

UNIVERSITY OF KWAZULU-NATAL

**Investigating the role of leadership in managing change at Riskflow Group. A
case of Riskflow Group.**

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of
MASTER OF COMMERCE IN LEADERSHIP**

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DECLARATION

I Misheck Musaigwa declare that:

- The research reported in this thesis, except where otherwise indicated, is my original work.
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Abstract

Organisational change is a sophisticated and challenging process and as a result, many organisations that embark on change initiatives fail to achieve their intended goals, and sometimes change also lead to significant costs which undermine its benefits. However, despite these challenges, it is becoming increasingly important for organisations to embrace change for their survival and success owing to the dynamic and rapidly changing business environment. The aim of this research is to investigate the role of leadership in managing change at Riskflow Group. The study deployed a qualitative approach and drew a sample of 10 participants who are department managers, and these candidates perform managerial and leadership responsibilities. The study deployed a purposive sampling and used a thematic analysis to analyse the data. Change management has received a significant attention in the past and similarly, leadership concept has also been extensively studied in various disciplines, but there is little empirical evidence that discusses the tasks or the role of leadership in managing change. In addition, most of the research on change management has focused more on employee resistance to change, employee reaction to change and the psychological effect and emotions caused by change. This study is therefore attempting to respond to the leadership aspect in change management which has not received much attention. The study further seeks to determine the effect of leadership in the change management process and further examine how leadership can effectively implement change initiatives. To provide a deeper understanding, the research discusses different change models that have been advocated for and that are also widely used both by other researchers and by many organisations. Additionally, this research evaluate the different leadership styles which include among others transformational leadership, servant leadership and transactional leadership. The findings of the study suggested that leadership plays a fundamental role in change management and the leadership roles that were established includes, motivating employees, creating a vision for change, communicating change, planning for change, creating a conducive environment for change, getting employee's buy-in and leading by example as role models. The study recommended that to address the challenges of managing change in organisations in the new economy authentic leadership is an alternative approach.

Table of Contents

Chapter 1	1
Overview of study	1
1.0 Introduction	1
1.1.1 Background.....	1
1.1.2 Motivation of study	5
1.1.3 Problem statement.....	6
1.1.4 Objectives of the study.....	6
1.1.5 Research questions	7
1.1.6 Focus of study.....	7
1.1.7 Significance of study	7
1.1.8 Chapter outline.....	7
1.1.9 Chapter 1	7
1.2.0 Chapter 2	8
1.2.1 Chapter 3	8
1.2.2 Chapter 4	8
1.2.3 Chapter 5	8
1.2.4 Chapter 6	8
1.2.5 Conclusion	8
Chapter 2	9
Literature review	9
2.1.0 introduction	9
2.1.1 Leadership role in change management.....	9
2.1.2 Leadership	9
2.1.3 <i>Significance of leadership during change process</i>	9
2.1.4 <i>Leadership role and influence on employees</i>	11
2.1.5 <i>Leading change effectively</i>	12
2.1.6 <i>Leader's role in getting employee readiness to change</i>	15
2.1.7 <i>A process of leading change</i>	17
2.1.8 <i>Leadership and vision</i>	18
2.1.9 The influence of leadership in the organisation during change	19
2.2.0 <i>Types of change and leader influence</i>	19

2.2.1 Change management models and leadership role.....	21
2.2 Impact of leadership in implementing change	25
2.2.1 Leadership role in different stages of change implementation	25
2.2.2 Leadership influence on employees during change implementation	29
2.2.3 Resistance to change.....	32
2.2.4 Evaluation of an effective leadership style for change management	34
2.2.5 Transactional leadership.....	35
2.2.6 Transformational leadership.....	36
2.2.7 Authentic leadership.....	39
2.2.8 Servant leadership	41
2.2.9 Conclusion	43
Chapter 3	44
Research methodology	44
3.0 Introduction	44
3.1.1 Research Design	44
3.1.2 Qualitative research	45
3.1.3 Exploratory study	46
3.1.4 Research Paradigm	47
3.1.5 Positivism	47
3.1.6 Pragmatism.....	47
3.1.7 Constructionism	47
3.1.8 Interpretivism	47
3.1.8 Grounded theory	49
3.1.9 Population	49
3.2.0 Sample.....	50
3.2.1 Sampling method	50
3.2.2 Homogeneous sampling	51
3.2.3 Data collection	51
3.2.4 In-depth telephone interviews	52
3.2.5 Trustworthiness.....	55
3.2.6 Credibility	56
3.2.7 Dependability	56

3.2.8 Confirmability	57
3.2.9 Data analyses	58
3.3.0 Coding of data.....	58
3.3.1 Ethical consideration	59
3.3.2 Conclusion	60
Chapter 4	61
Presentation of qualitative results	61
4.1.1 Introduction	61
Thematic analysis	62
4.1.1 Theme 1 Importance of leadership and communication in change management	63
4.1.2 Sub theme 1.0 Explanation on how change was communicated in the organisation	63
4.1.3 Theme 2 Role of leadership in change management.....	66
4.1.4 Sub theme 1.1 The role of leadership in planning change	66
4.1.5 Sub theme 1.2 How change management occur in the organisation	70
4.1.5 Theme 2 Influence of leadership in change implementation	72
4.1.6 Sub theme 1.2 leadership role in change implementation.....	72
4.1.7 Theme 3 How leadership influence the change process/ change management	76
4.1.8 Sub theme 1.3 Getting employee buy-in and commitment to change	76
4.4.9 Sub theme 1.4 Employee motivation during change	79
4.2.0 Sub theme 1.5 Managing resistance in change management	82
4.2.1 Theme 4 leadership style	85
4.2.2 Sub theme 1.6 Effective leadership style for change management	85
4.2.3 Sub theme 1.7 other important roles of leadership in change management	87
4.2.4 Sub theme 1.8 establishing whether change was successful	87
4.2.5 Conclusion	90
Chapter 5	91
Discussion.....	91
5.1.0 Introduction	91
5.1.1 Leadership and planning.....	91
5.1.2 Implementation of change.....	95
5.1.3 Communication of change	99

5.1.4 Buy-in to change	102
5.1.5 Employee motivation.....	105
5.1.6 Resistance to change.....	107
5.1.7 Leadership style.....	110
5.1.9 Conclusion	114
Chapter 6	115
Conclusion and recommendations.....	115
6.1.1 Introduction	115
6.1.2 Conclusion on research findings	115
6.1.3 The role of leadership in change management	115
6.1.4 The impact or influence of leadership in change management.....	117
6.1.5 Leadership and their role in effectively implementing change	118
6.1.6 Leadership style that is relevant and effective for change management.....	118
6.1.7 Literature summary	119
6.1.8 Recommendations from the research findings.....	120
6.1.9 Recommendations on literature	122
6.2.0 Limitations of study	122
6.2.1 Action taken	123
6.2.3 Reference	124
Appendix 1 Turnitin report.....	131
Appendix 2 Turnitin report.....	132
Appendix 3 Ethics Clearance	133

Chapter 1

Overview of the study

1.0 Introduction

The chapter provides the background of the research and the overview of the whole study. In addition, this chapter also provides an idea of what the research intends to achieve and a layout of all the chapters of the study. The main aim of the research is to investigate the role of leadership in managing change and therefore this chapter sets the foundation by laying out the objectives, motivation of study, problem statement, research question and research methodology.

1.1.1 Background

Riskflow Group is a fintech firm that is situated in Johannesburg. Riskflow was founded in 1988 providing the service to financial institutions which include forecasting systems in the financial sector. In 2005, Riskflow Group CEO and the CFO started a new venture called Business Optimizer Consulting (Pty) Ltd targeting small business and individuals who need cash flow management assistance Matchdek. However, Riskflow Group was launched in the year 2010. This year Riskflow Group celebrated 30 years in business and it has gone through various significant changes in a rapidly changing fintech industry. The core business of Riskflow Group since it came to existence is dealing with its customers which includes large organisations and Small and Medium enterprises in providing financial software or systems that aid organisations to make financial decisions for the future.

The contemporary fundamental economic changes that are happening globally have forced financial institutions to develop new business models to mitigate the costs, and Riskflow Group has also been responding to these changes. In response to the changes in the business environment, Riskflow Group fundamentally changed its business model and focused a new approach of developing a customer friendly Software as a launch pad

that adds value to their clients. To this end, Riskflow Group witnessed significant changes in the first four months of 2011. This was due to the decision to adopt a new structure of companies that include, Riskflow Technologies, Riskflow Holdings, Riskflow Business and Optimizer, and leadership was appointed to head the divisions or companies (Blog). Moreover, the wave of change also saw Riskflow Group rebranding itself and changing its logo.

In past few years, Riskflow Group launched a new strategy of developing new Financial Planning Applications for their clients both for individual use as well as for financial institutions and further moved their products to the cloud (Matchdek. In 2012, Business Optimizer Consulting (Pty) Ltd was integrated with and fell under Riskflow Holding Trust which was also rebranded as Riskflow Enterprise Development which further strengthens Riskflow Group Matchdek.

Jacobs, Witteloostuijn and Christe-Zeyse (2013) argue that, the fundamental questions to be asked in organisational change research is; why it is that many change initiatives embarked upon by organisations fail to achieve the desired goals? and how best can change be effectively implemented in organisations to accomplish desired goals and/or to reduce the failure rate? In addition, many authors share a view that the failure rate for change initiatives is very high among them, Brakman, Garreten, Van Marrewijk and Van Witteloostuijn (2013) who support the claim as they suggest that, approximately 70 percent of change initiatives fail and argue that failure is largely attributed to lack of effective leadership. Moreover, Chou (2014) in their study also agree that approximately 70% of change initiatives in organisations fail.

In addition, owing to the global competition and a turbulent business environment, organisations are witnessing rapid changes and high uncertainty, and this has a significant impact on organisational members (van Dierendonck and Sousa, 2016). The fundamental objective of organisational change is to improve the performance of organisations (Carter, Armenakis, Field and Mossholger, 2013). There are increasingly many fundamental factors that prompt continuous change in organisations in the

contemporary business environment (İkinci, 2014). Furthermore, some of the contemporary significant changes that are happening in organisations include, sophisticated mergers, downsizing, acquisitions and they cause employees to panic and make them feel vulnerable and this may prompt resistance to change (van Dierendonck and Sousa, 2016).

Carter et al. (2013) state that organisational change is crucially important and is triggered by the very need of a firm to survive and be successful. In addition, Khan et al. (2016) are in agreement with the study by Carter et al. (2013) which reveal that change is necessary for the organisation's survival and that, change can help create a competitive advantage for the firm.

İkinci (2014) claim that change is the fundamental reality of today and that change has become inevitable such that change is the only thing that does not change and in light of this, the only way to deal with change is to adapt to it. In addition, the contemporary business environment has become dynamic and is characterised by factors that put pressure on organisations to change sometimes in a planned and systematic way but sometimes in a drastic and unplanned way (İkinci, 2014). There is vast literature on organisational change that includes, books, journal articles, and popular management press, but however the literature about organisational change remains fragmented and there is little empirical evidence available (Packard, 2013). In addition, the academic literature focuses on a narrow perspective of case studies and individuals (Packard, 2013).

Notwithstanding that substantial research relating to organisational change that has been done, this phenomenon still lacks a holistic review owing to its depth and complexity (Jansson, 2013). Moreover, Nyström, Hoog, Garvare, Weinehall and Ivarsson (2013) also add that, while a significant amount of work has been done so far in the field of change management, the phenomenon of organisational change management is still fragmented and it lacks a full scope of change approach that describes why change agents and manager employ different approaches. Will (2015) posit that, organisational change initiatives fail most of the time and is faced by tremendous resistance as a consequence

of failed interactions or communication between leadership and employees in the organisation.

In addition, organisational change can be viewed in many different ways, and that is to say, either planned change or unplanned change (Packard, 2013). Moreover, Kempster et al. (2014) argue that organisational change management is viewed from three different perspectives which include, rational planning of change management, politically governed and the emergent and bottom-up oriented change management. In addition, the three different organisational change management perspectives do not occur simultaneously, that is to say, rational planning emphasise on a meticulous evaluation of the environment with a view to change the organisation from one state to another. Furthermore, the political perspective suggests that organisational change is an incremental process that is sophisticated and influenced by the continuous changing of interests, power, and conflict (Kempster, Higgs and Wuerz, 2014). Additionally, the emergent change perspective result does not come from the top and it emanates from the events that happen in the organisation (Kempster et al., 2014). İkinci (2014) argue that for change to be successful, leadership should provide a compelling purpose of change and also ensure employees see the benefits of change and help them to adjust and adapt to change.

Al-Haddad and Kotnour (2015) argued that the global business environment is continuously growing, and as a result, this has prompted change which has become normal for organisations to survive and be successful. In addition, a significant number of technics and approaches have been recommended to manage change, however, organisations undertaking change fundamentally differ in terms of their systems, structure vision and resources (Al-Haddad and Kotnour, 2015). In addition, owing to the high rate of organisational failure in change management, researchers are seeking for components that can enhance the chances of success in the implementation of change (Rafferty et al., 2013). Al-Haddad and Kotnour (2015) posit that, the methods for change should constantly change as the environmental factors are changing to ensure the alignment.

It is argued that Lewin is regarded as the intellectual father of applied behavioural science, philosophies and planned change (Al-Haddad and Kotnour, 2015). In addition, the

research by Kurt Lewin motivated studies in how groups and individuals react to organisational change and the human behaviour's role in organisational dynamics (Al-Haddad and Kotnour, 2015). The taxonomy or calcification of change literature is considered to cover four main aspects as follows; change enabler, change method, change type and change outcomes (Al-Haddad and Kotnour, 2015). The four elements are described as follows; first, change type refers to the attributes that define a particular change in terms of the scale of change and duration of change. Second is the change enabler element which is described as the forces that enhance that likelihood of change to be successful. Third is the change method element and it refers to the measures taken to handle change and is classified into change management methods and systematic change methods. Fourth is the change outcomes element which is described as the consequences change will have on the organisation (Al-Haddad and Kotnour, 2015).

1.1.2 Motivation of study

The study was motivated by the fact that the concept of change is associated with failure as suggested by many books and journal articles that discuss change. The study was also prompted by the fact that change has become almost inevitable in the contemporary business environment and that it has become more important to change for the survival and success of organisations. This contemporary environment created the curiosity to understand the dynamics of change and particularly from the leadership perspective to understand the role of a leader in managing change. Moreover, many organisations that have not responded to the environmental needs of change or adapt to the environment that is ever-changing failed and some have closed down and, ironically many organisations that have embarked on change to adapt to the ever-changing environment also failed to achieve their objectives. This paradox has motivated the researcher to investigate the underlying challenges relating to organisational change management particularly with regard to leadership. Additionally, organisations are the back bone of any economy and their productivity improves the standards of living of people, reduce unemployment and they are a source of income to households. In addition, the failure of organisations results in unemployment, slow economic growth and therefore it is in the interest of this study to understand the challenges around change and give

recommendations on how to resolve the research problem. Riskflow Group which is the organisation under study became an organisation of interest owing to a number of major changes the organisation experienced.

1.1.3 Problem statement

Organisational change is a sophisticated and challenging process and as a result, many organisations that embark on change initiatives fail to achieve their intended goals and some incur significant loss. Ganta and Manukonda (2017) note that, approximately 70 percent of change initiatives in organisations fail. However, notwithstanding these challenges, it is significantly important for organisations in the contemporary dynamic business environment to change in order to be successful. The approximately 70 percent failure in change initiatives is largely attributed to the lack of effective leadership. This phenomenon of high failure rate in change has prompted the study to examine and comprehensively understand the underlying dynamics of leadership and organisational change management and to establish the leadership competencies necessary to manage change. Taylor, Cornelius and Colvin, (2013) argue that leadership is significantly important during change as it aid to ensure a successful implementation of change through guidance, support and directing the organisation towards the desired future. This study seeks to establish the fundamental leadership roles that can help enhance the success of change considering that leadership plays a pivotal role in managing change. In addition, by exploring leadership role the research intends to provide recommends where incompetency or lack of leadership is identified. The study identified and focused on Riskflow Group an organisation situated in Johannesburg as the organisation has experienced a lot of significant change initiatives.

1.1.4 Objectives of the study

The objectives of the study are as follows;

- To establish the role of leadership in change management at Riskflow Group.
- To determine the influence of leadership in change management at Riskflow Group
- To examine how leadership can effectively implement change at Riskflow Group

- To evaluate effective leadership style for change management at Riskflow Group

1.1.5 Research questions

- What is the role of leadership in change management at Riskflow Group?
- What influence does leadership have in change management at Riskflow Group?
- How does leadership effectively implement change at Riskflow Group?
- What leadership style is effective in change management at Riskflow Group?

1.1.6 Focus of study

Organisational change management is a fragmented and a broad phenomenon, but this study will focus more on the role of leadership in change management. In addition, both leadership and change management are very broad fields of study, however, the leadership in change management is the focal point of the study, that is to say how leaders transform both the people and the organisations.

1.1.7 Significance of study

The purpose of this study is to investigate the role of leadership in managing change. The study provides recommendations on how leaders can effectively manage change projects and achieve organisational goals of Riskflow Group. The study also contributes to the body of knowledge.

1.1.8 Chapter outline

1.1.9 Chapter 1

Chapter 1 lay out the background and context of the organisational change management and discuss the objectives, the problem statement, motivation of study and the focus of the study.

1.2.0 Chapter 2

Chapter 2 of the study comprehensively discuss literature review that is mainly based on the objectives of the research and literature provide greater detail on what has been done by other researchers. In addition, literature review is used to examine the research findings and establish if they have a correlation or an alignment with the literature.

1.2.1 Chapter 3

Chapter 3 is the methodology of the research and it outlines how the research was designed and all the method the researcher adopted to reach the findings. This will include the data collection method, the targeted population, sampling method and data analysis technique.

1.2.2 Chapter 4

Chapter 4 is the presentation of the results, and this part of the study provides the experience of the respondents with regards to the research question.

1.2.3 Chapter 5

Chapter 5 of the study comprehensively discuss the findings of the research and analyse the findings from the research and from the literature review as well.

1.2.4 Chapter 6

Chapter 6 of the study is an overall conclusion of the whole research project

1.2.5 Conclusion

This chapter was intended to provide a brief background for change management and discuss the motivation of the study as well as the outline of the chapters of the study. In addition, the chapter put across the limitations of the study and how they were handled by the researcher.

The next chapter of this study is chapter 2 which discusses the literature review.

Chapter 2

Literature review

2.1.0 Introduction

The research intends to investigate the role of leadership in managing change and to provide a better understanding of the concept, and this chapter discusses the objectives of the study that are derived from the research topic. In addition, the objectives also serve as the framework of the study as they are the main subtopics of the chapter. The objectives include the following; leadership role in the change management, the influence of leadership in the organisation during change, the impact of leadership in implementing change and evaluating effective leadership style during change. The chapter defines leadership and identify roles played by leadership during change, the dynamic of change management and the models of change management from various authors.

2.1.1 Leadership role in change management

2.1.2 Leadership

Leadership is a process of influencing people to behave in a particular way that helps to achieve the intended goals of the group or company (Sharma and Jain, 2013). Leaders have the ability to inspire the trust, confidence and convince the people they lead (Sharma and Jain, 2013). The organisations of today need competent leaders that comprehend the dynamic and sophisticated business environment (Nanjundeswaraswamy and Swamy, 2014).

2.1.3 *Significance of leadership during change process*

There are various ways in which to lead and as such, there is no prescribed universal leadership skills and style to adopt (Tourish, 2014). Additionally, leadership is significantly important during change as it aid to ensure a successful change implementation through guidance, support and directing the organisation towards the desired future (Taylor, Cornelius and Colvin, 2014).

Burnes, Hughes and By (2016) argue that, change and leadership are inextricably linked and they cannot be separated and their argument correlates with Al-Haddad and Kotnour (2015) who also state that, it is only through leadership that organisations can have a quick and timeous respond to demands of the changing business conditions. Moreover, in the same line, in their study that relates to the significance of leadership during change, the authors acknowledged that leadership and change are intertwined. Leaders embrace change because they are convinced and comprehend that change brings more benefits and improve organisation performance despite its complexity as a process (Al-Haddad and Kotnour, 2015).

Van den Heuvel, Demerouti Bekker (2014) argue that, change management research has focused more attention in managing the process and many organisations have failed to accomplish their change initiative goals despite many studies that have been done in relation to change management. Van den Heuvel, Demerouti and Bakker (2014) suggest that owing to the continuous change in organisations, which includes re-engineering and introducing new ways of doing things, it is increasingly becoming imperative for employees to adapt to change particularly changing their behaviour in order to maintain the organisation's competitive advantage. van den Heuvel et al. (2014) therefore, recommend that more attention should be given to the employee's behaviour during change.

According to Dominguez, Galan-Gonzalez and Barroso (2015), it is the paradox of change that, organisations strive to be stable while at the same time they need to survive the changing environment. In addition, Dominguez et al. (2015) point out that, the dynamism of change is a result of various reasons, that includes, competitors, government, ecologists and each of these factors may force the organisation to react. Moreover, despite the recommended methods to implement change, there is still a high rate of failure in change initiatives that the organisations embark on (Dominguez et al., 2015).

