chapter concludes with some recommendations for future studies based on the outcomes of this study, followed by a brief summary of the chapter.

The objectives of the study formed the foundation of the research instrument, which captured responses from the leadership team of RCL Foods Chicken division in the form of closed-ended questions administered as an online Google Form questionnaire. Chapter 5 therefore draws conclusions for each objective, which are based on the analysis of the results of each group of questions, as presented in Chapter 4.

5.2 CONCLUSIONS

Based on the objectives of this study, the following conclusions have been made by the researcher and are presented below:

5.2.1 OBJECTIVE 1: To identify the role played by leadership in change management within the South African FMCG industry.

This study concludes that the role of leadership as well as leaders' full involvement in the management of change in the South African FMCG industry is critical.

5.2.2 OBJECTIVE 2: To establish the leadership practices that are critical for managing change within the South African FMCG industry.

Research findings have shown that most leaders in the FMCG industry claim to make use of transformational leadership style attributes to successfully manage change. However, in some cases within RCL Foods Chicken division, this is likely an espoused or desired leadership style rather than an enacted one, as data

revealed that certain leaders displayed elements of transactional, laissez-faire and occasionally also autocratic leadership styles.

5.2.3 OBJECTIVE 3: To assess the relationship between leadership practices and effective change management within the South African FMCG industry.

Findings from this study depicted a correlation between certain leadership practices and effective management of the change process in the FMCG industry. Practices such as the adoption of a formal change management framework and leaders' demonstrated engagement in the change process, tend to promote a more successful outcome. Leadership characteristics such as inclusivity, emotional and physical availability, and encouraging followers to take responsibility for change, may result in less resistance from followers during the change process and continued employee engagement after the change process has been implemented in order to achieve the objectives of the change and produce a successful, measurable result.

5.2.4 OBJECTIVE 4: To recommend leadership practices that are capable of influencing effective change management within the South African FMCG industry.

A review of the literature on this topic and the analysis of the data gleaned from this study points to transformational leadership as the management style most capable of influencing effective and sustainable change in the South African FMCG industry and RCL Foods Chicken division in particular. Further details regarding this recommendation are provided in section 5.5, which offers evidence-based suggestions to solve the primary research question posed in this study.

5.3 IMPLICATIONS OF THIS RESEARCH

Being an ever-evolving space, coupled with rapidly changing technological and economic trends, FMCG companies face unique challenges of keeping pace with increasingly well-informed consumers whose needs are continually changing. This challenge, together with fierce market competition and tough macro-economic environments, require FMCG businesses to adapt quickly in order to remain innovative in terms of their services and products offerings. Change therefore being a constant in this industry, appropriate and effective leadership is likely to be a considerable competitive advantage. As such, this study brings awareness to RCL Foods Chicken division and the South African FMCG industry at large, on the impact leadership has in the management of change and the specific styles of leadership needed to effectively manage change, thereby ensuring a sustainable competitive advantage in this red ocean industry

5.4 LIMITATIONS OF THE STUDY

The researcher faced a number of challenges during the course of this study, which are discussed in the subsections below:

5.4.1 Sampling Technique

This study was limited to one business unit, namely the chicken business unit under the food division of RCL Foods, for the reason that this business unit has faced numerous challenges, both internal and external, and frequently undergoes various changes to remain profitable and competitive. This observation, which has provided motivation for this study, is derived from the researcher's personal experience of working within the business unit for a number of years. As such, the leaders in the other four business units in the food division as well as the logistics division and group services division of RCL Foods were excluded from this study.

5.4.2 Administering the Questionnaire

During the data collection period for this study, RCL Foods was going through yet another major change in the form of a restructure to consolidate its business units, which primarily affected the senior executive level of the company. In light of this, some concerns were raised to ensure that this study, which focuses on the role of leadership in managing change, did not interfere with or in any way disturb the sensitive process that the business was undergoing. These concerns were addressed by sharing the questionnaires with the chief human resource officer and relevant directors before being distributed to the leaders. The questions were found to be satisfactory, and permission was given to proceed.

5.4.3 Cost

The data collection tool initially envisaged by the researcher, namely Statistical Package for the Social Sciences (SPSS) was found to be expensive and thus Google Form was utilised as an alternative tool to carry out the collection of data.