Zafar and Naveed (2014) posit that, it is essential for organisations to adapt to change in order to survive, and the speed with which the organisation learn and change in the

dynamic environment enhance its chances for survival. Zafar and Naveed (2014) also add that communication is key to reduce resistance to change and the authors further claim that lack of communication is one of the major reasons why change fail. Moreover, van den Heuvel et al. (2014) point out that, organisations fail in their attempt to achieve change if the degree to which employees identify themselves as members of the organisation is threatened by the change, this concept is also referred to as employee's organisational identification.

Organisational leaders play an instrumental role during change process as the organisation undertakes a change initiative to adjust to the demands of the external environment (Taylor et al., 2014). Furthermore, in support of this view, Magsaysay and Hechanova (2017) stress that, effective leadership is a fundamental component of organisational change, particularly the leader's effectiveness in leading and managing the change process. Holten and Brenner (2015) note that most of the research on organisational change and leadership behaviour is limited to employee's commitment to change and their response.

2.1.4 Leadership role and influence on employees

Penava and Šehić (2014) indicate that, leaders as agents of change are well placed to help shape the view of followers through a compelling vision to achieve the desired change. Furthermore, the authors point out that employees are most likely to argue against the change initiative if the leadership fail to articulate and elaborate the importance of change and why it is necessary (Penava and Šehić, 2014).

It is argued that, for organisational change to be successful, employee's engagement is mandatory and therefore, it is the role of leadership to ensure that employees are engaged (Magsaysay and Hechanova, 2017). Moreover, this point is also supported by Jacobs et al. (2013) who further emphasise and highlight the significance of employee engagement in the organisational change process. In addition, Penava and Šehić (2014) reveal in their study that, leaders that focused on identifying and meeting the needs of their followers had a positive impact on the follower's perception towards change.

Jacobs et al. (2013) acknowledges that, organisational change is widely known as a sophisticated phenomenon, and it is therefore important to approach and handle the

challenges around organisational change cautiously taking different perspectives into consideration. Hussain, Lei, Akram, Haider, Hussain and Ali (2016) suggest that, as the change process commences, leaders should provide necessary support to employees with a view to expedite change in the organisation. In addition, this therefore calls for effective and competent leadership to manage the change process in order to achieve the set objectives (Khan, Ajaz, Khan, Khan and Fatima, 2016). Chou (2014) point out that, many organisations have not been successful in their attempt to implement change initiatives and the author suggests that, employees should be recognised as key players that perform a crucial role during the implementation of change, and the author further claim that there is limited empirical research relating to the role of leadership in managing change.

Van Wart (2013) argue that, leadership is complex as leaders are required to perform various roles that need different competencies. Tourish (2014) acknowledge that leadership is a sophisticated concept which is sometimes contradictory and the concept can also be contested and is arguable. Diebig, Bormann and Rowold (2016) explain that, some of the fundamental roles played by leaders in organisations include, helping to shape subordinate's thinking about tasks to be accomplished, performance appraisals, setting goals and motivating employees. In addition, Hussain et al. (2016) on the other hand maintains that during the change process, leaders are expected to perform the following roles; they should provide incentives and emotional support to subordinates, communicate effectively, being involved, co-opted and guide employees on change.

2.1.5 Leading change effectively

Jacobs et al. (2013) add that leadership is closely related to organisational change and that effective leaders are able to predict the negative impact of organisational change while those who are ineffective are not. In addition, Van Knippenberg and Sitkin (2013) also agree with the same line that, there is generally an agreement among various authors that charismatic-transformational leadership is a more effective leadership style. Furthermore, Diebig et al. (2016) also point out their view from a different standpoint by maintaining that, the most effective and efficient theory of leadership for the past decade is a full-range theory. However, it has been suggested that, leaders that take care of their

follower's needs and treat them with respect and dignity encourage followers to improve performance and commitment to work (Ghadi, Fernando and Caputi, 2013).

Hartge, Callahan and King (2015) point out the roles that leadership should perform to ensure the success of change in organisations and they include the following; leaders should provide subordinate with accurate or precise information regarding the breadth and depth of change, leaders should communicate the value of change, leaders must give feedback to employees on matter relating to change, leaders should drive the change, leaders should reward subordinates and finally leaders should provide subordinates with the resources.

Adil (2014) revealed a concept he calls 'leader encouraging behaviour for change' which is essential and necessary for change and it comprises of the elements that include the following; leaders should evaluate the strength of available resources and employee's needs, leaders should communicate appealing goals to employees, and lastly leaders should build trust with employees.

Similarly, Caulfield and Senger (2017) explain in their study a concept they call 'ideal leadership themes' and the concept also relates to functions that are performed by the leadership during change. First, inspirational communicator- which related to leaders communicating and explaining why it is necessary to change. Second, honesty- which refers to the confidence and trust followers have in their leadership. Third, competency- which relates to the leader's expertise and how skilful he or she is during the change process. Fourth, inclusivity- thus getting all employees on board to obtain their support for change. Fifth, respect- which relates to leaders treating employees with respect and dignity. Finally, decision-making, that is the leader's ability to make difficult decisions during the change process which is characterised by complexity.

Van Wart (2013) also reveals five important roles of a leader in their study. First, leaders must communicate the firm's objectives, involve others in making decisions and performance appraisal. Second, leaders require people management skill as they work with people and should empower employees. Third, leaders should promote change through motivation and reward innovative efforts. Fourth, leaders must be capable of

leading diversified organisations and make everyone feel acceptable and comfortable. Finally, leaders must demonstrate high standards of ethics, morals, values and integrity.

In their study Khuong and Hoang (2015) discuss a change-oriented leadership concept and explain that it relates to the ability of a leader to understand the change process and to implement it through communicating effectively. In addition, the author adds that change-oriented leadership concept comprises the characteristics that are necessary during change process which emphasises the importance of formulating a clear vision for change, rewarding and guiding subordinates (Khuong and Hoang, 2015). These characteristics are relatively similar to those of transformational leadership.

It is important for leaders to demonstrate their ability to create a vision for change and ensure its implementation as this encourages and boost employee's morale for change (Khan et al., 2016). Holten and Brenner (2015) note that a positive employee appraisal or judgment for change is essential because it signals or helps to predict the probability of success for the change process, it therefore suggest that if the team members are positive about change they are likely to support it, and in turn the organisation obtain the desired results. Furthermore, Tourish (2014) argue from a different perspective by pointing out that, more attention should also be given to followership than it has been in the past and leaders should involve followers or encourage them to participate and accommodate their views. Moreover, leadership should not only involve subordinates during change process as Packard (2013) insist that, they should further give feedback to all stakeholders on the progress of the change process.

Jones and Harris (2014) agree that leadership and organisational change cannot be separated and further add that, leaders are expected to endure the challenges they encounter and overcome the negative effects of change that occur during the change process until the desired goals are accomplished. Additionally, Jorge Correia de Sousa and van Dierendonck (2014) point out that any change process needs courage, as such leaders should demonstrate their ability to handle resistance to change and, in some instances, they may even be required to deal with confrontations.

Packard (2013) suggest that change begins when the organisational leadership identifies the need for change and if it has been established that change is necessary for the firm's

survival and success, then leadership embark upon the change process. Additionally, the author state that change initiatives should be aligned with the current strategy of the organisation and furthermore, prior to undertaking organisational change, if leadership's assessment indicates that a radical or major change is not necessary then only minimal improvement is undertaken. Wiedner, Barrett and Oborn (2017) posit that change of strategic nature is a costly exercise for the organisation as it requires the deployment of important resources that includes human and financial resources.

2.1.6 Leader's role in getting employee readiness to change

Boonstra (2012) argue that during the change process, leadership provides followers with direction and communicate the ongoing activities to ensure their message is clearly understood by all stakeholders, and in addition, by walking the talk leaders act as role models to their followers. Additionally, from a different perspective, Santhidran, Chandran and Borromeo (2013) argue that leaders play a significant role of encouraging readiness to change, and they embody important elements of change readiness which includes reliability, integrity, commitment and truthfulness. Moreover, in their study Breevaart et al. (2014) also put it differently that, leaders have the ability to influence the way in which employees view the environment or world around them.

In addition, leadership further aid followers to keep a positive attitude about change events and ensures the accomplishments of milestones during change are communicated to all employees (Santhidran et al., 2013). Leaders use their power and influence to break through the barriers and they make necessary changes on key players that are involved during change, they provide guidance and resolve problems as they arise (Boonstra, 2012). Moreover, leaders use their influence in the work environment to engage employees on work-related issues, inspiring and motivating them to independently think and give them allowance to make decisions in the organisation (Breevaart, Bakker, Hetland, Demerouti, Olsen and Espevik, 2014).

Rafferty, Jimmieson and Armenakis (2013) claim that employee's readiness to change is a fundamental key factor to ensure the success of change. Vakola (2014) describes readiness to change as a process whereby employees demonstrate positive intentions and attitude towards change and act in a way that shows that they are willing to accept

change by supporting it. Furthermore, there is a high possibility of resistance if readiness to change is low among employees (Vakola, 2014). Moreover, notwithstanding the leader's effort to develop employee's readiness to change, leaders are also expected to use their influence to stimulate commitment to change and to achieve this, they should demonstrate such characteristics as, self-confidence, emotional intelligence and honesty among other things (Santhidran et al., 2013).

Furthermore, due to the fear of change, employees may resist or become reluctant to fully participate in the change process and to overcome the challenges of employee's fear, it is recommended that leaders should take an initiative to clearly communicate essential information concerning the intended change to the subordinates, motivate them, and provide compelling reasons for change, assuring employees that change is achievable Luo, Song, Gebert, Zhang and Feng (2016). The authors further add that, leadership should effectively communicate the purpose of change, the benefits and vision for change.

It is argued that, if leader's behaviour encourages change, it in turn positively influence change readiness among employees, and it is therefore important for leaders to unambiguously champion for the desired change through a behaviour that encourages change and also develop a culture of trust with employees (Adil, 2014). The author further explains that, leaders are expected to act as role models by demonstrating their commitment to change, and exhibiting enthusiasm and confidence when managing the change process. Moreover, leaders are expected to be goal oriented and have the ability to manage different personalities from the teams they lead and ensure everyone is committed to the objectives (Mahembe and Engelbrecht, 2013).

Van der Voet, Kuipers and Groeneveld (2015) conceptualised a planned change process model that discusses the functions of a leader during the change process. First, communication of change information where leaders dedicate time to communicate the vision by means of documents, giving statements or making announcements. Second, as a role model, leaders initiate change and influence employees through their behaviour to reinforce the message of change. Finally, leaders appoint and dismiss key employees or

champions of change in the organisation and they further influence followers by demonstrating high standards and ethics of the organisation.

2.1.7 A process of leading change

Hayes (2014) recommend a change process model that is important to guide leaders when leading change in an organisation and the process is as follows;

Leaders should recognise the need for change

It is essential for leaders to establish the opportunity for change either from the internal or external events and develop relationships with key stakeholders before embarking on a change process.

Diagnosis of what should be changed

Leaders are required to examine the problem that needs to be addressed and further create a clear and attractive vision for the change. In addition, leadership also play an important role of motivating followers, act as communicators and get support from team members.

Planning for change

Leadership plays a role in planning for change by formulating the strategy that is used as a guiding map for change. In addition, planning also involves the training and development of employees.

Implementation of change; this is the stage where leaders ensure that change is executed and that it is done as planned and they further reviewing the change process to ensure that everything is on track.

Sustaining change; is a stage where leaders ensure that employees maintain the change, that is to say, entrenching and sustaining the new way of doing things and leaders should also ensure employees do not return to the old way of doing things.

2.1.8 Leadership and vision

Berson, Waldman and Pearce (2016) discuss the significance of a vision by explaining that it is central to leadership and more importantly it reflects on leadership effectiveness and their assertion is generally shared by researchers from various fields of study. Furthermore, vision summarises or encapsulates common objectives of the team, incorporate the values, and describes the future as well as encouraging follower's commitment (Diebig et al., 2016). In addition, a well-articulated vision of the future, that clearly describe the objectives, and how they can be achieved as well as alleviating the complexities of managing change is seen as encouraging by followers to achieve change. (Nyström et al., 2013).

Additionally, leaders engage and involve employees and external stakeholders by creating an aspiring vision for the organisation's future (Boonstra, 2012). Bish, Newton and Johnston (2015) reveal in their study that a vision plays a significant role both from the perspective of the change process and at organisational level although in different ways but it aids to produce desired outcomes. The authors further state that a vision for change was found to be more vital in supporting management of change as it underpins the policies and methods of change (Bish et al., 2015).

Cameron and Green (2015) cited Senge et al. (1999) conceptualised a community of leader's concept which describes the interrelationship of leaders throughout organisations, the argument is that leaders play different roles that are interconnected. The roles are discussed as follows;

Local line leadership

Local line leaders are front line or line managers and their commitment is fundamentally important for change to happen. They are depended on the network that links various parts of the organisation together, and they work closely with subordinates.

Executive leaders

Executive leaders are the top management of the organisations such as board members, and they act as architectures who design the framework for change and they create a

conducive environment for change. They reward employees and act as role models, they coach and advise line managers during change.

Network leaders

These leaders play a significant role of interfacing or providing the link between groups and teams in organisations. In addition, they provide guidance and advise and ensure the availability of resources and work closely with the line managers to ensure that change is successful.

2.1.9 The influence of leadership in the organisation during change

2.2.0 Types of change and leader influence

Baesu and Bejinaru (2014) attribute the success of organisational change to the leadership's ability to manage resistance during the implementation phase, and the authors also claim that incremental change is more acceptable by employees as it becomes routine and it is also implemented with easy, however radical change calls for an effective leader with the required competencies as it is associated with high resistance. Furthermore, Boonstra (2012) note that, during change process leaders use their influence to build partnerships with both internal and external stakeholders so that together they achieve the desired change. Makumbe (2016) suggest that leaders should support change by ensuring the availability of human resources, capital and information.

Holten and Brenner (2015) also argue that, charismatic-transformational leaders play a central role during the change process by emotionally inspiring employees to act and behave in a more favourable way that helps to achieve desired goals. In view of this, Berson et al. (2016) concluded that, in order to achieve desired results, leaders and followers should share the same or common vision. Moreover, the vision creates a clear picture of the desired future state and can, therefore, stimulate followers to identify with the leadership and work towards the future (Berson et al., 2016).

In his study Vora (2013) made comparisons between leadership and management and outlined that, leadership determines the direction of an organisations through strategic planning and aligning the employees, inspiring and motivating them. In addition, Van der Voet, Kuipers and Groeneveld (2014), point out that the modern change leadership literature does not mention if change happens as an emergent or planned process, and the authors further emphasis that, although change leadership is necessary for emergent change, its role is more important for a planned change.

Packard (2013) point out that, once change is deemed necessary by the organisational leaders, an appropriate strategy for change is selected as well as the deliberations on which methods to deploy and the author suggest that the following guidelines are necessary for change process; leaders are expected to communicate the urgency of change and why it is necessary to change, leaders should show their commitment to change by appointing a change champion or a group of individuals that advocate for change and building a broad or inclusive team that provides guidance on the change process, leaders should engage key individuals and also get support of the entire workforce through motivation. Additionally, Qu, Janssen and Shi (2015) assert that through their influence and authority, organisational leaders have the ability to manage and control the resources of the firm and they can do so by rewarding and providing benefits to subordinates.

Goh and Low (2013) note that the leader's character plays an important role in building trust with the followers and they argue that their view is widely shared and agreed upon by various other authors. Wu and Parker (2017) also report that various studies have come to a conclusion that leadership support during change aid to motivate subordinates to become initiative and perform to the best of their ability in order to accomplish the change goals of the organisation. Adil (2014) point out that, while leaders are expected to encourage employees and communicate the need for change, if they do not financially and emotionally support the staff, the implementation of change cannot be successful.

Stilwell, Pasmore and Shon (2016) illustrate a model they describe as 'behaviour dimensions' that is embraced by change leaders and it relates to that of Packard (2013) and the model include; (a) communication; thus, leaders should establish the need for

change, create a vision and communicate it to the followers. (b) Planning; leaders should plan for the change by formulating clear goals that are aligned to change. (c) Involving; leaders are responsible for creating an environment that allows everyone to be involved and they should demonstrate their commitment and passion for change. (d) Finally, leaders also ensure that the subordinates, processes and systems are all aligned with the objectives of change and ensure that implementation of change is done appropriately.

Vora (2013) state that leaders should empower employees by developing leadership at all levels of the organisation as this ensures and enables the accomplishment of change and furthermore, leaders are also expected to motivate employees and encourage them to accept and embrace change and resolve issues that may trigger resistance. Moreover, in their research Gaubatz and Ensminger (2017) revealed a similar model to that of Stilwell et al. (2016) and Packard (2013), which the authors describe as “people and task leadership behaviour” in which they discussed the significance of planning, creating a vision, setting goals, involving employees when making decisions and empowering subordinates during change process.

2.2.1 Change management models and leadership role

The study conducted by, Baesu and Bejinaru (2014) discuss the leadership functions that the authors believe are necessary and should be performed by leaders leading change and the model also correlates with models developed by Packard (2013) and Stilwell et al. (2016) and they include the following; (a) creating consciousness and awareness of change for subordinates in order to help them understand the significance of change and why change is necessary, (b) developing a structure for change and continuously help subordinates to comprehend the importance of change and provide necessary support, (c) getting everyone to participate and be committed to change, (d) leaders should have the ability to implement change in a sustainable way through the deployment of effective strategies to manage change process, and (d) leaders promote and develop employee's capacity, and help them to develop self-motivation in order to accomplish change.

Additionally, effective leadership is reflected in motivated employees who are usually the most noticed outcome and thus, followers are likely to be motivated when the leader is efficient and effective (Naile and Selesho, 2014). Similarly, Van Dierendonck, Stam,

Boersma, Windt and Alkema (2013) also acknowledge that, effective leadership helps to boost follower's confidence as they develop an element of trust in the leader's expertise. Al-Haddad and Kotnour (2015) note that change leaders have the ability to create a compelling vision and they can predict the future and plan on how to achieve organisational objectives.

Georgalis, Samaratunge and Kimberley (2015) argue that notwithstanding the fact that resistant to change is a result of many different factors, the authors suggest that employee's participation in change and information sharing may reduce resistance. However, in order to overcome resistance to change, leaders should comprehend how to effectively use their power, and they can, therefore, use it to reward and persuade or coerce employees, in addition, they can also use their power to influence and shape the behaviour of followers by communicating and providing training (Naile and Selesho, 2014).

The theory for organisational change suggests that change emanate from internal and external factors of the organisational environment and therefore, the turbulent and rapidly changing business environment continuously compel organisational leaders to accept change and combat the threats as well as exploiting opportunities (Caulfield and Senger, 2017). İkinci (2014) claim that, the acceptance and implementation of change by organisational team members have not been without problems owing to the complexity of change. In addition, the author state that, the contemporary dynamic business environment requires organisations to have the ability and capability to change if they are to be successful in managing change, and they should create a conducive environment, thus making required resources available, encouraging readiness and the wiliness to change (İkinci, 2014). Sikdar and Payyazhi (2014) also emphasise that, the external and internal business environmental factors determine whether the leaders should adopt incremental change within the same organisational structure or embark on a radical change that may require leaders to re-engineer the business structure, the technology and business processes.

Kin, Kareem, Nardin and Bing (2014) revealed in their study a planned change approach that is necessary to enable the implementation of change and the approach comprise the

following; acknowledging the need for change, preparing for change, implementation of change and incorporating change into the system or structures of the organisation. Kin et al. (2014) also emphasise on the commonly shared duties of leadership during change by stating that to ensure change process is successful, it is significant for leaders to create a vision that provides a clear direction on how the implementation of change is executed.

In addition, Kin et al. (2014) suggested a change model in their study which draws from and has commonalities with Lewin (1958) change model and Kotter (1999) change models. The model includes the following; (i) leaders should develop a plan or vision to provide followers with direction and explain the need for change, (ii) the vision should be well-crafted and provide the purpose for work, (iii) employees behaviour should be guided by the vision, (iv) the vision should be attractive and compelling to stimulate followers to work towards change, and the leadership should further share the vision with employees throughout the organisation.

Sikdar and Payyazhi (2014) reveal that transformational leadership was found to be successful if leaders mobilise the masses at operational level to commit to change, provide them support and develop their skills and revise the reward system, redefining the new responsibilities and finally spread change throughout the organisation. In addition, leaders that are leading the change process are encouraged to provide necessary information during change and further strengthen relationships with employees as this reduces the negative reaction to change and participation increases (Georgalis et al., 2015).

Furthermore, the findings by (Georgalis et al., 2015) correlates with the study by Epitropaki, Sy, Martin, Tram-Quon and Topakas (2013) who found that transformational leadership is not only the most cited leadership style, but it is also believed to be the most effective and appropriate style during organisational change. Moreover, transformational leadership is argued to be a good indicator of employee's commitment to work (Georgalis et al., 2015). Moreover, (Georgalis et al., 2015) add that various studies including the study by Caulfield and Senger (2017) have shown that transformational leaders are preferable by followers during change owing to their characteristics particularly their behaviour.

Caulfield and Senger (2017) reveal a concept they describe as “ideal theme for change” which is briefly discussed as follows; first, effective communication plays a critical role during change, second, planning is essential for organisational members to appropriately execute their duties and third, value-driven change comprises of employee’s confidence and commitment to change and improves engagement. Makumbe (2016) cited Gill (2002) conceptualised a leadership model effective for change process which comprises the following; the vision should provide direction and stimulate followers, leaders encourage shared values that bring people together, leaders formulate a strategy to ensure change is successful, leaders empower followers and create a sense of ownership and leaders motivate followers to work towards change.

Breevaart et al. (2014) suggest that leadership influence followers through engaging them in their work environment and, thus firstly positively impacting the way they view the work, secondly motivating them to participate and make their own decisions and, lastly supporting them with the resources. In addition, if employees perceive group membership as something important, there is a high probability that their actions are in the best interest of the group, and in change management this implies that organisational members feel that they have a bond with the organisation and its leadership and that encourages them to change their behaviour and accept change (van den Heuvel et al., 2014).

When the change process begins, it is very critical to get employee’s buy-in and ensure they believe that change will benefit them, and it is at this stage where leadership plays a fundamental role İkinici (2014) It is therefore crucial for leaders to present a captivating and irresistible reason for change and create a common goal that will encourage employees to embrace change and work towards achieving set goals Caulfield and Senger (2017). İkinici (2014) explains that leaders should establish a communication system and provide the necessary support as well as giving feedback on the milestones achieved during the change process. In addition, the author argues that during change, it is important to manage the flow of information and also ensure that information is accurate as it enables leaders to make informed decisions that help achieve the desired goals.

Hussain et al. (2016) cite that Lewin (1953) model of change is among the most known and widely accepted models in change management. Hussain et al. (2016) also cite that,

Lewin's (1953) model has been adopted and implemented by many organisations and many authors have also called Lewin the father of modern change management. Hussain et al. (2016) explained Lewin (1953) model as follows;

First stage is "*Unfreeze*" the author argues that, to ensure that change is successful, it is necessary to plan for change. In addition, this stage includes, communicating the need for change and preparing employees to change by encouraging a positive attitude and reducing possible causes of resistance.

The second stage of the model deals with "*Change*" itself, which involve employee's participation in the implementation of change. It is argued that, employee involvement is critical at this stage and employees are encouraged to accept and embrace change. In addition, employees are also offered rewards and are empowered with expertise and knowledge. Moreover, it is necessary to involve employees in the planning and implementation of change as this helps to overcome resistant to change.

The third stage of the model is called "*Refreezing*" which include reinforcement of the implemented change to ensure employees do not go back to the old way of doing things. In addition, at this stage change is entrenched and incorporated into the system as a new culture of the organisation and the set goals are accomplished. Moreover, Lewin's change model further advocate for knowledge sharing during change management process and emphasise the significance of leadership and its role during change Hussain et al. (2016).

2.2 Impact of leadership in implementing change

2.2.1 Leadership role in different stages of change implementation

Hussain et al. (2016) describe leaders as champions of change and suggest that they should formulate change strategies and work with followers to implement change. However, van Dierendonck and Sousa (2016) insist that, in spite of the challenges encountered during change, if the leadership provide necessary support to subordinates which includes, satisfying and meeting their needs, provide the resources required and develop and train them, employees are likely to be motivated throughout the entire change process.

Agote, Aramburu and Lines (2016) point out that, it is important for leaders to demonstrate a consistency behaviour during change process in order to gain the trust from employees and furthermore, the leader's behaviour is an essential source of subordinate's emotion. Agote et al. (2016) cite that, in order to successfully implement change leaders are recommended to deploy Kotter's (1995) eight-step model, which is one of the most acknowledged and widely used change management model during organisational change and it is also argued that Kotter's (1995) change model is the most cited by researchers. The model is discussed as follows;

First step; Establishing a sense of urgency

This stage includes, the leader's role of creating the awareness that change is necessary, and this is a pivotal stage for the success of change. It is at this stage where leaders get the support, cooperation and involvement of employee's, failure of which change may not be achieved. In addition, it is therefore imperative to motivate organisational members to participate and realise the urgency for change.

Second stage; Creating a guiding coalition

This stage requires the building of a team of leaders who have the power to lead and drive change. The group should further deal with problems or barriers, communicate change to the whole organisation and develop a clear vision for change. This team of leaders should be made up of individuals that trust each other and that also share the same vision and objectives. The group of leaders who will champion for change should also have high expertise and the ability to lead the change in order for them to earn the trust from organisational members.

Third stage; Developing a vision and a strategy for change

At this stage, a clear vision for the future is created which also provides the direction and motivation to organisational members to embrace change. In addition, the vision should be realistic and inspire organisational personnel to desire a better future that the vision portrays.

Fourth stage; Communicating the change vision

It is of paramount importance for leadership to get the buy-in to change from the organisational personnel by communicating a compelling vision and getting their support. The vision is communicated using various methods and it is important that the communication is effective and that it reaches all organisational members and that it is done regularly to ensure everyone in the organisation is very clear about the vision for change.

Fifth stage; Empowering broad-based change

The fifth stage discusses the removal of all the barriers to change. In addition, the stage includes the restructuring of organisational systems such as information systems and changing management style.

Sixth stage; Generating short-term wins

The short-term wins are important for change as they indicate a visible success. These short-term wins represent progress and they motivate, build momentum and enhance the morale of employees.

Seventh stage; Consolidating gains and produce more change

At this stage, a new culture and new behaviour for organisational personnel should be ingrained to ensure that change is accomplished and sustainable. In addition, at this stage, leadership should not quickly declare victory, but instead, they should seek to ensure momentum and get the new practice entrenched in the organisational culture.

Eighth stage; Anchor the change

This stage requires leadership to ensure that the employees have adopted the new way of doing things and that it becomes a normal practice. The new practices should be deeply embedded in the organisational culture and should also be indoctrinated to new personnel joining the organisation.

van Dierendonck and Sousa (2016) add that, the characteristics of effective change leadership comprise of, empowerment of employees, open communication, leader's empathy, and satisfying employee's needs. In the same line, Stilwell et al. (2016) cited in Gilley, Gilley and McMillian (2009) reveal in their study the leadership behaviour and skills

that are important and necessary for the implementation of change and which include, coaching, communication, involvement, motivation, team building and reward. Sarros, Luca, Densten and Santora (2014) proposed a concept called 'leader motivating language' and it revolves around the leader's ability to provide organisational members with the direction of the future. The authors further explain that, providing direction to employees entails a forward-looking approach where leaders clarifying what should be accomplished, give clear direction to employees on how tasks should be executed, mentoring, and outlining what should be achieved in order to get the reward.

Baesu and Bejinaru (2014) reveal a five-stage change process that is considered effective for change implementation and they elaborated on how leadership influences each phase. (a) Commanding style, implies that leaders adopt a result-oriented approach which aims to influence people to learn by doing, (b) logical style; relates to leadership focusing on innovation, handling change process prudently, and constantly learning through information gathering, (c) inspirational style, relates to leadership identifying and creating opportunities through developing trust with subordinates, (d) supportive style, relates to leadership providing support to subordinates and ensuring they are participate in change.

Khan et al. (2016) describe leaders as individuals with power and authority who are able to make decisions and implement them using their influence. Santhidran et al. (2013) note that, leaders play an important role both directly and indirectly by influencing employee's commitment and readiness to change, that is to say, leadership promotes change readiness which in turn effect commitment to change. According to Packard (2013) leaders are also required to plan and design systems that provide the infrastructure to enable the implementation of change.

Magsaysay and Hechanova (2017) recommend that change implementation requires a different leadership approach from the normal leadership functions. That is to say, since change is not routine, the role of leadership encompasses the management of the entire change process to ensure its success (Magsaysay and Hechanova, 2017). In addition, leadership plays a central role during change implementation and in view of this, Krapfl and Kruja (2015) suggest three essential characteristics that enable leaders to

communicate effectively which are usually overlooked. Firstly, leaders should provide a holistic picture to employees and adequate information for the scope of work to be accomplished. Secondly, leaders should communicate as clearly as possible providing all the necessary information to subordinates. Finally, leaders are also expected to be good listeners as this helps them understand whether their message is understood by followers.

In an attempt to improve the efficiency of a change process, Baesu and Bejinaru (2014) proposed a change process model which helps to facilitate change. The model is discussed as follows; (a) planning stage, is the phase where the leader provide explanation elaborating and identify opportunities, (b) enabling stage, is a phase which include influencing employees and empowering them, (c) launching stage, entails the execution of change to achieve the set goals, (d) the catalyst stage, consist of motivating and stimulating subordinates by providing them with support, (e) and finally maintaining stage, relates to provision of guidance and administering change to ensure change is sustained.

2.2.2 Leadership influence on employees during change implementation

The implementation of change is a complex task owing to various stages or phases involved, and there is also a possibility of resistance from subordinates which may hinder the process, and to overcome these challenges, leadership plays a critical role of motivating followers, creating a conducive environment for change, communicating effectively and resolving employee's problems Khan et al. (2016). van der Voet et al. (2015) also add that it is significantly important for leaders to effectively communicate the importance of change because this help employees to comprehend the need for change and support its implementation. van den Heuvel et al. (2014) add that, organisational leaders play a significant role of driving the change and they have a duty to aid employees to perform and accomplish the set objective and therefore it is essential for leadership to give more attention on the leader-member exchange.

Korbi (2015) suggested a number of significant leadership aspects that are necessary during the implementation of change and they include; first, to provide a strategic vision which is the comprehensive framework where the goals and the mission of the

organisation fit in. In addition, the comprehensive strategic vision for the strategic change helps to explain how a new strategy is implemented in line with the external environment (Korbi, 2015). Leadership as strategists for change are required to predict the future and they must share the vision with the organisational members and understand the aspirations, needs and values of the people (Korbi, 2015). Furthermore, leadership should create objectives, mould and shape organisational culture and open doors (Korbi, 2015). Second, leadership should identify the need to change and find a new strategic response. Forth, leadership should communicate effectively the reason for the new strategy or change. Fifth, leadership should overcome resistance to change. Sixth, leadership needs the power to influence employees and develop a political support. Leadership should delegate duties, consult, encourage dialogue, motivate employees, involve them and build commitment (Korbi, 2015).

Jones and Harris (2014) recommend that it is essential for leaders to be able to stand back sometimes and credit employees for the milestones that are accomplished during change because this creates a sense of ownership and empowerment in followers and enhance the acceleration of change. According to the study of Johannsdottir, Olafsson and Davidsdottir (2015) the implementation of a new strategy requires leadership to show commitment and values, and the findings further indicate that leadership should act as role models and walk the talk by practically acting and behaving according to the message they preach in order to realise the desired change.

Appelbaum, Degbe, MacDonald and Nguyen-Quang (2015) acknowledge that despite the initiatives taken by organisational leadership to drive and lead the change, the implementation of change is executed by the organisational personnel that are at various levels of the organisation. Furthermore, Jacobs et al. (2013) state that it is important for leaders to establish and understand what causes resistant to change, so that they can make necessary adjustment in the change plan by removing obstacles and encourage employees to embrace change. Leadership plays a key role by honestly communicating to follower's information that relates to organisational change, and they should set the direction which the organisation takes into the future during change (Appelbaum et al., 2015).

Van der Voet et al. (2014) state that change-leadership is related to the leader's commitment to change and the authors further claim that, the primary role of change leadership is to encourage the followers to embrace the positive attitude towards change with a view to achieve set objectives for change. Moreover, the authors note that change-leadership indirectly influence follower's commitment to change by enhancing high-quality communication and the participation of subordinates in the execution of organisational change (Van der Voet et al., 2014). This correlates with the study by Rogiest, Segers, Witteloostuijn (2015) who argue that, subordinate participation increases if the quality of communication is enhanced and if the feeling of uncertainty and anxiety is reduced among employees. Appelbaum et al. (2015) also agree that leadership should embrace, practice and encourage the values that are aligned to change because this aid to create a conducive environment for change. Agote et al. (2016) however state that many other authors consider, employee's reaction to change as a crucial signal or indicator for a successful implementation of change.

Appelbaum et al. (2015) add that the successful implementation of change requires leadership to create a positive environment for employees towards change and overcome resistance to change, they should articulate the firm's strategic direction and ensure they get feedback from subordinates and unite everyone to support change. The authors further argue that this can be achieved by involving middle managers at the early stages of change to get their input and middle managers can then in-turn easily influence the entire workforce.

Additionally, from a different perspective Kin et al. (2014) put forward a leadership competency concept which comprises of four elements the authors suggest are necessary to ensure successful implementation of change and they include, reducing resistance and conflict, capacity building, institutionalisation and goal framing. Agote et al. (2016) add that, the level of trust employees has in their leaders and leadership style has a significant influence on their emotions as well as the success of change process.

Ferguson, Hall and Hopwood (2015) also discussed three leadership levels that are necessary during change implementation and they comprise initiators, managers and responders. In addition, the authors explain that, as initiators leaders formulate long-term

policies that are unambiguous with clear intent. Second leaders as managers, put more attention on controlling resources and the budget and ensures there are procedure in place during change. Third, leaders as responders, take into account subordinate's views and concerns during change.

2.2.3 Resistance to change

In addition, owing to the fact that resistance is significantly contributed by the issue of employee's self- interest that are at stake, change-leaders can overcome resistance to change by creating an environment where employee's interests are considered so that they benefit from change (Will, 2015). Additionally, Hoch, Bommar, Dulebohn and Wu (2016) postulate that, change-leaders motivate employees who feel that change is win-lose by using the following methods; first change leaders should be competent and brave and that is to say they need to be skilled to manage the sophisticated change in a way that can stimulate the staff. Second, change-leaders provide incentive and compensation, and that is to say, they solve the problem by giving sufficient compensation to the employee and managers that are showing resistance. Third, change leaders promote participation and communication and thus, many researchers encourage communication and involving employees to overcome resistance to change.

It has become a norm that the failure of change in organisations is associated with the leadership's incompetence, and little attention has been given to the individual resistance to change (Michel, By and Burnes, 2013). Michel et al. (2013) argue that, although leadership's incompetency may result in resistance to change, it is essential to acknowledge that there are psychological factors in organisations that are external to employees that can also cause resistance to change. Furthermore, the interactions in the organisation present the opportunity to leaders of change management to facilitate a win-win situation where both the organisation and the employees benefit from the change (Will, 2015).

Owing to employee's fear and anxiety to change and the challenges they are faced with during change process, Luo et al. (2016) recommend a concept called 'subordinate oriented leadership communication style' which address employees fear and anxiety by stressing that both the organisation and employees will benefit from change, in addition,

the authors also advocate for what they describe as 'support orientation' concept which implies that leaders should unequivocally support and demonstrate commitment to change throughout the whole process and share information about change and lead with confidence. In addition, Georgalis et al. (2015) add that, it is vital for leaders to give employees a clear direction of organisational change and maintain a good relationship with them as this reduces resistance to change.

Smollan (2013) cite that, previous research has highlighted the significance of trust which is an important element of leadership during change. In a similar view, Chughtai, Byrne, Flood and Barbara (2015) also agree that, leader's trust play an important role in achieving organisational efficiency. Ferguson et al. (2015) further present a three-phase change concept necessary for change implementation. First phase is creating a vision which is inclusive of all stakeholders. Second phase is the implementation of a vision which enables the real change to take place, and the third and last phase is sustaining the vision.

Luo et al. (2016) state that, organisational change is a phenomenon that comprises of both risks and benefits, and the downside of organisational change to employees is when they are faced with the risk of losing their jobs, their present status and power. In addition, Hartge et al. (2015) agree with the viewpoint of Luo et al. (2016) as they emphasise that, it is difficult and complex for leaders to communicate change message to employees because they usually view change negatively owing to some of its negative consequences, such as losing their jobs and the stress that is caused by fear of change owing to its nature of being uncertain.

Leadership plays a fundamental role by setting important standards that aid to shape the, planning, organising and directing of employees and resources to ensure change is achieved (Al-Haddad and Kotnour, 2015). Al-Haddad and Kotnour (2015) also note that, the leadership support enhances motivation in organisational members and help overcome challenges, obstacles and stress that is created by change; in addition, employees are likely to feel more encouraged to engage and confident to participate in the change process. Bakari, Hunjra and Niazi (2017) point out that leaders also help organisational personnel to adjust to the new roles after the implementation of change.

Additionally, in order for leaders to get employee's buy-in to change, Venus, Stam and Knippenberg (2013) suggest that, leaders use their ability to communicate and connect emotionally by creating clear and attractive mental graphics or picture of the future and convey a message that connects and create hope for subordinates. Al-Haddad and Kotnour (2015) also add that, change leaders have the ability to create an appealing vision and are also able to predict the future of the organisation and develop a plan of action to realise the desired future. Moreover, the assertion of Baesu and Bejinaru (2014) regarding leadership's role in employee's readiness to embrace change is further emphasised by Al-Haddad and Kotnour (2015) who note that leaders should motivate employees to embrace change and ensure their readiness to manage the change process. Powley (2013) further point out that, leaders ought to act as communicators, communicating objectively and goals during the difficult and challenging times and their effectiveness in doing so determine the success or failure of the organisation.

Hartge et al. (2015) stress that, leaders use a reward system to encourage employees to reach targets and set objectives during change process. Abrell-Vogel and Rowold (2014) admit that leaders that demonstrate clear values, positive attitude and commitment to the desired change with a clear vision will be more effective in encouraging subordinate's innate motivation to participate during change process. Will (2015) also suggest that to create a win-win situation, change leaders should create competition within the organisation where employees are incentivised. Moreover, the mutual benefits from a win-win situation play a fundamental role in encouraging employees to embrace change (Will, 2015).

In addition, Hartge et al. (2015) also emphasises that, during change process, it is essential for leaders to establish a way of obtaining feedback from subordinates regarding the progress. Moreover, notwithstanding the leader's transformational and charismatic behaviour, if the leader is not committed to change, it follows that, his or her behaviour will not positively influence employee's commitment to change (Hartge et al., 2015).

2.2.4 Evaluation of an effective leadership style for change management

It is suggested in the leadership theory that there are some leadership styles that are more effective for change management than others, and a study by Caulfield and Senger

(2017) found that transformational leadership is the most effective leadership style for change management. Appelbaum et al. (2015) maintain that, an effective leadership style is instrumental for the success of organisational change as it influences employees attitude towards change. The authors further state that, effective leadership style helps to reduce resistance to change and also enhance employee commitment to change.

In addition, Appelbaum et al. (2015) associate transformational leadership style with visionary leadership by stating that, just as transformational leaders inspire followers through a compelling vision and, similarly visionary leaders earn respect from followers through demonstrating the ability to formulate an inspiring vision that motivates followers to participate and help improve the organisation.

Holten and Brenner (2015) reveal in their research that, as the change process begins, transformational leadership style was found to have a positive long-term impact on employee's attitude and reaction to change. The authors further add that transformational leadership style was found to have a long-term impact on employee's appraisal or judgment for change (Holten and Brenner, 2015). Conversely, transactional leadership was found to have a negative impact on employee's attitude and appraisal for change in the beginning stage of change.

2.2.5 Transactional leadership

Holten and Brenner (2015) suggest that transactional leaders encourage followers to accept and embrace change through the use of rewards during change. However, the authors point out that, the inability of transactional leadership to motivate followers makes it difficult for the leader to positively influence organisational personnel during change process. Holten and Brenner (2015) agree in their study that, both transformational and transactional leadership styles positively contribute to employee's commitment and participation to change. When comparing transactional and transformational leadership, Breevaart et al. (2014) suggest that transactional leaders are good in encouraging job performance from followers, but transformational leaders are more effective and better in achieving the same results.

2.2.6 Transformational leadership

Northouse (2016) describes transformational leadership as one of the most popular leadership concepts that immensely incorporate such characteristics as values, standards, emotions, satisfaction of followers needs and influencing employees to perform beyond expectation. Transformational leaders extensively understand the underlying values of the society as well as the emotional and social needs of the employees (Boonstra, 2012). Diebig et al. (2016) point out that, through a well-articulated and emotional vision, transformational leaders are able to identify opportunities for the organisation.

Furthermore, transformational leaders are concerned with transforming organisations and the individuals within them and, they influence followers to look beyond their self-interests but rather to commit themselves to the common interests of the group and the common vision to achieve the organisational goals (Lutz Allen et al., 2013). van der Voet et al. (2015) also point out that transformational leadership positively influences employee's commitment to change owing to their ability to create a compelling vision of the anticipated and desired change.

Shin, Seo, Shapiro and Taylor (2015) claim that, if leaders adopt a transformational leadership behaviour during change and continuously remind the followers the benefits of change, there is a high probability that followers will have high expectations for the future and accept change. Lopez-Dominguez, Enache, Sallan and Simo (2013) note that, individualised consideration a sub-dimension of transformational leadership contributes positively to changing employee's attitude and embrace the group or collective interests as opposed to their self-interests.

Transformational leaders envision the future through a vision and, they motivate and stimulates pessimistic employees to understand the need for change and influence them to participate in the change implementation (Li, Chiaburu, Kirkman and Xie, 2013). Van Knippenberg and Sitkin (2013) also note that, as far as transformational leadership is concerned, it is through the impact of its sub-dimensions, (idealised influence, individual considerations, inspirational motivation and intellectual stimulation) that employees are influenced to perform beyond their expectations. van der Voet (2016) also state that, the

combination of change leadership and transformational leadership improves the participation of employee's during change.