5.4.4 Time

As a result of respondents being pressed for time with the organisational change process underway, many took a long time to respond, and the researcher had to be delicate when reminding participants to respond as the study was voluntary and these leaders are also the researcher's seniors in the organisation.

5.5 RECOMMENDATIONS TO SOLVE THE RESEARCH PROBLEM

5.5.1 Focus on Human Capital Development from Recruitment Stage

For FMCG companies to survive in a highly competitive marketplace, the decision to invest in the development of their human capital ought to be a business decision that is implemented at the outset of the recruitment stage. The recruitment process involves the attraction of potential applicants with the necessary skills from the labour market.

Kleynhans, Markham, Meyer, Van Aswegen and Pilbeam (2009), state that any business needs basic guidelines before commencing to recruit and these should be written into the policies or procedures of the organisation so that all leaders are held accountable for following them. As with other organisational policies, the recruitment policy should reflect the overall business strategy. The authors further state that the ultimate goal of a business striving to create a sustainable competitive advantage is to build a staff complement of appropriately skilled employees who possess a unique knowledge base specific to the industry and their role within the company.

With regards to the recruitment and development of management within a change-based company such as RCL Foods, this study recommends that the business seek to attract and groom leaders with the type of leadership style that is most adaptive to constant change to ensure a sustainable and inclusive corporate culture and thereby a competitive advantage. Both the literature and data analysis have revealed that transformational leaders display characteristics best suited to the FMCG industry, and as such should be actively recruited and/or groomed by the business. This could be achieved through transformational leadership style training and development programmes moulded to fit the specific needs and challenges of the FMCG industry and the company.

5.5.2 Leadership as a Competitive Advantage

Talent is vital for any business to deliver on sustainable and positive returns (Bhattacharya and Polman, 2016). Any business should treat leadership as the sustainable competitive advantage that it is.

Leadership is frequently the “problem” faced by most organisations but at the same time it is also the solution, ensuring the success of other organisations as recently witnessed with most state-owned enterprises in South Africa in the form of state capture.

The role of leadership as well as the style and the resulting practices and techniques are thus critical in the FMCG industry and should receive adequate attention from senior executives at RCL Foods in order to ensure the business stays ahead of the competition, thereby sustaining its competitive advantage into the future. As such, this study recommends that RCL Foods focus on ongoing training and coaching of leaders in terms of a transformational style that will aid leaders in becoming successful change agents. The business could also use a structured mentorship programme and/or employee attachment with leaders displaying transformational leadership characteristics to promote and encourage this style within the organisation.

5.5.3 Using a Formal Change Management Framework

The study further recommends that RCL Foods develop a formal change management framework to be used as a standard, particularly for organisation-wide restructuring and unpredictable changes due to macro and/or micro environmental forces, which the business is frequently subjected to. In combination with FMCG industry change management experts, who rely on their experience and reading of studies such as the one at hand, the business should include all levels of employees in the development of a change management strategy uniquely designed to address the specific challenges that most frequently face the organisation. As a framework designed to manage change however, it must be flexible enough to accommodate future changes and must be suitably adaptable for all units within the organisation. As such, this change management framework could also be used for mergers and acquisitions, which the business often undertakes as well as major and/or minor restructures to ensure that the intended business outcomes are met. Taking into consideration the degree and frequency of change that takes place within RCL Foods and other FMCG companies, ensuring that a change management framework is well-implemented is crucial to such an organisation's survival and continued competitiveness.

5.6 RECOMMENDATIONS FOR FUTURE STUDIES

The focus of this study was on the role that is played by leadership in the management of change within the FMCG industry utilising RCL Foods Chicken business unit in South Africa as a case study. This study further sought to identify the leadership practices that are critical for managing change effectively and to assess the relationship between leadership styles and successful change management. The leadership style that has been evidenced by this study as most conducive for effective change management is the transformational style.