İkinci (2014) also add by stating that, literature suggests that transformational leadership is the most effective leadership approach for change management. Qu et al. (2015) support that transformational leaders are perceived as role models by demonstrating high standards, values and morals. Moreover, Yasin Ghadi et al. (2013) agree and emphasise the same view, by stating that when leadership act as a role models, the employee's commitment and sense of value and engagement increases. Delegach, Katz-Navon and Van Dijk (2017) support the line that, both transformational and transactional leadership style has a positive impact on employee's commitment. Additionally, transformational leaders intellectually support and continuously motivate subordinates during change by giving them a latitude to make decisions independently which enables them to overcome negative perceptions about change and view problems differently (Abrell-Vogel and Rowold, 2014).

Breevaart et al. (2014) also discussed four components of transformational leadership which includes, idealised influence, individual considerations, inspirational motivation and intellectual stimulation. In addition, the authors explain that, idealised influence implies that leaders are respected by employees and that employees trust and identify with the leadership. Individual considerations imply that leaders act as advisers and they further take into cognisance the needs of each individual employee. Inspirational motivation relates to the leadership's ability to formulate and communicate a compelling vision for the future. Intellectual stimulation relates to how the leader help employees to view or perceive problems differently.

Guay and Choi (2015) agree that the sub-dimensions of transformational leadership are fundamental tools that aid to enhance the confidence of introverted followers by engaging them. Joo and Nimon (2014) also add that transformational leaders attend to organisational member's needs and further provides coaching, feedback, empower and develop them. Additionally, transformational leadership places the leader at centre of this leadership concept and not the followers, and conversely, servant leadership credit followers for the accomplishment of goals and put followers at the central point (van

Dierendonck et al., 2013). Uhl-Bien, Riggio, Lowe and Carsten (2014) point out that, transformational leadership plays a fundamental role in encouraging subordinate to improve performance and commitment to change and accomplish desired objectives. Moreover, van der Voet et al. (2015) agree that transformational leaders enhance commitment to change and further inspire and motivate organisational members during both planned and emergent change.

The study by Loo, Lee, Low and Loon (2017) also arrived at the same conclusion as many other researchers on acknowledging the effectiveness of transformational leadership and its positive impact on employee's perception towards change and commitment to change. Moreover, Stinghamer, Marique, Caesens and De Zanet (2105) add to this line by agreeing that transformational leaders stimulate and encourage follower's commitment to change through an appealing vision. Moreover, the by Shin et al. (2015) also support that leadership's involvement or intervention during change increases employee's commitment to change.

Transformational leaders are more visible to followers as they lead from the front and followers look up to them by observing their actions and behaviour which is the source of influence, and in contrary, servant leadership influences followers differently, as the leader is more down to earth and does not necessarily lead from the front Van Dierendonck et al. (2014). The author further state that, the source of influence for transformational leadership emanates from the fact that the leader is a central character and the leader's demonstration of charisma create a perception that he or she is effective and in contrary, servant leadership is more focused on followers, as the leader shows humility and credit followers for success.

Abrell-Vogel and Rowold (2014) state that, transformational leaders are good communicators of an appealing and optimistic vision that connect with the emotions of subordinates, and the authors describe this concept or ability as 'vision articulation'. Transformational leadership inspires followers to be committed to the set values and vision and encourages them to work towards achieving collective goals of the organisation (Guay and Choi, 2015). In addition, Lutz Allen et al. (2013) argue that the ability of transformational leadership to influence change in organisations is one of the

most significant characteristics of this leadership style. In addition, Guay and Choi (2015) also add their view which correlates with other researchers by emphasising that, transformational leadership influences employee to perform beyond expectation. Furthermore, Men (2014) support that transformational leaders are emphatic and passionate about satisfying the needs of employees and they also promote and encourage individual employee development.

Additionally, Guay and Choi (2015) are in support of what many other researchers suggest that transformational leadership create a vision that stimulates employees to put the interests of the group first. Allen, Smith and Da Silva (2013) also agree that transformational leaders create an inspiring vision for the followers which provide guidance to the desired future. There are some similarities between transformational leadership and visionary leadership at least according to the description by Taylor et al. (2014) who describe a visionary leader as a leader who formulate a vision that is aligned to the interests of both the group and the organisation and effectively communicate the vision to get the buy-in and support.

2.2.7 Authentic leadership

Northouse (2016) explains that authentic leadership is among the most recent leadership approaches and it relates to the leader's authenticity and emphasises on the leader's true character. Hsieh and Wang (2015) add that, authentic leaders influence employees positively by their words and the way they act which underpins their character of genuineness. Authentic leaders are cognisant of their strength and weakness, and they understand the significance of internal and external conditions of the organisation (Boonstra, 2012). Similarly, Wang, Sui, Luthans, Wang and Wu (2014) also agree with this line as they add that authentic leaders take into account follower's ideas when making decisions, and they exhibit or demonstrate their values, believes and morals.

Additionally, owing to their self-awareness and the ability to connect to follower's emotions, they articulate a vision that is directly linked to and is a true reflection of their values and beliefs, and therefore they are more committed to the change they envision (Alavi and Gill, 2017). Moreover, Wang et al. (2014) further note that, authentic leaders play an integral role in positively influencing the follower's performance. Owing to their

consistency behaviour and actions, authentic leaders earn the trust organisational members and improve work engagement (Hsieh and Wang, 2015). Moreover, the authors further argue that authentic leaders do not imitate other people, but rather they maintain their true values, beliefs and genuine character (Hsieh and Wang, 2015).

Jiang and Men (2017) discuss four characteristics of authentic leadership which includes, self-awareness; which is the leader's ability to recognise their weakness and strength, relational transparency; which revolves around trust, processing information; which relate to careful evaluation of information before making decisions and lastly, internalised moral perspective; thus, leader's moral perspective such as his or her behaviour and fairness. Moreover, authentic leadership encourages and enables readiness to change and further inspire and motivate employees to participate in the change process in order to achieve organisational goals (Alavi and Gill, 2017). Wang et al. (2014) state that, authentic leaders are exemplary to their followers, and they guide them and encourage good morals, values and ethics.

Additionally, the involvement of organisational personnel by the leadership to participate in the decision-making process and consulting them to get ideas and input, will further strengthen and reinforce employee's perception that the leaders are committed to change and that the reason for change is legitimate (Alavi and Gill, 2017). The authors further suggest that authentic leadership is instrumental in initiating employee's learning and motivation during change which enables effective implementation of change. In addition, literature suggests that, authentic leadership behaviour enhances the effectiveness of change (Rafferty et al., 2013).

Authentic leadership comprise of self-awareness and internalised moral perspective dimensions, in addition, self-awareness implies one's comprehensive understanding of their internal values, beliefs and emotions, and internalised moral perspective relates the trustworthiness and honesty of a leader and how he/she manages his or her behaviour and actions (Alavi and Gill, 2017). Additionally, authentic leaders are perceived as role models by followers in change management as they create conducive conditions where subordinate share collective values of the group (Alavi and Gill, 2017). Moreover, the

authors claim that, through authentic leadership behaviour, follower's scepticism to change is alleviated.

2.2.8 Servant leadership

Servant leadership is based on a premise that, if leadership develop, empower and meet followers needs, it follows that the long-term goals of the organisation can be accomplished through follower's commitment Hoch et al. (2016); and this view is also shared and supported by Chiniara and Bentein (2016). However, Grisaffe, VanMeter and Chonko (2016) argue from a different standpoint by stating that the distinguishing element of servant leadership is that, leaders are selfless, and they pay attention to others needs and serve others first. In addition, servant leadership also emphasis on developing and empowering employees. Moreover, servant leadership enables employees to unleash their full potential by creating a conducive environment, improving their self-motivation and leadership skills (van Dierendonck and Sousa, 2016). Elisabeth Nyström et al. (2013) also add that there are various ways in which employees can be motivated to embrace change and that include efforts by management to use the rewards to improve the status of staff and creating a favourable environment that stimulates employees and influences them to change their behaviour.

van Dierendonck and Sousa (2016) state that, the follower's needs are at the centre of servant leadership. Northouse (2016) describes servant leadership as a paradox concept, because it suggests that the leader serves as a servant and he or she also provide leadership through influencing followers and performing leadership roles. In addition, servant leaders are meticulous about the reason for change and ensure that change benefits both the organisation and the people (Baldomir and Hood, 2016). Van Dierendonck et al. (2014) conclude that, servant leaders dedicate a substantial amount of time and strength in attempting to comprehensively understand and satisfy the needs of all individual followers. Servant leadership is described as a deep-seated desire of leadership to passionately serve the followers with a servanthood approach, focusing more on follower's well-being and not leading from the front (Goh and Low, 2013).

In addition, argues that, Van Dierendonck et al. (2014) servant leadership and transformational leadership styles share some similarities on such characteristics as, the

leader's ability to influence followers through a more appealing vision, and both leadership styles are not just limited to setting organisational goals but go beyond that. Van Dierendonck et al. (2014) suggest that, servant leadership is relevant and more appropriate in situations of uncertainty, where anxiety and the feeling of insecure is high among employees, this is because of servant leader's ability to show humility, and giving followers assurance that their needs are prioritised. Baldomir and Hood (2016), agree that servant leaders ensure that change is in the best interest of both followers and the organisation prior to communicating and undertaking change.

van Dierendonck and Sousa (2016) identified the following servant leadership characteristics which relate to leadership during organisational change; empowerment; which refers to allowing followers the independence and latitude to carry out their duties, stewardship; providing direction; which imply that employees are informed of what is expected of them and they are provided with necessary assistance. In addition, servant leaders also have a different approach to change as they use their ability to persuade followers to buy-in and accept change through continuous engagement (Baldomir and Hood, 2016).

2.2.9 Conclusion

This study was aimed at discussing the role of leadership in managing change, and in this view, a comprehensive review of the literature was undertaken to establish these roles. It has been revealed in the study that, although there are different views and findings on the phenomenon under discussion from many different authors, there are however many areas of agreement. The leadership roles that repeatedly received more attention from various scholars include, the formulation of a change vision which inspires followers and provides direction for the organisation. In addition, employee motivation was also found to be among the most significant roles assumed by leadership during change. Furthermore, the communication of change in the organisation was pointed out as a key role of leadership and the rewarding and provision of resources necessary to support the change.

Additionally, planning change, formulating the change strategy and getting employee buy-in are fundamental functions of leadership during change. Moreover, leadership support, including emotional support, encouraging employee's readiness to change and demonstrating a commitment to change were also identified as pivotal tasks performed by leaders in the change process. The study further discusses change management models that enable effective implementation of change and among the most known and outstanding is Lewin (1953) three steps of change, freeze, change, unfreeze and Kotters' (1995) eight steps of change which are widely accepted by authors from various fields of study. In addition, the two models are believed to be the most used change models by many organisations. Lastly, the study explored various leadership styles in relation to their effectiveness in change management and among them includes, servant leadership, transformational leadership, authentic leadership and transitional leadership style. Transformational leadership is generally believed to be more effective for change management owing to its unique characteristics that inspire, motivate and encourage employees to not only accept change but to ensure that it achieved. In addition, authentic leadership approach and servant leadership also demonstrated that they are effective in the management of change.

The next chapter of the study is chapter 3 which discusses research methodology.

Chapter 3

Research methodology

3.0 Introduction

This chapter serves to introduce the methodology of the study and it encapsulates the methods and procedures that the researcher used to resolve the research problem. In addition, this chapter is very important for the research because it provides in detail the reason why the researcher took specific decisions and why some methods and techniques were selected to resolve the research question and reach the conclusion. Furthermore, this chapter also provides the overall strategy of the whole project that governs and guide the research process and the researcher based on what procedures to follow in line with the chosen methods. The chapter also discusses the following; the research design, research methods for instance, data collection and data collection instrument, data analysis, research paradigm, trustworthiness, sample and sampling method.

3.1.1 Research Design

Research design refers to the procedure and plans of the research from which fundamentally broad assumptions and comprehensive data collection methods are derived (Creswell, 2007a). The process of qualitative research entails the procedures and questions that emerge, and in addition, data is collected in the setting or environment of the participants, additionally, the analyses of data is typically inductive, and the researcher interprets the data from participants (Creswell, 2007a). Qualitative research is appropriate for this study because it aids to provide a better understanding of the phenomenon under study and thus the role of leadership in change management. In addition, the data collection method and research strategy the researcher selected informed the decision to employ qualitative research design as the one that is appropriate for the research project. In addition, since this research requires rich data qualitative research is precisely fit for the purpose of the study. Choy (2014) assert that, qualitative

research enables the participants to bring up more issues due to the use of open-ended questions.

3.1.2 Qualitative research

Creswell and Creswell (2017) state that, in qualitative research, the researcher has the responsibility to collect data by means of interviews and examining documents. Similarly, in this study, the researcher collected data from participants through semi-structured in-depth telephone interviews with a view to obtain rich data through further probing. In addition, qualitative research was chosen because the researcher intends to explore the problem and to furthermore answer the research problem, a complex and comprehensive understanding is needed through the collection of in-depth and rich data. Qualitative research develops a sophisticated and comprehensive or broader picture, as well as the analysis of words and it provides a detailed report of the views of informants by collecting data in a natural setting (Pandey & Patnaik, 2014).

Creswell (2007a) recommends that, when conducting a qualitative research, the researcher should throughout the whole research process pay attention to the interpretation that the participants hold or intended about the issues and avoid bringing in their own meanings and the knowledge they obtained from the literature review. This is because the underlying reason for qualitative research is to learn the issues from the participant's perspective and their experience in order to answer the research question (Creswell, 2007a). Qualitative research employs an inductive approach to interpret meanings, process and context of the subject being investigated by means of observation and interviewing the participants (Yilmaz, 2013).

Wagner, Kawulich and Garner (2012) argue that, qualitative research sample is typically small owing to its in-depth and extensive nature, and that is to say, qualitative research aims to acquire rich and deep data. In addition, this characteristic of qualitative research approach makes it appropriate for this study as the sample of this study is also small.

Qualitative research is a profound method that effectively reveals the underlying processes and how they happen in organisations and provides a comprehensive explanation of how the processes unfold (Bluhm, Harman, Lee and Mitchell, 2011)

Moreover, qualitative research is very effective and essential in obtaining insight about the experience of individuals and the way they interpret their experiences (Bluhm et al., 2011). Jackson, Drummond and Camara (2007) add that qualitative research is depended upon rich and detailed data provided by participants as they respond to questions, elaborating their understanding and experiences in organisations.

In addition, Jackson et al. (2007) further state that, because qualitative researchers are cognisant of the fact that their research is not generalisable, they collect extensively rich data about the problem under study in order to understand the phenomenon. Antwi and Hamza (2015) argue that, qualitative research is appropriate when the researcher is interested in knowing more or getting more knowledge about the phenomenon under study of which he or she lacks the insight. Furthermore, the use of a qualitative approach enables the researcher to formulate and use open-ended questions in order to understand the current world from the perspective of the respondents without making assumptions (Yilmaz, 2013). Kalu (2017) stresses that, qualitative research is a good research approach because of its ability to allow the researcher to show accountability and transparency of the entire research process in a systematic way.

3.1.3 Exploratory study

This study is exploratory in nature considering that not much is known by the researcher about the phenomenon under investigation that is the role of leadership in managing change. In addition, there is limited knowledge and literature that has focused on the leadership's role in managing change yet many organisations have not been successful in their endeavor to achieve change in the changing environment, and therefore this research is undertaken to explore the problem since less is known. Sekaran and Bougie (2013) point out that, exploratory study is employed when little is known about the subject under scrutiny and when it is also necessary to explore and attempt to understand the problem and its depth before the research work is conducted. In addition, Saunders and Lewis (2016) support that, exploratory study aids the researcher to understand the problem under study in circumstances where the researcher lacks the insight about the problem. Exploratory research may be undertaken in different ways that include interviews and literature review. Saunders and Lewis (2016) posit that, exploratory study

imply that the researcher asks open-ended questions to establish the underlying problem and help provide in-depth knowledge about the topic under study.

3.1.4 Research Paradigm

According to Bryman and Bell (2011), a paradigm is “a cluster of beliefs and dictates which for scientists in a particular discipline influence what should be studied, how research should be done, and how results should be interpreted”. There are four types of paradigms and they include positivism, pragmatism, constructionism and interpretivism.

3.1.5 Positivism

Positivism is a philosophical position or assumption where the causes dictate the outcome (Saunders and Lewis, 2016). Additionally, positivism requires that the issues under study indicate the need to establish and evaluate the cause that is influencing the results (Saunders and Lewis, 2016). In addition, positivist researchers can develop a hypothesis using existing theory and the hypothesis can then be tested and is accepted or rejected which may then prompt the theory to be developed (Saunders and Lewis, 2016).

3.1.6 Pragmatism

Pragmatism is an approach where the researcher begins with the problem with a view to provide practical solutions for the future (Saunders and Lewis, 2016). Saunders and Lewin (2016) argue that, pragmatism does not hold a specific philosophical position but rather the researchers are of a view that either objective or subjective research can provide valuable knowledge based on the research questions of the research.

3.1.7 Constructionism

Saunders and Lewis (2016) cite that constructionism is a paradigm that assumes that the world is constructed mentally, and constructionism focuses on the way in which people construct knowledge and therefore, they study the information provided by the people on issues.

3.1.8 Interpretivism

Mills, Bonner and Francis (2006) argue that researchers should select a research paradigm that is aligned to the beliefs they hold about the nature of reality in order to have a profound research design. This research project deployed an interpretivism philosophy

which aid to establish the role of leadership in managing change at the organisation under study. Saunders and Lewis (2016) stress the appropriateness of using interpretivism philosophy in organisational research by pointing out its relevance to the study of human beings and their social world. Furthermore, interpretivism approach is applicable to researchers who intend to obtain understanding, perception and experience of respondents (Yilmaz, 2013). Similarly, in this study, the researcher intends to understand the issues under study from the interpretation of respondents as they give the account of their own experience about the decisions they make during change.

Thanh and Thanh (2015) also add that interpretivism approach is appropriate for researchers who seek to establish respondent's understanding, perception and experience as opposed to relying on statistics. In addition, the deployment of interpretivism paradigm in this research help the researcher to understand the experience of the participants and their perception and gain the insight about the topic being researched. Thanh and Thanh (2015) further argue that, interpretivist researchers use a flexible approach to gather information relating to the experience of their participant and, this enables the researcher to obtained rich and in-depth data.

The focus of this study is on human beings and their social environment and how they interpret the experience they have obtained during change. Moreover, Saunders and Lewis (2016) indicate that, interpretivism research aims to develop new and in-depth understanding and meanings of the social world. Levers (2013) cite that interpretivism is a research paradigm that accepts different definitions, or many interpretations of the world view the researchers hold. This study further intends to explore the role of participants in this case they hold leadership positions in the organisation that was selected, and interpretivism is a suitable approach because it enables the researcher to accomplish the objectives of this research.

Antwi and Hamza (2015) explain that, researchers that pursue interpretivism are more naturalistic as they relate to real situations that happens naturally without manipulation. This explanation further informs this research as the participants are in the environment that is convenient to them, and that is to say their workplace where they experience the issues related to what the research intends to address when the telephone interviews are

conducted. Moreover, Creswell and Creswell (2017) cite that, qualitative research enables the researcher to engage participants where they experience the problem under investigation when collecting data and that is to say, participants do not need to be brought to the lab for the research to be conducted.

3.1.8 Grounded theory

Saunders and Lewis (2016) explain that, grounded theory can be employed to explore various issues in business and management. In addition, Saunders and Lewis (2016) suggest that, grounded theory approach appropriately fits well and is aligned to a qualitative research approach and its design enables the researcher to accomplish the qualitative data collection through interviews as well as data analysis. Khan (2014) describe grounded theory as a technique and a strategy that is intended to obtain theory from data. The argument asserted by the author is that the theory is derived from data that has been gathered and thus, inductive approach is used to develop the theory. This research project employed a grounded theory approach. Khan (2014) suggest that semi-structure in-depth interviews and focus groups are appropriate data collection methods for a grounded theory approach.

In addition, among other things this research adopted a grounded theory approach because it fit and connects with grounded theory approach because the research is depended on the theory from the collected data owing to the researcher's limited knowledge about the issue being researched. Additionally, this strategy also enables the researcher to conduct interviews as a data collection method and it is through the collected data that the researcher will comprehensively understand the underlying and fundamental reasons behind the research problem.

3.1.9 Population

Sekaran and Bougie (2013) define population as “the entire group of the people, events, or things of interest that the researcher wishes to investigate. The population of this research is made up 14 full-time employees of Riskflow Group, but including directors number is approximately 25 and the company is based in Johannesburg.

3.2.0 Sample

Sekaran and Bougie (2016) described a sample as a part of a larger population. In addition, sampling is a process by which a researcher selects the appropriate and adequate elements from a larger group or population (Sekaran and Bougie, 2016). The sample of this study comprises of 10 managers (head of department/assistant) at the organisation under investigation based in Johannesburg. The targeted candidates or participants hold leadership positions and they play a significant leadership role in change management as they are actively involved in the planning and implementation of change. Furthermore, the participants are appropriate for this study because the researcher believes that they have relevant and significant information and helps to answer the research question.

3.2.1 Sampling method

Saunders and Lewis (2016) point out that, purposive sampling allows the researcher to use their own judgment to identify the sample that is more appropriate and relevant to resolve the research problem. Etikan, Musa and Alkassim (2016) state that, the underlying logic of purposive sampling is to enable the researcher to focus on candidates with specific characteristics who can aid by providing appropriate information that is relevant to the research. Yilmaz (2013) also add that the underlying purpose of purposive sampling is to obtain rich and deep data and comprehensively understand the situation under study.

Bryman and Bell (2011) cite that, the aim of purposive sampling is to ensure that the participants are sampled in a well-planned way that enables the researcher to get a sample of participants who can provide relevant data. Wagner et al. (2012) claim that, purposive sampling is regarded as the most helpful and effective type of non-probability sampling. When using purposive sampling the researcher is depended on his resourcefulness to find relevant and most appropriate participants that represent the population with the use of a particular selection formula that is suitable (Wagner et al., 2012).

Quinlan, Babin, Carr, Griffin and Zikmund (2011) posit that, through purposive sampling the researcher is enabled to select participants that can contribute to the research. The

focus of the study is to establish the role that is played by leadership in managing change and the selected sample which comprises of head of departments of the chosen organisation are well-informed candidates about the phenomenon and it follows that they can positively contribute to the study as recommended by (Quinlan et al., 2011).

In addition, purposive sampling also called judgmental sampling is usually used by researchers who have selected a very small sample (Saunders and Lewis, 2016). This further elaborate the appropriateness of purposive sampling for this study considering the smaller sample size of the research. The targeted participants have specific characteristics that are similar and necessary to provide appropriate and relevant data.

3.2.2 Homogeneous sampling

Homogeneous sampling also called maximum variation sampling allows the researcher to use his/her judgment to select the participants with the relevant information or specific characteristics appropriate for to answer the research question. This study deployed a purposive homogenous sampling as a suitable sampling strategy because it enables the researcher to target specific participants in this case managers who are head of departments who perform leadership roles during the change management process. Etikan et al. (2016) indicate that through homogeneous sampling the researcher can focus on participants with specific or similar characteristics. In addition, Etikan et al. (2016) also add that, homogeneous sampling is a purposive sampling method that targets people with similar traits to participate in the research for example jobs or life experiences. Furthermore, the author explains that, the purpose of targeting candidates who share similar characteristics is to ensure that they provide relevant information that is aligned to the phenomenon under study.

3.2.3 Data collection

Data collection entails the collection of information from participants and there are four procedures that are commonly used to collect qualitative data, and they include the following; observation, structured or semi-structured interviews, documents and audio and visual materials Creswell (2007b). The data collection instrument for this research are semi-structured in-depth interviews.

3.2.4 In-depth telephone interviews

Creswell and Creswell (2017) claim that, interviews are a fundamental data collection tool for qualitative research. In addition, the author explain that interviews can be used in various ways and categories, however this study deployed semi-structured in-depth telephone interviews. Alsaawi (2014) state that semi-structured interviews are conducted based on the questions or research schedule the researcher formulate in advance, but the researcher provides the participant the time to explain their experience in detail since the questions are open-ended. Silverman (2011) argue that, interviews help to establish and understand the underlying nature of the problem under study, and the circumstances within which the problem originated such as the culture. When interviews are used as a data collection tool, the researcher only end the interview if the participants start to repeat or give the same answers from the questions being asked a concept called data saturation (Alsaawi, 2014).

Wagner et al. (2012) point out that, telephone interviews enables the researcher to collect large amount of data within a short space of time in comparison to face to face interviews. In addition, telephone interviews also enable the researcher to probe as the participant answers the questions in the same way as the face to face interviews. The semi-structured interviews are preferable in the qualitative research as they allow for flexibility from the participants when they respond to questions and the researcher is able to probe on the themes that arise during the interview (Jackson et al., 2007). Wagner state that telephone interviews create an environment where the participant feel that their anonymity is more secure and can therefore feel comfortable to respond honestly especially to more sensitive issues. However, Wagner et al. (2012) acknowledge that, there is a high probability that participants may choose not to cooperate when using a telephone interview.

As suggested by the Alsaawi (2014) the researcher will ensure a conducive environment has been created for the interview before it begins by encouraging the participants to find a peaceful place away from the noise. In addition, the researcher takes initiatives to make the participants feel comfortable during the interview by giving a brief explanation on the purpose of the research with a professional and friendly tone.

Furthermore, telephone interviews have advantages which among other things includes the fact that they are economical and less time consuming as they do not require the researcher to travel and meet participants at a particular venue. In this study, telephone interviews are tape-recorded, and the researcher also took the notes during the interview. According to the study conducted by Irvine (2011) telephone interviews are as good as face to face interview and the technique collects useful data despite criticism from other researchers that it does not collect adequate data. In addition, according to a study conducted by Sweet (2002), it was revealed that there has been a significant increase in the use of telephone interviews as a data collection technique since the 1970s and the author further note that telephone interviews collect quality and quantity of data that is equivalent to face to face interviews.

In addition, the other advantage of telephone interviews is that, they can be conducted in a quiet environment without interruptions Sweet (2002). Sturges and Hanrahan (2004) reveal in the findings of their research that when they made a comparison between the telephone interviews and face to face interviews, they did not find much difference between the two approaches and they suggest that telephone interviews are productive, and they can be a successful data collection technique for a qualitative research in the same way as the face to face interviews.

Moreover, Sturges and Hanrahan (2004) further state that, their research did not find any significant difference between telephone interview and face to face interview, but instead they found a lot of similarities which includes the ability to obtain an in-depth response from participants. Stephens (2007) note that, although telephone interviews lack the visual communication aspect, however in his research, where he compared telephone interviews and face to face interviews, the telephone interviews were also as successful, and he managed to collect rich data using telephone interviews. Stephens (2007) further add that, in his study telephone interviews also had a friendly rapport that is equated or equal to the face to face interviews and he also found that there were less interventions by the researcher to direct the interview as opposed to more interventions that normally happen in the face to face interview.

The participants in this research were contacted prior to the interviews to arrange the time schedule they are comfortable to be contacted for the interviews. Telephone interviews reduce the bias created by the physical presence of the interviewer that happens in the case of a face to face interview in which a participant may answer questions in a particular way that he or she believes is desirable to the researcher (Bryman and Bell, 2011). Moreover, the researcher's ethnicity may have an effect on participants in the event of a face to face interview where the researcher is physically present, and this problem is however eliminated when a telephone interview is used (Bryman and Bell, 2011).

Sekaran and Bougie (2013) note that telephone interviews eliminate the feeling of discomfort some participants may have with the face to face interviews. However, Sekaran and Bougie (2013) acknowledge the short-comings of telephone interviews which include the possibility that the participant may decide to hang up the phone before the interview is finished.

The researcher used in-depth semi-structured telephone interviews as a data collection method. In addition, semi-structured interviews are more relevant and use open-ended questions to allow further discussion/probing to obtain more information from participants. The interviews were tape-recorded, and the researcher was informed in the informed consent letter that the interview was going to be recorded and they agreed to it. In addition, ten participants will take part in the interviews and the researcher will collect data until saturation happens. Musa (2013) suggest that, the criteria for interview questions should include, avoiding questions that lead the participant to the answers and that the researcher should ask appropriate and clear questions.

Alsaawi (2014) suggest that semi-structured interviews provide the interviewee the opportunity to explain their experience on certain issues in detail owing to the open-ended structure of questions. Furthermore, the use the semi-structured interviews in this research project will play a significant role in collecting as much data from participants through further probing as in-depth and rich is required. Additionally, the open-ended questions the researcher has formulated are aligned to the issue under investigation in order to collect relevant data.

Interviews were chosen in this research because it is economic for the researcher to conduct telephone interviews without traveling to Johannesburg where the Riskflow Group is situated as the researcher is based in Durban.

3.2.5 Trustworthiness

Korstjens and Moser (2018) describe transferability of a study as the researcher's duty to give a comprehensive explanation of the respondents and the research process to allow readers to evaluate if the research findings are applicable in other settings. Qualitative research is usually specific, and the research results can only be applied to a specific environment, therefore; it is very difficult to substantiate or demonstrate the applicability of the findings to other settings (Pandey and Patnaik, 2014). However, it is the role of a researcher to ensure that adequate contextual data is collected to allow transferability of the research. Additionally, it is recommended that, transferability can also be achieved by undertaking or adopting strategies such as providing an explanation on how respondents or the sample was selected and the description of their characteristics as this allows the readers to make their own judgment (Wu et al., 2016).

Elo, Kaarianen, Kanste, Pokkli, Utriainen and Kyngas (2014) provide a checklist that he recommends researchers to use to ensure the trustworthiness of research and this research will be guided by some of the issues discussed in the checklist. Among other things recommended by Elo et al. (2014) includes, asking questions relating to the data collection method chosen by the researcher, appropriate sampling strategy and the selection of the unit of analysis.

In addition, the researcher formulated the right set of questions and ensure that all the questions are asked to participants in the same order in an appropriate way and avoiding manipulating and leading the participants and this may need practice as recommended by Elo et al. (2014). In addition, asking the same question in the same order will maintain a particular standard. Furthermore, as the researcher engage participants in the interviews, there are gaps or paces created between questions to ensure that as the recording of the interview takes place each question is clearly separated that the participants were responding to.

The sampling strategy selected further ensures the trustworthiness of the research owing to its appropriateness to help answer the research problem by focusing on the candidates with characteristics the researcher is looking for. The same characteristics the researcher is looking for is that, all the participants should be managers who head departments, which imply that, they are senior managers who make important decisions in the organisation. These managers are involved in the planning of long-term goals of the organisation, and thus, they also have a significant influence during change as they are between employees and top management.

3.2.6 Credibility

Saunders and Lewis (2016) emphasise that, for the research to be acceptable and credible in term of its quality, it is assessed or evaluated by examining its dependability, credibility and transferability. Yilmaz (2013) adds that, credibility implies that the respondents of the research are satisfied that the results of the research are credible. In addition, Saunders and Lewis (2016) define credibility as the degree to which the researcher obtain access to the experiences, knowledge and understanding of the participants and is able to comprehend the meanings of the respondent as intended. Furthermore, the authors describe transferability as the degree to which the findings of a study can relevantly apply in a different setting or situation (Saunders and Lewis, 2016). Yilmaz (2013) explains that credibility entails that, the research participants confirm that the research findings are credible. In addition, to ensure the credibility of the research, the researcher explained in detail what was done and why particular decisions were taken concerning data collection.

3.2.7 Dependability

Yilmaz (2013) explains that, dependability is achieved by clearly explaining the selection, justification, and application of research strategies, methods and procedures and their effectiveness, and this process should be assessed by the researcher and confirmed by the auditor. Shenton (2004) argue that, to ensure dependability of the study, it is important for the researcher to describe in detail the whole process of the research particularly the research design and the same concept also applies for confirmability. This comprehensive description enables the reader to evaluate the degree to which the

research project was appropriately followed and how effective the selected techniques are for the study (Shenton, 2004).

The description includes how the research design was implemented, the planning and how the plan was translated into action. In addition, Shenton (2004) also recommends that there should be an explanation about how data was collected from the field and how effective the process was. Morrow (2005) suggests that dependability is achieved through rigorously tracking and developing a research design by ensuring an audit trail is kept in a detailed and logical way and can be made available to peers to contact an auditor. Yilmaz (2013) further adds that a research is dependable when the methodology is clearly outlined, its efficiency analysed by the researcher and when the auditor confirms it. In addition, all the methods and techniques used were articulated in this study and explaining how the whole process was conducted and the research design was clearly defined.

3.2.8 Confirmability

Confirmability is when the collected data is evaluated through an audit process and confirmed by the auditor and when the research results are rooted in the data (Yilmaz, 2013). Shenton (2004) adds that, the idea or logic behind confirmability is to avoid a situation where the researcher's views become the findings of the researcher instead of the experiences of the participants. It is here where the researcher admits if there are any weaknesses in the methods that were chosen. Shenton (2004) recommends the use of an audit trail which will enable the audit that can follow through all the procedures that have been explained.

The confirmability of this research is informed by the recommendations of Shenton (2004) who encouraged the use of an audit trail method to ensure the project is confirmable. This process will include documenting how data was collected and processed in a transparent way and how the findings were arrived at together with the recommendations. Morrow (2005) also points out that, the research should, by all means, be representative of the situation under study and not the bias of the researcher. Morrow (2005) is also in agreement with Shenton (2004) on suggesting that, the procedures that are used in addressing dependability can also be applied in addressing confirmability especially an audit

trail. Confirmability is further depended on the premise that the findings of the study are derived from the reliable data.

3.2.9 Data analyses

Thematic analysis was used, as it was regarded to be the suitable method to analyse the data for this research. This is because thematic analysis is appropriate for a large qualitative data and Saunders and Lewis (2016) also indicate that it enables data from separate transcripts and notes to be integrated. In addition, thematic analysis is also appropriate because it is not aligned to specific philosophical position and therefore this also renders it a suitable method for this study (Saunders and Lewis, 2016).

Miles, Huberman and Saldana (2013) describe coding as flags or makers that help define the descriptive data that has been collected by the researcher and codes also aid the researcher to recover or retrieve chunks of data that is similar and that relate to particular research questions. Miles et al. (2013) further state that, coding is a process of condensing data to allow the researcher to recover data that is relevant and put it together and compress or contrast large amounts of data into information that can be analysed. Thematic analysis enabled the researcher in this study to put together codes that are similar and develop themes from the collected data. The researcher further refined the themes that were developed to ensure they are aligned to each other.

Through further studying and understanding of data, relabeling or coding may be necessary as the precoding is preliminary. Corbin and Strauss (2008) explain that coding implies that the researcher searches for appropriate words that conceptually explain what the data indicate from the researcher's perspective. Coding also implies that the researcher is guided by the data interpretation and not his own opinions and ideas, that is to say, the idea is to understand the meaning of data. Corbin and Strauss (2008) further emphasis that researchers should immediately start with coding after finishing the first interview as this form a foundation for further data collection and analysis.

3.3.0 Coding of data

The researcher coded the data by reading through the data and highlighting of marking in different colours data that is relevantly answered the research question. In addition, marked data that was similar of highlighted codes was constructed as themes.

3.3.1 Ethical consideration

Orb, Eisenhauer and Wynaden (2001) describe ethics as a concept that distinguishes between what is good and what is bad and that bad cause harm. In addition, ethics also It also relate to protecting participants of the research as it is very essential (Orb et al., 2001). There are a number of issues and standards that need to be met by the researcher in order to ensure the research is ethical, and in this study, the researcher explains steps that were taken as follows; firstly, the researcher was granted the permission by the Riskflow Group to conduct the research. The researcher also obtained a gatekeeper's letter from the university to conduct this research at the selected organisation. Furthermore, the participants in this research signed the informed consent letter which stated that they are voluntarily participating in the study.

The researcher ensured the safe storage of data by creating a password to access all the research material on the laptop where there data is stored. Furthermore, disguised or pseudo names were used at all times in the dissertation to ensure the participant's names remain unknown. Moreover, the computer the researcher will store data is limited to the researcher. The researcher ensured no one has access to the collected data and kept it in high confidence. In addition, data will be disposed off after 5 years and then it will be completely deleted from the computer where it was initially stored. The participants of the research were not exposed to any harm as there is no harm that is known of in this type of research.

3.3.2 Conclusion

The purpose of this chapter was to present the plans, procedures and methods that the researcher used as well as the decisions taken in conducting the study and the reasons why those decisions were considered appropriate. In addition, among the methods discussed includes, data collection methods, sampling methods and the overall methodological approach which is a qualitative approach. Furthermore, the chapter also defined the population, sample of the study and the significance of the research ethics. Moreover, the research paradigm and the trustworthiness of the research was discussed in greater detail. The study adopted a qualitative approach which enabled the researcher to unearth the underlying problems of the phenomenon that was under investigation. Creswell (2014) cite that, qualitative research enables the researcher to engage participants where they experience the problem under investigation for data collection and thus, participants do not need to be brought to the lab for the research to be conducted. Additionally, the data collection method and research strategy selected is also the reason why qualitative research was appropriate for this project as the research required rich data to answer the research question. In addition, the researcher used telephone interviews as a data collection method. In addition, semi-structured interviews were conducted, and they were relevant and appropriate for this study as they are opened ended and allowed further probing and enabled more information to be obtained from participants.

Moreover, part of the advantages of telephone interviews is that, they are economic and less time consuming as they did not require the researcher to travel and meet participants. According to the study conducted by Irvine (2011) telephone interviews are as good as face to face interview and the technique collects useful data despite criticism from other researchers that it does not collect adequate data. The participants of the research are senior managers who have experience in change management. Their leadership positions and experience substantially contributed to the research by providing relevant information that sort to address the research question.

The next chapter of the study is chapter 4 which discusses data presentation.

Chapter 4

Presentation of qualitative results

4.1.1 Introduction

This chapter presents the qualitative primary data collected through the use of semi-structured interviews at Riskflow Group. The research drew a sample of 7 participants who are all senior managers.

Demography of participants

Respondent	Gender	Race	Position	Experience of respondents	
A	Female	White	Department Head	25 years	
B	Male	White	Department Head	28 years	
C	Male	White	Department Head	30 years	
D	Male	White	Director	22 years	
E	Male	White	Director	10 years	
F	Female	African	Department Head	15 years	
G	Male	White	Director	20 years	

Thematic analysis

How themes were developed

This involved firstly, transcribing the interview records; this process needs to be carried out carefully and requires time commitment. Audio transcription was done through a transcribing machine that allows playback. The second step included familiarisation and immersion in the data. The third step involved inducing themes to ensure that trends arising from the interview transcript contributed towards the goals of the research. The fourth step involved defining and naming themes; this is an important step in data analysis because it aligns the data collected with the research objectives. Step five involved developing, categorising and coding data through identifying complex details of data features. The last step involved elaboration to ensure that certain activities such as extracting of themes are carried out.

Table illustrating how themes were developed from objectives of the study

Objectives	Themes
1. To establish the role of leadership in change management at Riskflow Group	<p>1. Importance of leadership and communication in change management</p> <p>Sub-theme 1.1 Explanation on how change was communicated in the organisation.</p> <p>Sub-theme 1.2 The role of leadership in planning</p> <p>2.The role of leadership in change management.</p>

2. To determine the influence of leadership in change management at Riskflow Group	3. Influence of leadership in implementing change Sub-theme leadership role in change implementation
3. To examine how leadership can effectively implement change at Riskflow Group	4. How leadership influence the change process or change management. Sub-theme 1.1: getting employee buy-in and commitment to change Sub-theme 1.2: employee motivation during change Sub-theme 1.3: managing resistance in change management
4. To evaluate effective leadership style for change management Riskflow Group	5. Leadership style Sub-theme: effective leadership style for change management

4.1.1 Theme 1 Importance of leadership and communication in change management

4.1.2 Sub theme 1.0 Explanation on how change was communicated in the organisation

Communication of change is one of the most important components necessary for change management. In addition, for change to be successful it is critical to have effective communication of the change message. The respondents gave their view on the significance of communication, their own experience and how they communicated change. Below are the respondent's views.

Respondent A:

Ok, now in our case, of course, you have to firstly come from the point of view that it's a small company, very flat management structure. That makes communication much easier you know, in that you do not have to pass it through the ranks you know and have that

broken telephone kind of effect you know, where with every layer passing on a message something could possibly get lost in the transmission. The way that we approach things is; about a year ago we said, let's stop having exco meetings, let's stop this distinguishing between strategic meetings and meetings with the rest of the staff.

And so, we decided to call an exco meeting a WhatsApp meeting, so that everybody takes part in our weekly strategic discussions as to where we are going. And it also allows everybody on the table for honest and frank discussions.....

We have an attitude in our company, that the communication shouldn't be according to level. I told you last time that we have a very flat management structure. So, when we do the communication, it's a two-way process because a lot of the change is driven by input from the human resources working for us, so instead of it being pushed from the top, what we really communicate from the top is just the broad stroke you know, where we are heading and why we are heading there, and how we will achieve it. But any of the details we actually actively look at participation from our employees you know, so that the communication will be two way.....

Respondent B:

We take a topic and then we have an exco meeting and then we debated in the exco meeting and then they decide, ok let's go with it and then make a few inputs in the meeting, and then we engage with the staff and then we start to investigate using the process that you first engage, investigate and analyse before the staff implement. And the staff will be fully aware of the new initiative that is taking place, so they will also do their research.....

Ok, what is important in that is; all the different aspects of communication, written, verbal, policy directives and all these are part and parcel. But the biggest communication aspect from leadership in change management is how visible they are in enacting change management because they should be live examples of change management....

Respondent C:

.....The immediate thought that comes to my mind is one; leadership has a responsibility to always scan the environment and identify possible factors that could lead to change in the way that the business conduct itself. So, as leadership identify that and it has to be put on the table where you bring all employees in, and then share those possible external factors and their possible effect, you share with them. And then ask the input on how they think the business must react to that. We do not have any specific techniques to communicate change, depending on you know, what the nature of the change is, internally we have weekly meetings management and staff and we have got open communication channels. So, its formal weekly meetings but we have got very informal management discussion as well.

The other way that leadership must communicate is by not looking at external factors but involve the other people, all employees on a proactive basis and ask them for their input as to what they think should be changed in the business.