The following are areas that future studies could focus on:

- For a more representative view and thereby possibly more generalisable findings for the FMCG industry at large, future studies are recommended within the other RCL Foods business units as well as in other major FMCG companies such as Unilever, Tiger Brands and PepsiCo.
- The current study made use of a quantitative method due to time, cost as well as covid-19 constraints, therefore future studies could make use of a mixed methods approach, which may include face-to-face interviews and questionnaires to give a voice to participants and ensure that findings are based on their lived experiences.
- The current study only questioned leaders in terms of their own opinions on their leadership styles and characteristics. Future studies could include followers' responses to gauge their perceptions on the effectiveness of leadership during change.
- As a final recommendation, future studies could investigate corporate culture as a major factor encountered by leaders of change. A leader may espouse a transformational style but act autocratically due to the overriding culture enacted by the organisation.

5.7 SUMMARY

The main aim of this study was to investigate the role of leadership in managing change in the FMCG industry with a focus on RCL Foods Chicken division in South Africa. This study made use of a quantitative method with the aid of an online questionnaire to collect data from leaders within this division of the company. Chapter 1 introduced the study while Chapter 2 reviewed the existing literature on the topic. Chapter 3 discussed the research design and methodology of employing a quantitative method with the aid of electronically administered questionnaires to gather data. Chapter 4 presented the results of the responses to the questionnaire and analysed findings in terms of each objective. Chapter 5 has presented recommendations based on the fourth objective of the study as well as the study's limitations and suggestions for further research. The overall findings of this study indicate that **(1)** the role of leadership in managing change is critical; **(2)** there is a correlation between particular leadership practices and effective change management; and **(3)** that the transformational leadership style is most conducive for effective change management in the FMCG industry and RCL Foods Chicken division in particular. As such, the researcher is satisfied that the aim of this study has been achieved however as with all research there will always be a need for further related studies in the future.

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LIST OF APPENDICES

Appendix 1: Informed Consent

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

MBA Research Project
Researcher: Jean-Jacques Munyaka (076 726 1781)
Supervisor: Dr. E Mutambara (031 260 8129)
Research Office: Ms P Ximba (031 260 3587)

Dear Respondent,

I, Jean-Jacques Munyaka, am a Master of Business Administration (MBA) student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled: *“The role of leadership in managing change in the fast-moving consumer goods industry”*. The aim of this study is to investigate the role of leadership in managing change in the fast-moving consumer goods industry with a special focus on RCL Foods Consumer - Chicken.

In the ever-evolving world of FMCGs to meet consumers’ needs, this study, through your participation, hopes to bring awareness to the organisation as well as the FMCG industry at large, on the impact leadership has in the management of change and the types of leadership needed to effectively manage change to ensure a sustainable competitive advantage in this red ocean industry.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this interview. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about participating in the interview or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The questionnaire should take about 25 minutes to complete.
I thank you in the advance for your precious time advocated to take part in this study.

Sincerely

Investigator’s signature _____ Date _____

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MBA Research Project
Researcher: Jean-Jacques Munyaka (0767261781)
Supervisor: Dr. E Mutambara (031260 8129)
Research Office: Ms P Ximba (0312603587)

CONSENT

I..... (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

I hereby consent/do not consent to record the interview.

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by the researcher

Appendix 2: Interview questions

UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MBA Research Project
Researcher: Jean-Jacques Munyaka (0767261781)
Supervisor: Dr. E Mutambara (031260 8129)
Research Office: Ms P Ximba (0312603587)

The role of leadership in managing change in the fast-moving consumer goods industry

QUESTIONNAIRE

SECTION A: PERSONAL DETAILS

1. Gender
 - Male
 - Female
2. Your level of education
 - None
 - Primary
 - High school
 - college/university
 - postgraduate
3. For how long have you been working in this FMCG Company? (Years)
 - 0-4 years
 - 5-10 years
 - 10-20 years
 - Over 20 years

SECTION B: THE ROLE PLAYED BY LEADERSHIP IN CHANGE MANAGEMENT

4. How often do you manage change within your organisation?
 - Not often
 - Often
 - All the time
5. Are you always fully involved during the change process/ Are you always the facilitator of the change process?
 - Yes
 - No
6. How important (in your opinion) is the role of leadership in managing change?
 - Critical
 - Not important
 - Not sure
7. When does your role ends during the change process as the leader?
 - After the change process have been initiated