Respondent D:

I think communication is a process and the detail at the end of the day is very important if you want to go to the practical side of it. I think one of the biggest problems is that companies do not communicate the purpose of change. So, if your workers can see the benefits thereof; how it is going help them do their jobs easier or whatever you know, depending on what the change factors are it would be very important to communicate the purpose.

Respondent E:

So, from my perspective, my main communication was with the executive team, so I played more of sort of advisory type of role to the executive team, and it's not a big company, so it's relatively easy to put the message across. But what we did is to make sure that we get input from all aspects of the business and to make sure that everyone's input is considered and thus everyone in the management team.

Respondent F:

Normally when there is change, I mean also comparing to what we do here, we bring everyone together in the exco meeting and when it's also you know, discussed to all the staff in terms of what is happening, where we are going in terms of the changes that are there.

Respondent G:

There are so many ways that you can do that, just using all the different platforms that we have, but you have to do that for example, the use of WhatsApp as informal communication that's the easiest way of communicating, it shouldn't be an issue. I do not think that you must make it an issue, rather see it as an opportunity and start communicating with all the other people in the organisation.

Respondent A, B, C, E, F and G to a greater extent share the similar view point in as far as change is communicated in the company particularly on the point of bringing everyone together in the exco meeting or WhatsApp as informal way to communicate change. In addition, while the majority of the respondent emphasised similar views respondent D had rather a different way of expressing his view although he largely shares the same perception with other respondents.

4.1.3 Theme 2 Role of leadership in change management

4.1.4 Sub theme 1.1 The role of leadership in planning change

Leadership play a significantly important role in the planning of change and thus to ensure that change is successful and to consider all the important aspects of change management. In addition, without the planning of change it can be argued that employees may not have the motivation as they will not have the direction and the purpose require to stimulate them to change. The respondents provided detailed information about their experience below as follows;

Respondent A:

Strategic planning long-term change is certainly done in a much more structural and a formal way than drastic changes. For strategic changes, it is absolutely important that one defines the big picture that everyone understands where we are moving... . So, the

strategic change and the tactical change are handled very differently. The difference between a strategic change and a tactical change is that; when we embark on a strategic change we ensure that we include all of top management, whereas tactical change is just me and my team.

Well, first of all as I said right from the beginning, its inclusivity, making sure that everybody is on board, everybody believes in the direction that we are going, and for management to be open-minded enough to adapt to the feedback that we are getting from the employees. So, as I said before, I would like to think of it as all leaders in the organisation in that, no one has to go through a management structure....

... I think the one phrase that goes to all my responses to you is total inclusion, nothing is done by management alone without involving employees, they are involved in all the phases, from the planning of the change to communication of where we are, when we need to modify routes that we have chosen. And so, during the planning, we like to involve them as much as possible.....So again, you know it is a completely inclusive process so that right from the start even when we are defining our new vision we involve everybody in the company.

Respondent B:

That's an interesting question, the whole change management is based on who is driving it.. So, it's not always the one who puts the idea or topic on the table who should implement it. In other words, the discussion is broad-based and then if we like the idea and we think the concept is good we take it further...

We have an exco meeting and we have a lot of informal discussions as well. In the same fin-tech environment because it's a fast-changing, developing, you informally discuss what's happening... and so there is continuous engagement informally, but then we have a formal structure where we have a weekly exco meeting where you have a specific topic on the table..... then we engage the staff as well in the planning. There are specific forums were you involve all the staff and when its open discussion, it might be idea etc....the idea may be about enhancing your product, it's not about doing it for the sack of doing it must have commercial results.

And obviously you have to take into consideration the commercial side of change, that's the costs of change. If plan A fails then you have to say ok plan B how do you work around it, how do you stay competitive in the market.

Change management must have a strategic intent, so it cannot be just, we are going to change for the sake of change, it must have some strategic intent, it must make business sense. So, the two go hand in hand because the strategy (change) is obviously strategic in nature and then it goes down into tactical and actions, but it must all make business sense because that's how you get people to buy-in to change management. If it doesn't make business sense people will not assist in a strategy or change management that will see them lose out at the end. Change is about strategy you are looking for the full composition of what you have, do you have resources, is it in the interest of the bigger community all those things come into play.

So, you have to look at change as in, how do change in our organisation fit into the needs of the community, the bigger picture if I can call it that way.... So, all change must be seen in context. Planning has to go through a board meeting and it's all about buy-in..... remember the strategy comes from evaluation and analysis from board and exco members because that is their job. But you would like to get input from staff and member and so forth.

Respondent C:

I think the first thing is to have a very clear understanding of the type of change that is on the table whether it's a merger with another company or change in strategy, management has to be very clear in their understanding of what change consist of. Once you have a very good understanding of that, you then start the process of identifying the various steps as in who will be responsible for what, you look at dates, resources that will be required, possible risks, you look at quality control process, continuous evaluation, you look at feedback.

The responsibility of leadership then is to always be aware and scan the external environment and ask the critical question, will that influence or not in the businessSo, if there are possible changes in future, that's part of our business that's what we do, so

we work out in our models, and so if change is unknown we will deal with the known information and effect that into our models and then you know put together the strategy and implement the change. The planning of change at first is on a strategic level that is only the management, but we involve the other staff as far as possible. So, they also have input with regards to change on what to do and also of course the implementation. So, we involve all the staff as far as possible. You cannot plan for change before you consider the impact thereof. We first need to identify the need for change depending on what it is.... You need to be very clear on what you need to do.

Respondent D:

Planning of change is never easy, the thing is globally we have plenty of change and things like that..... You have to be right on top of your industry if you want to make it today. So, it's basically on daily basis with your key people have discussions on where the business should go. Planning includes employees, you got to be open and include everybody.

Respondent E:

So mainly I introduced the concepts around the change, I did sort of obviously background research before introduced the concepts and then elicit input from management, in order to specifically get their input and their expertise around what change is needed. It was mainly on the conceptual side....

Respondent F:

Planning is done by management, employees do not really get involved in planning because the executive takes full responsibility in terms of what has to happen and where we are going. So, the planning happens on a senior level.... there is involvement at some point regarding the staff so that there are in the same boat.

Respondent G:

Management should have very deep discussions between themselves about the challenge of change management. They can make use of some consultant to help them

in that regard. But it is something you can't take lightly...so you will need to put time aside to address it in a very orderly way.

Respondent A, B and C overwhelmingly share the same view as far as the importance of involving employees is involved and the strategic planning of change. Respondent F and G did not give emphasise in the involvement of employees in planning for change and D and E had slightly different but to some extent similar viewpoints.

4.1.5 Sub-theme 1.2 How change management occurs in the organisation

There are various ways in which change occur or different types of change in organisations. In addition, change can either be planned or unplanned, revolutionary or evolve and it can also be drastic or continuous. The respondents below shared their experience of how change occurred in their organisation.

Respondent A:

Well, that's a very very good question,... We are going back to what we discussed the other day that, strategic planning long-term change is certainly done in a much more structural and a formal way than drastic changes. And strategic change requires everybody to understand. For strategic changes it is absolutely important that one defines the bigger picture, that everyone understands where we are moving. And tactical changes, those happen almost on the flight let's take an example of a particular client in changing things and after a meeting with a client we realise you know oh, we better make a change to our planned methodology.

I think the broad changes are planned, in other words, something like the vision and the mission you know, if those things are going to change. Let's take for instance, you know our vision use to be, 'the preferred supplier to the banking industry'. Now it is to try and supply innovative solution to what we perceive to be the replacement of the traditional banking environment. So, the broad changes, I think are set without being able to be changed within the day or two.

Respondent B:

Yes, I mean you are sometimes confronted with the environmental change and then you have to implement change far quicker, it's not always a nice and easy-going process.

Look, change can be either incremental or it can be drastic. I think what we have realised is that, last year, we had some drastic change that did to come about in the way we expected. It might sometimes be an immediate reaction towards whatever change, but strategic planning is also planning for risk that you confront in future. So, you cannot say I never thought of it, it might be not sort of daily, but it must be in the planning, so, we are also confronted by change of circumstances daily. But that is a tactical thing but it's also a form of change management. We have condition changing so we have to act and react to it. ...So, even though you really want to develop the product you also realise that it might not be enough, the needs deriving the market might actually be faster than your ability to produce...So you can either do it yourself or get it done by experts through consultancy to develop new products.

Respondent C:

If it is external, then you do not have control and you need to deal with that. And the other one is proactive where you identify change on a proactive basis, so you have control of that change. It was both planned and unplanned, in our environment, it's both, sometimes you plan for it and sometimes you woke up in the morning and as you go to the office and change is waiting for you. So, you need to deal with it. The example that I gave you indicate just now with regards to getting the products to the corporate and to SMEs is planned. Other times something just happens in the marketplace like decline simultaneously. You don't have control over that, you can't plan that. Sometimes change happens in the environment you operate, and you will have to deal with it immediately. So, you have to prepare for both.

Respondent D:

Change was organic, Peter Senge's model. Organic is like farming, you plant a tree it grows very slowly, you nature the tree, you need to give it necessary water etc. if it doesn't grow at certain times you find out why it is not growing, if there is something wrong with the soil, do you need some extra stuff to grow the tree. So that's what I mean by organic, so it's a process.

Respondent E:

Yes, it was very much planned, we were actively looking for a strategic input into a not necessarily a different direction, but a more innovative aspect on the strategy so it was very much planned. And I think it's more continuous than revolutionary. I think the concepts and the solutions are very innovative, but it is aspects that continuously evolve over time.

Respondent F:

You know, sometimes in the organisation wherever you are, there are unplanned situations, and when there are unplanned situations obviously there will be an unexpected response. So, now you have to deal with it in a way that, as part of your leadership role you have to manage it in a positive response that others will be able to imitate your positive awareness in the environment. I always believe sometimes the situations you don't plan for them, it also depends in the season where you are as an organisation, the economic challenges maybe your product use to sell at some point and it's not selling as much anymore. So what direction do you have to go. So, it can be an unplanned situation or it can be a planned change.

Respondent G:

I think it's both planned and unplanned, in some organisations it's something that is continuous, there is always change, but it depends if the management mindset is open to the new things, so there is always change they need to embrace it and do it.

Respondent A,B,C and E shared relatively similar view on how change occurred, but respondent D, F and E did not elaborate much although their views did not significantly depart from the views of A,B,C and E.

4.1.5 Theme 2 Influence of leadership in change implementation

4.1.6 Sub theme 1.2 leadership role in change implementation

The implementation of change is the fundamental key to its success in terms of how the process of execution is carried out. If the planning of change is not implemented it will simply remain on paper and therefore the process of implementation is equally important

as it determines whether change will be successful or fail. The respondents provided a detailed account below on how change was implemented.

Respondent A:

Well, first of all as I said right from the beginning, its inclusivity, making sure that everybody is on board everybody believes in the direction that we are going, and for management to be open-minded enough to adapt to the feedback that we are getting from the employees.

What we try and do in our company is not the bottom up or up down, but to do a flat approach so that everybody's opinion is as important as the next person, and in some areas the leadership is taken by let's say the Analyst. And then when we move up to the next step we then realise hang on a minute, the technical guys can now take the leadership role in this particular portion of the implementation of change. When doing the planning plan B is always in mind in other words, what can we do with our traditional resources given our existing challenges. Resources in any company even a small one such as ours are absolutely vital, and they have to go hand in hand with the budget that we have available. So very often, we have looked at resources in and out just for a certain period in the development cycle so that we do not see them as a permanent cost.

It's important to understand that while we are still in the process of the change, I cannot sit back and say you know let's review what we did, and I can give you the pros and the cons of what went right and what went wrong. But the responsibility really is to ensure that we are on track, and we continue to have everybody's buy-in as to where we are and where we want to go. So, really if you look at the broad strokes, you know with the major milestones that we want to achieve, management responsibility is really that of monitoring. In other words, are we getting there, and if we are not getting there, why are we not getting there, and what changes must we make in order to get back on track.

Respondent B:

I try to engage and bring up a very specific expert on board as part of consultancy that will have the ability to consult on a topic remember when you start off, you start off with the concept or an idea that you believe has merit, it doesn't mean that the one that has

been put the idea on the table the has all the knowledge to take forward and implement it. It might be that eventually you decide once you have developed the product or service you need an expert to use the commercial standards you will go outside to find an expert because it will be impossible to know everything of everything. You might have an idea but decide to get an expert to implement it to a specific service. You never going to be fully developed in terms of technology, you never going to be a fully fledged expert who knows everything.

Your planning for change needs to be very specific because you can't try an error when you are making a product.... So yes, it's the planning and should be very specific. And I think we do that very specifically, it's not a haphazard way that you implement change or take on change, its specific, its focused, its planned etc.

For implementation you need to have benchmarks that you can measure, its like measuring a success rate or a progress, so there must be an ability to see, are we on track, and if you need to finetune and enhance or maybe alter some of the principles of change management, then you must do it and you must acknowledge that say, hang on we missed out, we are not quite sure about this...

You need some sort of a logical process that you can follow. Also important is there mustn't be the lack of certainty, remember with any change you are not 100% sure how it will unfold. When you are implementing actions or specific changes, it must adhere to the requirements of what to do and when to do it. You cannot leave it open-ended and say, people we are going to change we want to achieve XYZ go out and do it, each staff member or department cannot interpret it the way they see fit. It must fill in, and add in, and tie in with the rest of the organisation. I think it's the detail that needs to be on how.

Respondent C:

First, the role is to ensure that the people on the implementation level are properly equipped in such things like finances and equipment. But also that they have a good understanding and they have the capacity that is needed to execute the implementation and that is a support role. The other is monitoring to ensure that the target dates are met, and also that it is done in accordance with the agreed quality level. So, I think those are

two roles with regard to the responsibilities of management. So, it's to ensure that the employees are equipped and capacitated, and then the other one is monitoring with regards to meeting the targets and dates and quality.

.....That's what is required to implement that change, and also part of what is required are the resources. The resources could be people, it could be money, it could be equipment, it could be other stakeholders so, you can't be planning without taking into consideration the resources.

Respondent D:

If you are a CEO of a company and you care about people you communicate on a daily basis, respect people all those lovely stuff come into play. If you do not take your people along with you, you cannot have change, you are in trouble. And there should be a number of incentives. There is no specific one answer to critical roles for the successful implementation of change.

Respondent E:

I think there two very specific things that are important for change implementation, so number 1 is buy-in to the change and to understand the reason behind the change. Employees need to be fully on board with the change. If you don't get the buy-in at all levels, obviously you will get resistance and that will make it difficult.

The second aspect is, once you have effective buy-in which is critical for implementation, then, the second element that is important is that, for everyone to adjust to a new way of working. Because it's one thing to get the buy-in and to be excited about the change but it's a different thing to change your behaviour and then also to learn the new aspect that is required in order to implement that change. And not everyone can adapt to that, especially if you are very set in your behaviours and you are set in your understanding of how things must work and suggest that this is how we have always done it, it's very difficult to learn the new behaviours and the new competencies that are required in order to see that change.

So, I think you need buy-in, get the motivation that you want to change, and also a cognitive element that, I need to understand it and to develop the competencies needed in order to drive this change. If you don't have these two things change implementation will not be successful.

Respondent F:

Well, for me I believe the role of leadership in the case of change management when implementing change is that; it requires care, it requires communication, I believe it also requires commitment. And as a leader you expect also to bridge between your organisation and the envisioned change where if you understand your role and the expectations around it that, means you are able to clarify your vision, you are able to communicate effectively you know, and yourself as a leader you are accountable you to people around you and the whole process.....

Respondent G:

Well, for management the important thing is, the buck stops at management so, they have to take the full responsibility of everything that they are going to implement. But they do not have to do it themselves, they have to delegate to other people to help them but it's still their responsibility to check it up and see that people that they have delegated to are executing what they planned and everything like that. So, it's their responsibility but they do not have to do it themselves.

The respondents A,B,C,E, F and G shared different views about tasks related to the implementation of change and respondent and respondent D seem to share a different view point from other respondent's views.

4.1.7 Theme 3 How leadership influence the change process/ change management

4.1.8 Sub-theme 1.3 Getting employee buy-in and commitment to change

The significance of getting employee buy-in and commitment to change cannot be overemphasised. In addition, for leadership to get employees to participate in change

they need to get them to buy-in. if employees disagree with the change idea it would be difficult to change. The respondents explained their experience below;

Respondent A:

In my opinion and my management style, you can only get somebody's buy-in when they feel that they were part of the plan. In other words that they were given enough chance to provide their own input, not just on a tactical level but on a strategic level. In other words, if we plan to do something which will require everybody to be on board, then you have to make sure that everybody who is on board was allowed to give input.

....The most important way for me to handle change management is to get buy-in from those people who will be not only responsible for the change but affected by the change. ...I think I am sensitive, as to how people perceived the potential of their roles being negatively influenced when there is a drastic strategic change in direction.

...You have to start by getting the buy-in from your team, in other words, do they believe that the change in direction will lead to success or to the company growing or being more successful. Because if you do not get their buy-in then you basically fail. I hope that describes my attitude towards change management.But the responsibility really is to ensure that we are on track, and we continue to have everybody's buy-in as to where we are and where we want to go.

I think this once again runs through every answer that I provide, and that is complete inclusivity and ensuring complete buy-in from everybody, whether or not they will be directly affected by a particular change. ...So, if we do not have your full buy-in and your full commitment you have every opportunity to voice the reasons why you believe that the change will not be good.

Respondent B:

Buy-in and commitment of employees is purely through engagement, in other words it's not like, you will do the following, you discuss with them of the new direction, the topic or concept because it's part of the dynamic of where we are focusing remember. ..Once you know the strategy you can engage your staff, so they buy-in because they are part of the

solution they give input, they have to finetune a bit. So, we are not in an environment where you can say, this is what you are going to do and not this and not that as management. So, whatever you do you will have to sell it to your staff to get buy-in because that will be the driving force for engagement with staff.

...it's a bad idea to get the buy-in for change management through financial rewards, because the commitment might not be an inherent believe but the financial believe that you derive from it. Buy-in comes from negotiations, inter-action, discussions and so forth

Respondent C:

There are different reactions to change from employees, sometimes employees might differ, ... people don't always buy-in, its normal and one has to deal with that. So sometimes employees develop the insight and they buy-in. If employees differ we then need to deal with that, we have an open discussion with the objective to come to a consensus. And other time we get employees buy-in, so again, the important part is that everybody is involved, and must buy-in towards the specific change whenever specific or on a broader level.

But it's my opinion that you have to make employees as far as possible part of the process because they get ownership and buy-in. So, employees have to be part of the process as far as possible to buy-in and core-ownership. Involve them and help them to get a good understanding and then make them core-responsible and help them to buy-in and then just monitor the process.

Respondent D:

It depends what relationships you have with your member of the organisation. If it's a good open relationship, then everybody can trust you trust is important, if there is no trust then forget about it. Trust is important, if there is no trust, then people are not going to go with you.

Respondent E:

To get buy-in we need participation from stakeholders, and we got that participation through various forums at different levels and we also involved stakeholders and then

give feedback to various stakeholders. I think there are two very specific things that are important, so number 1 is buy-in to the change and to understand the reason behind the change, employees need to be fully on board with the change. If you don't get the buy-in at all levels, obviously you will get resistance and that will make it difficult.

Respondent F:

Like I said in terms of communication, leadership has to engage you know, leaders have to provide motivation to change and get people involved, that's what I believe. I also believe that leaders have to communicate the urgency and importance of change and what is the change about change, they also have to show commitment and they have to show passion about how things are going to be done. So, you have to get the staff to participate and make sure that everyone realises the change.

Respondent G:

If there is change there is growth, and if you can explain to people and say, ok while we are going through these difficult times and we are going to start doing things may be a little bit different we are all going to grow in the process as individuals. And all the people that I speak to eventually say they want to better themselves. They want to grow as human beings. And if you explain it that way to them, they will start buying-in to it.

The respondent A,B,C, E, and G correlate and agree on the importance of buy-in and on what leadership should do to get the buy-in. However, although respondent D and F do not disagree with the rest of other respondents, they expressed their views differently of how buy-in can be achieved.

4.4.9 Sub-theme 1.4 Employee motivation during change

Respondent A:

It's very interesting how different age groups are incentivised by different things. So, you get the youngsters, the millennials and the group just before them. The younger people have a completely different approach, to them everything is around status. In other words, the status might have a monetary element. The older people immediately started thinking in terms of monetary rewards.

So, when it comes to rewarding my own employees, my attitude is always what is the kind of thing that drives them, is it somebody who feels having a better title or more impressive title you know, will that inspire them. Others will say, you can call me the dishwasher for all I am concerned I just want more money. And then the others still will say will do the same job will earn the same salary, we will just like to have more responsibilities...

But incentives to me when it comes to the financial side of things, it's really not the only way to incentives people. Getting them to actually feel like they were architects of the change and giving recognition. So once again I am sure it sounds as if everything I am saying to you is that, I treat everybody differently. But in a big way it is because what seems to be motivation for one person, for the other person that means absolutely nothing and what they want and what drives them to the bigger contribution would be something completely different.

Respondent B:

Part of motivating employees was to increase their salaries and so forth, but the most source of motivation is being in the exciting environment of change idea and becoming part of the that idea and being part of the solution and they do it because want to do it and because of excitement, that's how you engage them, that's how you get them to fully buy-in.

Financial reward is a very short-term pacifier, it's a bad idea to get the buy-in for change management through financial rewards, because the commitment might not be an inherent believe but the financial believe that you derive from it. A better approach is, if there are any rewards, whether the incentive is a promotion or financial or anything should be based on reaching certain benchmarks but rewarding incentives should be very well thought through. Otherwise the wrong motivation drives the process.

Respondent C:

We bring employees in our exco meeting and by doing so they are given the opportunity to give their opinion and to be part of the discussion. The motivating factor is that if they have the better understanding of why they need to do things, it's easier for them to be

part of the execution. If they only receive the instructions from management, they don't have context and they do not understand why they will not be motivated. But if you understand the context and you have participated in getting the solution, then it should be easier for you as an employee to execute and implement change. I think that's the big difference that's the motivator. It's not financial motivation or the remuneration, it's the benefit to be part of the bigger picture to understand that you can make a contribution towards the future of the business.

There are two aspect, the one is, if one has employees, they (employer) should create an environment where people really enjoy when they work. So, when they woke up in the morning they want to go to work. That I think is the most important incentivise, so I think work environment must be stimulating and rewarding from an experience point of view. The other of course is monetary rewards, so at the end of the day if it's all about value creation in the business, if employees take the initiatives to come forward with a proposal and that leads to the value creation in the business, then they must be some kind of a reward.

Respondent D:

I just try and show them the benefits of the change for everybody, and then I make use of incentives for instance if you need sales you say well, if you reach 1000 sort of mark, then you get an incentive, say you can spend a weekend away or something like that. So, there is a lot of incentives to motivate people.

Respondent E:

We do not really have to do anything to motivate, I think they are all keen to follow a new strategy, to understand the new strategy and to be part of something really innovative and fresh to Africa, so I think it is the exciting direction. So, I think the motivation comes from the fact that its innovative and exciting and we do not really have to do anything to motivate.

Respondent F:

Like I said, as a leader you have to be positive and energetic to motivate an individual to be on the same platform where you are. You don't force it on anybody, but you have to be in a place where you are leading and show people where you are moving towards and getting the best result in terms of change.

Respondent G:

Motivation is a short-term thing....You can't motivate people, you have to inspire people it's something that has to come from the inside. And the way that you inspire people is to give them the opportunity to work out what I call 'their strength and their natural capabilities'. The moment you allow that, and you set an environment where people can have that then you do not have to motivate them, they are inspired...

The respondent A,B,C and D largely agree and shared a similar view about how employees can be motivated, but respondent E,F,G shared a different viewpoint on the motivation of employees.

4.2.0 Sub-theme 1.5 Managing resistance in change management

Resistance to change has been identified as one of the challenges to change management that may result in the failure of change if it is not appropriately managed. The respondents shared their experience and gave their thoughts on how to deal with resistance to change below;

Respondent A:

That brings us to resistance to change look, let me tell you something, it's been my experience in all the big banks that I have worked for here in South Africa. In all these organisations I have seen that resistance to change has a lot to do with, first of all, how long have you been doing things the old way. And secondly, your age because young people tend to accept change almost as an inevitability you know. It's very easy for them once you have explained to them the reason why we are changing they will adapt to it. But people who have either been in a position for a very long time, in other words, they have been doing one thing for 20 years and now you are telling them to do it differently. Or people who feel vulnerable that because of change they might be losing their job,

those are the people that are difficult to manage because you almost have to hold their hands and give them comfort and make them believe that their roles are secure.

Respondent B:

You always find resistance, and resistance can be someone that is so entrenched in doing business as usual that they will never change and that's the fact of life. But resistance is a two-way street, resistance can be an indication that leadership did not compose the message or the strategy or the vision was not as clearly as possible. Or it is also a fact that you have to understand that a new vision or an adjusted vision you are never going to get a 100% percent on board, you have to expect some fall-out, some differences etc. and also human nature, but you got to understand what is the driving force behind the resistance. We need more younger people for change because by definition, the more you get older, more you become comfortable with the comfort zone and the drive for change might get smaller.....

Respondent C:

Of course, people don't always buy-in, its normal and one has to deal with that. To overcome resistance and motivate the employees to change, we make everybody part of it and that's how we deal with resistance and we find that as the best way as to whether its resistance or differences. If you are part of the discussion everybody works towards the solution, but if you exclude employees and management takes the decisions you know on their own, and then just give it to the employees to implement, in that environment you may get more resistance. So, we just have to find a way to make all staff part of the process. You typically have a personality where people do have a kind of internal resistance to change because it's a threat to them and on the other hand you have people who thrive for change. So, management must have a very good understanding of the personality profiles of various employees and how they will typically react to change and if you have very good understanding of the personality profile of people, you can help them to management to deal with change.

Respondent D:

There is always resistance to change, always, it's a biological thing people don't like change and they don't like being disrupted and people will only go with change if they benefit thereof; that is my understanding of it.

Respondent F:

Resistance to change is unavoidable, but having a competent leader who understands people's emotions, what do you do, you communicate about their possible fears, about their anxieties, regarding the change. You walk through with them regarding the change process, you walk through a transition with them where its clear and you clear the transition. So, you have to make yourself actually accessible and approachable so that your employees are able to discuss any reservations that they have. If they have ideas you have to welcome them. And also about their thoughts you have to be approachable to avoid the resistance, to manage what they fear.

Respondent G:

That's an easy answer, I am sure that you know the answer, people struggle to change, they do not want to change. It goes with a lot of pain and people do not want to do it that's just a human nature. You are used to something and you finish successful and the question is always, why should I change. It's a challenge and from my experience as a consultant I mean, that's what I do when I go to organisations, we should change some of the staff. It's difficult, very small percentage of the people in any organisation are open to embrace change. What you need to do to overcome resistance as management, it's all about the communication. When you start to communicate the stuff to people and give them all the information why you are going to do it and what is the best benefit for anyone in doing this. Then they will start to see the light and it becomes a little bit easier to get to that point where they are going to change. But it takes time, it's not a short-term solution, you can't do it in two weeks, it takes time. But it's very important to communicate why you want to do it, what is the benefit of doing that.

Respondent A,B,C,D,E,F and G to a greater extent shared the same view about resistance to change

4.2.1 Theme 4 leadership style

4.2.2 Sub-theme 1.6 Effective leadership style for change management

The approach of a leader or the leadership style is arguably one of the most important factors that influence employee's behaviour either positively or negatively during change and it is there a fundamental concept to discuss. The respondents explained their experience about the leadership style they adopt during change.

Respondent A:

I think this once again runs through every answer that I provide, and that is complete inclusivity and ensuring complete buy-in from everybody, whether or not they will be directly affected by a particular change or whether it was just a fact that they are members of the bigger team and therefore a bigger picture. You find that people who do not buy-in, drop off. We have got an expression in our company that says you 'are either on the bus or you are off'. So, if we do not have your full buy-in and your full commitment you have every opportunity to voice the reasons why you believe that the change will not be good.

Respondent B:

I think that is where the leadership come in, the servant leadership approach, which brings people into the equation as part of the solution. But it's one that can also bring resistance, because they see it as too engaging, so a leader needs to know when to push and when to pull. But with engagement you get a lot further but it's important that the leader must understand before he starts negotiating very very clear ideas of the vision where they are and where to. So yes, different styles..... But I think the styles differ..... different management and leadership and so forth, from convincing to engaging to controlling etc, so you get a different view on how to convince people, each one has their own style on how to implement. It varies, when it comes to leadership style may be one of convincing with good, sound arguments and facts and so forth. But because it's a process sometimes your end result is not as you planned from the beginning, so you adjust along the way.

Respondent C:

It should not be an autocratic type of style where you have to take decision and tell people to implement. I think they will be comfortable with this inclusive type of leadership style where the responsibility of leadership is to serve the people. The employees are the most important part in the business and the role of leadership is to make sure that they are properly equipped and supported and execute what they need to execute. So that's the leadership that we are trying to follow in our business. So, if you want to have change successfully implemented, you get people involved all staff, make them part of the decision-making process, make them part of finding the solution that will work best and that works for us.

Respondent D:

New economy asks for the contextual type of an approach. Where you have to analyse content, context, communicate and involve everybody with regards to change. I see it totally differently. I think it's all about competence, so how competent are you to a certain situation or context. Sometimes you will have a brilliant person within a specific time, within a specific constant and context being very successful and then just the next moment, when the context has changed everything has changed that person cannot copy. So, it depends on the context, if you do not understand context and culture then you are in trouble. Culture of the organisation and understanding.

Change management must be focused on context, for each change moment, it would be different, so there is no a one type receipt for change. But you have got to analyse it, you have got to involve everybody collaborates with everybody and move forward together.

Respondent E:

Very much collaborative, I think any authoritative wouldn't have worked at all, so its very much collaborative and consultative.

Respondent E:

I believe when you are open, like I said before, when you are approachable you build better relationships with your employees. The relationship has to be open, obviously there is a point where you have to be a bit firm. But I believe also that being genuine and being

open to your employee can also help you to build a better relationship, if you are approachable people with find it easy to approach you.

Respondent G:

You need a strong leader that can take the lead and show the way for the people, but also leaders with an open mind to say ok, what are some of the other people's input that we can get, so that we can do this as a team at the end of the day.

Respondent A,B,C,D,E,F, and G seem to largely share the same view on the leadership style although they expressed their views in different ways.

4.2.3 Sub theme 1.7 other important roles of leadership in change management

Respondent A:

I think two-way communication, in other words not just informing employees about change but allowing them to be part and parcel of the planning process and therefore allowing their input at all times. And secondly, the fact that you have to motivate the people to look forward to the change rather than motivating them because of their resistance. Two words to summarise, communication and motivation

4.2.4 Sub-theme 1.8 establishing whether change was successful

The respondents shared their views and experience on whether change was successful or not and below is how they respondent.

Respondent A:

Change is always challenging whether or not it's a complex change or whether or not it's something small. I find any example something which I thought was a small thing, but you know what, the people really saw it as a major thing in their lives. With just a physical change of the layout in their offices, you know going from the old style where everybody sits in there to opening everything up to an open plan environment you think that its not complex and you do not even think about it as a change you know, you just think about it as a re-arrangement. And yet you know you find out that people have a resistance to something that you didn't think its complex at all. And then you come to the different spectrum where you think oh my goodness this change is going to be so complex, but

because you get buy-in from everybody involved, you know it runs much more smoothly than you have thought. I have of course been part of change that has turned out to be complex that we had abandoned it, but again it goes back to my belief that if the leadership communicate and ensures buy-in and full inclusion, those complexities can be overcome.

Respondent B:

Always varying success and it takes organisation driven, in other words, its massive across the organisation, it's more difficult because of the inter-action between divisions, departments and so forth and people tend to protect their place. So, the bigger the change, and I am talking the bigger in terms of the involvement of the organisation in totality the more difficult it is. If you break it down to smaller areas it's easier but it all depends on that, you need to be consistent in how you approach and how you drive change management.

Respondent C:

That's an interesting question, to give you an answer I have to sit down and try to identify all the change process that I have been involved in then I can give you an analysis and decide whether they were successful or not. All I can say to you is that I have been involved in change process that was a disaster and complete failure and I have that experience. I also had experiences where change is going ok, but we did not really make it. And then there are really success stories as well. So, if you ask me overall, I think it's a mix of third, I cannot say that 80% of all change processes that I have been involved in were successful, but some of them were not 80% of failures. So without going into the detail my gut feeling just tells me that it's about third, third, third, bad mediocre and good.

Respondent D:

If you do not change you are in trouble. If you are going to continuously do what your grandfathers did you are in serious problem. So, you need to change constantly and it's a constant process.... The only thing that is consistence in life is change. That is how you should understand change.

Respondent E:

So far it's been very successful because when we set out to make the changes we weren't sure to what extent people would have adapted to it and take it on board but feedback have been very positive so far from everyone involved

Respondent F:

Change is an ongoing process and what you do determines how successful it is, you have to be consistent, you have to be able to continue with the process until it is embedded in people. And some of the things we do and or wonder, it's a try an error. Sometimes you have to work at it and see whether it works or not, you don't know but we are learning as we go. So, I believe in my own opinion that it's a continuous process. There is a time when we needed to change our logos change our font, change our signatures, vision etc, did that work, yes it did.

Respondent G:

According to my long experience of work I have witnessed many changes happening in organisations that have made them to be where they are today. If did not change and continued to operate in the old way they could have failed. Based on that I say change was successful.

All the respondents shared different viewpoints on the success of change depending on their experiences.

4.2.5 Conclusion

This chapter of the research discussed the viewpoints of the respondents. In addition, the respondents provided rich data of their experience expressing their views and understanding, although some of the respondent's views concurred, however, some had different viewpoints. The discussion provided an insight and deep understating of the issue under study owing to the rich data provided by the participants.

The next chapter of the study is chapter 5 which serve to provide the discussion of the study

Chapter 5

Discussion

5.1.0 Introduction

This chapter discusses the research findings and how the literature supports the findings. The findings of the study include, how the leadership of the Riskflow Group reacted to change and how they managed it. The chapter further comprehensively explained the various roles played by leadership to ensure the success of change.

5.1.1 Leadership and planning

The findings of the study suggest that when the company being investigated undertake the planning for change, they call upon meetings, hold formal and informal discussions around change, which seem to indicate their approach to change and how change is communicated. In support of the findings, van den Heuvel et al. (2014) argue that, communication is important in change management and suggest that as part of communication, one on one discussions and meetings during change encourages employees to change. It was also established that depending with the nature of change, planning is systematic, well-coordinated and is not done haphazardly. Al-Haddad and Kotnour (2015) support this by citing that, there is a growing need for organisations to take a coordinated approach to undertake change in a systematic way and alleviate hinderances to change. The findings further suggest that the organisation Riskflow Group has a strong culture of inclusivity in the planning of change as was the case in the communication of change. In addition, in the context of the study, inclusivity imply that leadership ensures that everyone in the organisation is included in their planning. In addition, meetings and engagements enable the discussion of future change with the organisational members and employee's input is taken into consideration.

Randel, Galvin, Shore, Ehrhart, Chung, Dean and Kedharnath (2018) defined, inclusive leadership as a leader's positive behaviour that encourages members of the group to appreciate the belongingness within their workgroup but at the same time being able to remain unique in the group and contribute towards the outcome of the organisation. In addition, Randel et al. (2018), further suggest that central to inclusive leadership is

inclusion which is referred to as the extent to which an employee understand that he or she is an appreciated member of the group in the organisation through the manner in which he or she is treated and the experience that satisfy their expectation in as far as the belongingness and uniqueness is concerned.

Furthermore, the planning of change was also found to be of a strategic nature where various important and long-term issue are taken into consideration. For example, the planning puts into consideration the bigger picture and that is to say the interest of the community, the resources, the risks involved and also taking into account the internal and external environment. In his study, Vora (2013) explained that leadership determines the direction of an organisation through strategic planning and aligning the employee's inspirations to motivate them. It is also evident from the study that it's a standard practice for the organisation under investigation to hold regular meeting both as a communication platform but also to discuss the planning of future changes, organisational vision and the strategy. The findings are in line with the study of van der Voet et al. (2015) who conceptualised a planned change process model that discusses the functions of a leader during the change process and among other things include, communication of change information where leadership dedicate time to communicate the vision by means of documents, giving statements or making announcements to the entire workforce.

The findings suggested that planning of change is further cascaded down to the to a departmental level where it becomes tactical planning that does not require everyone in the organisation but each individual department. It was also clear that the strategic planning of change is the part of planning where everyone in the organisation is involved which include both the leadership and the employees. It is apparently clear that Riskflow Group has an open-door approach where everyone is involved and contribute their input and ideas. Zafar and Naveed (2014) argue that the involvement of employees in change management in recent times has become a crucial subject as this enhance employee motivation and commitment to change. In addition, during planning the company has a practice where leadership also put a provision of plan B which becomes an alternative option if plan A fails. Furthermore, the study revealed that a change initiative is undertaken when a need to change has been established and in addition, it is argued that change is

normally prompted by the internal or external forces which are identified through scanning the environment a role that is key to leadership. In support of this view, Packard (2013) suggest that change begins when the organisational leadership identifies the need to change and if it has been established that change is necessary for the firm's survival and success, then leadership will embark upon the change process.

The planning of change was found to be not only strategic but that the organisation aligns the change with the organisational strategy, and that is to say, change is very focused and well thought-out to ensure it fits in with the strategy. Additionally, the findings correlate with what Packard (2013) stated that change initiatives should be aligned with the current strategy of the organisation and furthermore, prior to undertaking organisational change, if leadership's assessment indicates that a radical or major change is not necessary then only minimal improvement is undertaken. Furthermore, notwithstanding the involvement of employees in the planning, implementation and all stages of change process, the findings suggest that leadership remain responsible and accountable for the whole process of change. Additionally, the study indicates that leadership drives change by engaging employees, bringing them to the meetings, empowering them and delegating them duties. The findings are in line with the change model of Hayes (2014) who suggested that, it is the responsibility of leadership to plan for change by formulating the strategy that is used as a guiding map for change with the involvement of employees. In addition, Hayes (2014) also add that, leaders are also responsible for the implementation of change and they ensure that change is executed and that it is done in line with the plan and they also review the change process to ensure that everything is on track. Moreover, the leadership responsibilities extend to ensuring the sustainability of change which is a stage where employees maintain the change, and this is achieved by, entrenching and maintaining the new behaviour and the new way of doing things and ensuring that employees do not return to the old way of doing things.

The findings discussed above in relation to the planning of change are supported by the respondents who shared their viewpoints in relation to the planning of change and these viewpoints are discussed here. The respondents A, B, C, D, E and F overwhelmingly shared the same viewpoint on the role played by leadership in the planning of change. In

addition, responded A explained in detail by pointing out the planning of change from where it begins at the strategic level and how it is cascaded down to tactical planning through to the action or implementation part. Furthermore, responded A also highlighted that staff is involved in everything by further pointing out that, the planning is totally inclusive, and nothing is done by management alone without involving employees in the planning and in all phases.

In addition, respondent A further emphasised that it's an inclusive process to ensure everyone is on board. The view of responded A also correlate to a greater extent and is supported by those of respondent B. The viewpoint of respondent B acknowledged that, planning is a broad-based approach which includes employees and that planning should be strategic in nature and is then cascaded down to action for implementation. Moreover, respondent C also pointed out that employees are involved in the planning of change as far as possible. Additionally, respondent D and E pointed out the same views that planning of change involves everyone in the organisations including the employees. However, respondent F was short of discussing employee involvement but stated that management holds deep discussions about the planning of change.

In addition, the findings with regards to the planning approach to change management are further supported by respondent A who articulated the different levels of the planning process by noting that, strategic change involves everyone in the organisation, and that is to say, top management and employees engage on the subject. Additionally, respondent A also explained that tactical change is mainly at a departmental level. The respondent gave an example that tactical planning for his department only involves him as the head of department and his team. In addition, respondent B also stated in support that they use meetings to hold planning discussions thus the exco or board meetings and continuously engage through formal and informal platforms with staff on the planning of change. This view further strengthens the findings of this study which suggest that the company under investigation encourages a culture of inclusivity in planning, communication and implementation of change.

Moreover, to further support the findings on strategic planning, respondent B noted that change must have a strategic intent, and that is to say it should have long-term goals it

intends to achieve. In addition, respondent B further noted that, change is part of the strategy and that it encapsulates the composition of the bigger picture and all the resources required. Additionally, respondent B also supported the findings that, the company's culture or way of doing things with regards to planning and communication of change is through meetings and informal discussions but all the strategic planning goes through board meetings. The involvement of staff in the planning of change suggests that the company values the input of the staff, and it also supports a view that leadership creates a conducive environment where everyone feels they are treated equally as important part of the company as their ideas and input considered valuable. This is in line with the study conducted by Malgas and Henrie Benedict (2017) who argued that it is important to involve all stakeholders in the communication of change process. In addition, leadership should not only convey the message of change, but they should also involve employees and seek their input before the proposed change is implemented. It is also essential for the leadership to clearly demonstrate that they value the ideas and input of staff (Malgas and Henrie Benedict, 2017). also add that, leaders are responsible for creating an environment that allows everyone to be involved and they should demonstrate their commitment and passion for change.

Moreover, respondent C further added his view by stating that planning of change begins at the top level although employees are included. In addition, responded A, B, C, D and E also acknowledged the importance of examining or scanning the external environment during the planning of change. Responded E and D also shared the same views that employees are part of the planning of change. It was clear that majority of the responded overwhelmingly shared the same viewpoint on the content and context of the planning of change. Responded B and D also pointed that management considers getting services from the consultancy if the company lacks the competency to develop some of the products.

5.1.2 Implementation of change

The study revealed some of the fundamental issues relating to the implementation of change in the organisation under investigation. The findings are discussed here in detail followed by the supporting viewpoints of the research participants. The study revealed

that, although participants had different viewpoints on some issues but overall, they shared a similar viewpoint on the majority of the issues. It was revealed, from the study that management or leadership of the organisation under investigation is responsible for ensuring that the resources are available for the implementation of change to be achieved. In addition, among the resources that were found to be essential for the implementation of change includes, financial resources, human resources and other equipment. In addition, literature support this view as Makumbe (2016) suggest that leaders should support change by ensuring the availability of human resources, capital and information. Furthermore, Wiedner, Barrett and Oborn (2017) explain that the deployment of resources is critical to the effective implementation of change.

In addition, the study also revealed that, when implementing change, if the organisation realises that it lacks the expertise required for implementation of change, leadership take and initiation to make use of consultancy with appropriate expertise from outside to provide the service or to produce the product. That is to say, implementation of change may be done internally or by an outside consultant who can render the service. In line with this viewpoint Korbi (2015) suggested that it is necessary in some cases for management team who are leading the change to seek external consultants for the resources they lack and for advice with regard to change implementation. In addition, in order to ensure that the implementation of change is successful, leadership use benchmarks to measure success and this is how leadership also track the progress of change. Moreover, it was also revealed and was apparent from the study that leadership at Riskflow Group play a key role in monitoring the implementation process to ensure change is accomplished. In relation to this viewpoint, Louw and Venter (2013) cite that organisational leadership monitor, control and management the implementation of a strategy and that the strategy should be translated in performance measures to aid employees to understand what they are supposed to do. Furthermore, apart from monitoring the process, leadership was also found to be more active and instrumental in continuously engaging employees to keep them committed and motivated throughout the process of change. Similar to the findings of the study, Elisabeth Nyström et al. (2013) revealed that change process comprises of the planning, implementation and monitoring

to ensure that change is still on track and the leadership driving the change are responsible for ensuring targets are met.

In addition, with regards to the execution of change, findings of the study suggest that, the implementation of change is done in an orderly and systematic way and it follows a logical process. In other words, the study reveals that implementation is done in a specific and focused way to meet objectives and should not be haphazard but done according to the plan. This is in line with the study of Baesu and Bejinaru (2014) who proposed a change process model which helps to facilitate change and it includes the following; planning stage, where the leadership provide explanation elaborate and identify opportunities for change; enabling stage, which include leadership's influence on employees through empowering them; launching stage, which include the execution of change to accomplish the set objective; the catalyst stage, which consist of motivating and stimulating subordinates by providing necessary support; and lastly maintaining stage, where leadership to provide guidance and administer change to ensure its sustained.

Arimavičiūtė and Raišienė (2015) suggest that change is systematic and therefore it has an impact on all the components of the organisation. Additionally, the study revealed that there are a number of things that are put into consideration when the leadership implement change, and among other things includes empowering employees and ensuring they have the competencies, and that they are equipped and that is to say leadership ensures employees are provided with the required training to learn new aspects of change. In support of this view, van Dierendonck and Sousa (2016) emphasise that during the implementation of change it is essential for leadership to provide necessary support to subordinates, satisfy and meet their needs, provide the resources that are required and develop and train employees in order to keep them motivated throughout the entire change process. This further indicates that the implementation is a well-coordinated and a multifaceted process which incorporates many aspects of the organisation.

It was also established in this study that it is essential for employees to change their behaviour to adjust to the new way of doing to ensure the success of change. The findings

suggested that if there is no change in employee behaviour to adjust to change may be difficult to achieve. According to the three-step model by Lewin (1953) it is argued that, to ensure that change is successfully implemented, management should reinforce the new behaviour and new way of doing things in the organisation and get it entrenched to ensure employees have embraced the new behaviour and new way of doing things so that they do not return back to the old way of doing things.

Moreover, employee involvement and participation was found to be one of the crucially important elements of change management and was clearly evident in all stages of change. This is also because, as suggested by the findings, to embrace change employees should be involved in planning and they are largely responsible for executing or implementing change as delegated to them by leadership. It was also found that apart from employee engagement in planning their continuous commitment and buy-in is essential during the implementation of change. This is aligned to literature as Alavi and Gill (2017) argue that the involvement of organisational personnel by the leadership to participate in decision-making process and consulting them to get ideas and input, can further strengthen and reinforce employee's perception that the leaders are committed to change and that the reason for change is therefore legitimate (Alavi and Gill, 2017).

The discussion around the findings with regards to the significance of resources and the implementation of change above are supported by the respondents in their viewpoints as follows; respondent A argued that for the implementation, the resources play a vital role for an organisation even a smaller company like the one being investigated and that they evaluate the resource available against the challenges faced by the company. In addition, respondent B also explained that the full composition of things they look at with regards to implementation includes, ensuring required resources are available. Furthermore, respondent C also noted in support stating that leadership evaluates whether the resources required to enable change implementation are available.

In support of the findings that relate to management's decision to seek external expertise to help with implementation, the respondents stated the following, respondent B and D also pointed that management considers getting services from the consultancy if the company lacks the competency to develop some of the products. Furthermore,

respondent B explained that the company might have an idea but decide to get an expert from outside to implement it since it is not possible to have all the expertise. In addition, respondent B stressed that the responsibility of management during the implementation of change is to monitor the process to ensure change is on track. Moreover, respondent B also pointed out that leadership monitors the change implementation to keep in track targeted objectives. Additionally, respondent E acknowledged that although change of behaviour is difficult for many people, it is one of the fundamental elements of change implementation. In addition, respondent E pointed out that it is important for everyone in the organisation to learn new competencies that are required and change the behaviour to adjust to the new way of doing things in order for change to be successful.

Additionally, respondent B explained that the implementation of change is specific, focused and planned. In addition, respondent B further pointed that the benchmarking is used to measure the progress of change implementation. Moreover, respondent B noted that leadership ensures that employees are equipped and capacitated to implement change, while respondent E suggested that new competencies should be developed to drive change.

5.1.3 Communication of change

There are a number of issues that were discussed with regards to communication of change and the study revealed that respondents are different in some areas, but they mutually agree on how change is communicated. It was established in this study that there are particular methods in which change is communicated at Riskflow Group. In addition, most of the participants shared similar viewpoints on communication and thus, respondents A, B, C, E, F and G overwhelmingly agreed that change is mainly communicated through meetings and discussions, formal and informal platforms as well. The findings suggested that the small size of the company and its flat structure enable the easy and quick flow of communication relating to change in the company. The flat structure of the company is further evidenced by their communication system where management and employees sit in the exco meetings, holding discussions on WhatsApp, and other communication forums where they discuss future changes of the organisation.

It was revealed in the study that WhatsApp is also used as a communication tool between organisational members and management to convey change message as they saw it as an opportunity and a more effective tool. These findings also point to the informal communication that the organisation uses to discuss change. In addition, the findings from the organisation under suggest that, communication is a two-way process in the organisation where management fully engage the staff on everything that it is happening and also get feedback from employees. In support of these findings, according to Christensen (2014), effective communication of change and information strategies is key to the successful implementation of change. In line with the WhatsApp communication, Berjon (2015) explain that WhatsApp is described as an instant messaging App that is less costly and that can be used in workplaces by co-workers to collaborate and communicate and it can be argued that the organization understand is making use of WhatsApp because of its benefits and advantages of cost-effectiveness. Malgas and Henrie Benedict (2017) also add that there are various ways or strategies in which leadership can communicate during change and gave an example that because communication must always happen during change the best way to communicate is through having conversations with employees. Malgas and Henrie Benedict (2017) posit that, organisations should use communication as a tool to explain and promulgate planned change initiatives to the employees. In addition, leadership should enable effective two-way communication of the change and give a timely response to issues that arise (Malgas and Henrie Benedict, 2017). Moreover, the conversations enhance employee's participation in the organisation and facilitate consensus if there are areas of disagreements (Malgas and Henrie Benedict, 2017).

In addition, the study also suggests that the company under investigation adopted an open-door policy which allows the flow of ideas both from bottom-up and top-down and this allow employees to give their ideas and input about change, and it further indicates that, leadership also adopted an inclusive approach and continuous engagement with employees. The findings suggest that leadership empower the employees and give them the latitude to make decisions as they are entrusted to take leadership roles and make a contribution. According to the study by Zafar and Naveed (2014) the modern-day organisations are now involving employees in the management decision-making process,

as opposed to the top-down approach, through the involvement approach as suggested by the authors, employees are involved in the strategic planning and the implementation of change and this is believed to have a positive impact on the organisation.

It is evident from the study that communication of change message is regarded as one of the most important elements of change management in the organisation under investigation as the viewpoints of participants overwhelming suggest. In support of this view point about the significance of communicating change, Petrou et al. (2018) argue that scientists and practitioners share the same view that communication during change is the most effective strategy to enhance employee adjustment to change. Petrou et al. (2018) also describe communication as a process of encouraging and convincing employees to embrace change. Krapfl and Kruja (2015) suggest that one of the essential characteristics of effective leadership during change is that leaders should communicate as clearly as possible providing all the necessary information to subordinates. Furthermore, van Dierendonck and Sousa (2016) add that, the characteristics of effective change leadership comprise of, empowerment of employees, open communication, leader's empathy, and satisfying employee's needs.

In addition, the respondents clearly emphasised the importance of involving employees in the communication of change. Furthermore, to support the findings, the respondent's views regarding the communication of change are discussed as follows; respondent A suggested that change is driven by the input from employees, while responded B also stated that they engage employees for input regarding change. Furthermore, respondent C explained that as leaders they involve employees on a proactive basis to discuss change. Moreover, respondent E pointed out that, leadership ensures that employees input is taken into consideration during change. Additionally, respondent F pointed out that they bring everyone together to discuss change, while responded G also support others views by acknowledging that they include all other people in the organisation when communicating change. In addition, while respondent D acknowledged the importance of communicating change, his viewpoint focused on communicating the purpose of change. In addition, respondent D also pointed out in general terms that, the biggest problem in change management is that most companies do not communicate the purpose of change.

Furthermore, Respondent A explained that their organisation is small, and they have a flat structure which makes communication easy because the message does not have to pass through many layers. Similarly, respondent C also added that the organisation is small, and it is relatively easy to put the message across. The majority of respondents suggest that the communication of change is effective and efficient in the company considering the absence of many layers and a tall structure, therefore feedback reaches management faster as employees are given the platform to give input.

Additionally, respondent B pointed that communication of change is a two-way process, whereby leadership engaged employees regarding change and they also get employee's feedback. Respondent B further stated that, written, verbal and policies are part of communication methods among other things.

The use of WhatsApp as a communication tool for change was supported by respondent A who stated that they decided to call an exco meeting a WhatsApp meeting to ensure everyone is part of the discussions. In addition, respondent G also explained that the use of WhatsApp makes it easy to communicate in the company. In addition, respondent C's viewpoint also supported the use of informal communication as he pointed out that, they hold very informal management discussion. Moreover, respondent G stated that informal communication makes it easy to communicate.

This is supported by the view of respondent A who pointed out that, their approach is not bottom-up or up down, but to do a flat approach so that everybody's opinion is as important as the next person, and in some areas the leadership is taken by for example the Analyst. Furthermore, respondent A, B, C, E, and F agreed that change is communicated by engaging staff to get their input about change.

5.1.4 Buy-in to change

This study revealed that there are two significant elements that are critical for change implementation and they include motivation and employee buy-in. It is evident from the study that employee buy-in is fundamentally an important component of change and is the starting point to get employee's participation and commitment to change. In other words, it can be interpreted from the study that, without employee buy-in, it is difficult to achieve change. In light of this, it is apparent that the organisation Riskflow Group

adopted a culture of comprehensive communication to inform employees about the purpose of change, its importance and how it benefits everyone. The study by İkinici (2014) suggests that, when the change process begins, it is very critical to get employee's buy-in and ensure they believe that change will benefit them, and it is at this stage where leadership plays a fundamental role. It is therefore crucial for leaders to present captivating and irresistible reasons for change and create a common goal that will encourage employees to embrace change and work towards achieving set goals (Caulfield and Senger, 2017).

In addition, the study revealed that, as far as change is concerned, leadership embarks on an extensive change campaign through communication, engaging all employees to buy-into the idea of change. The approach of leadership is such that they open a channel of communication through discussions and forums to help employees understand the proposed change and allow them to give their feedback and contribution around change. It is further argued from the perspective of the study that leadership is central to the achievement of buy-in and employee engagement and that is it how leadership ensures everyone is on board and that they are part of the change. This line is supported by the second step of Kotter (1999) eight-step change, which suggest that, leaders who have been entrusted with the power to lead change should deal with barriers and communicate change to the whole organisation and develop a clear vision for change. The group of leaders who are tasked to champion for change should also have high expertise and the ability to lead the change in order for them to earn the trust from organisational members.

It is also the suggestion in the study that the organisation under investigation developed a strong culture of getting things done through discussion, engagement and inclusivity that is to say, they consider the interests of employees and listen to their views to reach consensus on issues that arise with regard to change. The research further revealed that the leadership at Riskflow Group have a culture of empowering employees and they also try as far as possible to make employees feel that they have core-ownership of the company. This approach is similar to the one in the study by who suggested that servant leaders have a unique approach to change management whereby they use their ability to persuade followers to buy-in and accept change through continuous engagement.

In addition, it is also evident from the study that the organisational leadership value the employee's contribution and input to the company as they involve them in everything particularly change management. Furthermore, the study established that leadership from the company under investigation under that employees are a fundamental resource of the organisation particularly during change. This view is evidenced by the fact that leadership involved staff in all important issues affecting the company and seek to get their feedback on issues relating to change. Zafar and Naveed (2014) argue that involving employees in the decision-making process enables them to add their invaluable contribution and motivate the sense of ownership among them.

In addition, the findings reveal that, buy-in is a driving force behind change and that lack of buy-in may create resistance to change. Additionally, to the inclusive approach encourages and promotes transparency as employees are well informed of the purpose of change, and the leadership also included them in the whole change process. The study revealed that leadership initiates buy-in by continuously engaging staff and communicating through meetings, discussions and informal forums and also listening to the views and input to get their committed to change. It can be argued based on this study that the effort by leadership to get buy-in as the findings suggest demonstrates the leadership's commitment to change. Additionally, in order for leaders to get employee's buy-in to change, Venus et al. (2013) suggest that, leaders use their ability to communicate and connect emotionally by creating clear and attractive mental graphics or picture of the future and convey a message that connects and create hope for subordinates

The respondents shared the same viewpoints on the importance of getting employee buy-in during change. In addition, respondent A described employee buy-in as the most important way to handle change management. Additionally, respondent A explained that as far as buy-in is concerned, employees should believe in the new direction of the organisation. Moreover, respondent A further emphasised that, if leadership cannot get the buy-in change may fail. Additionally, responded B also pointed out that it is important to get buy-in whatever the organisation intend to achieve because buy-in is the driving force to get the full cooperation of staff. In addition, respondent B explained that buy-in is

achieved through engagements with employees. Respondent C also added that the important part in implementation is that everybody is involved and must buy-in towards the specific change. In addition, respondent E stated that one of the most important things in change management is getting buy-in and to understand the reason behind the change, employees need to be fully on board with the change. In addition, while, respondent F emphasised on motivation of employees and getting them involved in change respondent D explained that employees should be able to trust leadership to get them committed to change and respondent G pointed that to get buy-in leadership need to explain to employees the benefit of change, for instance, the outcome of change is growth both from the company's perspective and for employees as well. It is arguably clear that the respondents share the same viewpoint that employee buy in to change is significantly important for change to be successful.

5.1.5 Employee motivation

The motivation of employees during change was comprehensively discussed in this study and the respondents provided their viewpoints. The findings revealed somethings of interest about motivation and that is the effect of age or demographic variances with regards to motivation. In addition, the respondent suggested that, what motivates young people is different from what motivate old people. Additionally, young people were found to be more concerned with status and a good job title among other things while the older generation is more concerned with monetary rewards. The research conducted by Inceoglu, Sergers and Bartram (2012) revealed similar findings as they cite that in terms of demographic variance in employee motivation, employees of older age or old generation derive their motivation more intrinsically than they are motivated extrinsically from by the rewards. In addition, Inceoglu et al. (2012) argue that older employees are less motivated by such job characteristics as multiple demands, competition, challenging tasks, stressful environment, developing new skills, training and career progression and job status as compared to younger employees.

Leadership adopted an approach of motivating employees based on what drives them as individual members. However, it was also revealed that creating an exciting and stimulating work environment significantly contribute as a source of motivation for staff.

In addition, with regards to findings about motivation, van Dierendonck and Sousa (2016) cite that servant leadership enables employees to unleash their full potential through creating a conducive environment, and encourage employee self-motivation. In addition, financial rewards were found to be a short-term motivator and therefore other reward systems were encouraged and thought to be more effective. Furthermore, among other incentives that were revealed includes monetary rewards include; performance-based incentives, promotion, and more responsibilities.

The viewpoints of respondents regarding motivation, in support of the findings are discussed as follows; respondent A pointed that different age groups are incentivised by different things and further noted that younger people have a completely different approach with regards to motivation, to them everything is around status and the older people think in terms of monetary rewards. Respondent A further explained that people are motivated by different things, and the respondents suggested that his approach is that people should be treated differently in terms of motivating them. Responded B explained that, although salary increase can motivate people, but the fundamental source of motivation is creating an exciting work environment for employees.

In addition, responded B further pointed out that other rewards such as promotion and performance-based rewards are preferable to monetary incentives. Moreover, respondent C suggested that creating an environment that is stimulating where people really enjoy when they work is a great source of motivation. Respondent D also pointed out that performance-based incentive were a target is set for employees and they get rewarded when they achieve the target is more effective. Respondent E pointed out that motivation comes from the fact that employees are excited with the innovative and the change itself. Respondent G also believed that a conducive environment that is inspiring can motivate staff. There was overwhelming support on motivation from participants as they suggested that motivation is an important element of change. The viewpoints of respondents revolve around creating a stimulating and encouraging environment, performance-based rewards and promotion as an effective approach to motivate employees.

5.1.6 Resistance to change

The findings of the study regarding employee resistance to change suggested that there are many things that cause resistance, but they can however be avoided. In addition, among other things, resistance to change was found to be associated with how long a person has been doing the same things in an old way. The findings suggest that, if a person has been doing things for many years in a certain way, it becomes difficult to change and start learning new ways of doing things. In addition, the findings also indicated an outstanding view with regard to resistance which is the issue of employees' age. It was indicated that, age also play a role in employee resistance to change, that is to say, young people tend to accept and embrace change as something that is just normal with little resistance than the old generation who become more comfortable with the comfort zone. The study conducted by van den Heuvel et al. (2014) revealed similar findings as they stated that, research findings from many companies have indicated that employees of older age are associated with resistance to change. In addition, the study further suggests that older employees who are in their maintenance career stage are anticipated to be relatively rigid, resistant to change and more short-term focussed (van den Heuvel et al., 2014).

Moreover, the study revealed that, resistance is also a result of employee's fear of losing their jobs. Additionally, the findings indicate that resistance is maybe a result of leadership's failure to appropriately compose the message of change, resulting in the message being misunderstood. Furthermore, it was revealed in the study that, there are two types of personalities with regard to resistance, and that is to say, some people are passionate about change, but other people are comfortable with the comfort zone and therefore they resist change. This viewpoint is in agreement with what Burnes (2015) discussed in his study as he argued that resistance to change is not uniform among employees in terms how they react, and that is to say there are employees with low-level dispositional resistance and therefore they accept change, but the employees with high level of dispositional resistance resist change. In addition, to avoid resistance to change, it is essential for leaders to embark on a constructive engagement with staff in order to convince them to change their behaviour and buy-into change (Burnes, 2015).

In addition, the respondents stated that, generally people do not like change and that resistance is more natural and biological to employees, so it is difficult for people change which is the reason why they prefer the comfort zone. This in line with what Zafar and Naveed (2014) revealed in their study that, resistance to change is always expected and is regarded to be something natural as far as change is concerned. However, there findings suggested that, resistance is generally expected among people, but leadership should address the cause of resistance in order to overcome it. Moreover, there are various solutions for resistance that were also revealed in the study, for instance, if employee's fear to lose their jobs is the cause for resistance, and leadership should assure employees that their jobs are safe, and that change can benefit them. A study by Christensen (2014) also indicated similar results as he argued that some of the reasons for resistance to change include uncertainty and thus, when staff feel insecure about the consequences of change, for instance, losing their jobs and anxiety caused by lack of information they will resist change. When implementing a planned change, communication is crucially important and the involvement of employees in planning and implementing change is a significant (Christensen, 2014).

Furthermore, if employees were not involved in the change management process, they may resist change, and it follows that leadership should involve employees and be transparent to overcome resistance. Additionally, as suggested by the findings, among other things leadership can also overcome resistance by explaining to employees why it is necessary to change. This is in line with the study by Georgalis et al. (2015) who argued that notwithstanding the fact that resistant to change is a result of many different factors, the authors suggest that employee's participation in change and information sharing may reduce resistance. In addition, the findings revealed that it is important that the message about change either change of strategy or change of vision of the organisation should be well composed and be effectively communicated to avoid resistance.

Furthermore, the findings suggest that, to overcome resistance, it is important for leadership to involve employees in the planning and not only in the implementation of change and this brings in inclusivity concept which was discussed in the planning of change. In addition, the study indicated that if employees only get the instructions without

being involved in the process can resist change. Zafar and Naveed (2014) suggest that involving and engaging employees during change reduces resistance to change. Moreover, one of the respondents further suggested that, to deal with resistance to change, leadership should develop a personality profile for various individuals which helps to understand how employees react to change and assist them. Additionally, it was revealed by respondents that, leadership should be open and approachable to allow people to explain their anxiety and fear about change and help them throughout the process walking them through the change. In view of the findings Elisabeth Nyström et al. (2013) recommended that leadership driving the change in the organisation should maintain constant communication or interactions with the employees that are tasked to implement the change. In addition, the continuous engagement between leaders driving the change and the employees is