- As soon as actions have been enabled
- When Change is instituted

8. Do you follow a formal framework to manage change

- Yes
- No

9. What's your take on change?

- Not for me
- Necessary
- Not easy but will take it as it comes

SECTION C: LEADERSHIP PRACTICES THAT ARE CRITICAL FOR MANAGING CHANGE

10. In your opinion, what is your leadership style

- Transactional leader
- Servant leader
- Transformational leader
- Autocratic Leader
- Laissez-faire leader
- Other: Please specify _____

11. Are your followers usually motivated to reach high standards?

- Yes
- No

12. Do you usually focus on tasks and meeting the followers' material and psychological needs in exchange for a desired outcome

- Yes
- No

13. Do you allow your followers to make decisions as they see fit?

- Yes
- No

14. Do you naturally try to avoid change

- Yes
- No

15. Do you usually encourage your followers to try new things?

- Yes
- No

16. Do you foster a personal relationship with your followers

- Yes
- No

17. Do you dictate all the work methods and processes

- Yes
- No

**SECTION D: RELATIONSHIP BETWEEN LEADERSHIP PRACTICES AND EFFECTIVE
CHANGE MANAGEMENT**

18. Do you always achieve your objectives during the change process?

- Yes
- No
- Sometimes

19. Have you faced lots of resistance during the change process?

- Yes
- No
- Sometimes

20. What's in your opinion is the attitude of your followers after the change process?

- Engaged
- Looking for other opportunities
- Disengaged

21. What leadership style do you adopt during the change process?

- Inclusive (Involves everyone in the process)
- Exclusive (Focused on the outcome)

22. Would you, as the leader, consider yourself emotionally and physically available to your followers?

- Yes
- Emotionally only
- Physically only

Appendix 3: Ethical Clearance Letter



08 October 2019

Mr Jean-Jacques Bahati Munyaka (217025660)
Grad School Of Bus & Leadership
Westville Campus

Dear Mr Munyaka,

Protocol reference number: HSSREC/00000541/2019

Project title: THE ROLE OF LEADERSHIP IN MANAGING CHANGE IN THE FAST-MOVING CONSUMER GOODS INDUSTRY

Full Approval – Expedited Application

This letter serves to notify you that your application received on 11 September 2019 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. **PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid for one year from 08 October 2019.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

Yours sincerely,



Dr Rosemary Sibanda (Chair)

/dd

Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

INSPIRING GREATNESS

Appendix 4: Gate Keeper's Letter



Dr. Emmanuel Mutambara
Graduate School of Business and Leadership
University Of KwaZulu-Natal
Westville Campus
Durban
3630

30 July 2019

Dear Emmanuel Mutambara

RE: PERMISSION TO CONDUCT RESEARCH

This letter serves to confirm that I, Simon Dladla, Manufacturing Executive at RCL Foods hereby acknowledge and approve the research of Jean-jacques Bahati Munyaka within the RCL Foods Consumer-Chicken for the completion of his Master of Business Administration (MBA) Studies.

Sincerely,




SIMON DLADLA
MANUFACTURING EXECUTIVE
CONSUMER DIVISION

123-128 Main Road • Hammarisdale • KwaZulu-Natal • 3700
PO Box 26 • Hammarisdale • 3700 • KwaZulu-Natal • South Africa



Appendix 5: Turnitin Report

JJ MUNYAKA MBA - 217025660

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Appendix 6: Editor's letter

EDITING BY JESSICA DORE

082 886 2040 | jess.c.dore@gmail.com

12/08/2021

To Whom it may concern,

This letter serves to confirm that the below thesis has been edited for English grammar and academic language style.

The tool used for editing is Microsoft Word Track Changes, which allows the author to take responsibility for the final version of this thesis.

The content, format and references remain the responsibility of the student and the supervisor.

Please do not hesitate to contact me regarding any queries related to this matter.

Title: *The role of leadership in managing change in the Fast-moving Consumer Goods industry*

Name: *Jean-Jacques Bahati Munyaka*

Student No: *217025660*

Supervisor: *Dr Emmanuel Mutambara*

Institution: *Graduate School of Business and Leadership
College of Law and Management Studies
University of KwaZulu-Natal*

Editor's Signature:

Student's Signature:

Supervisor's Signature: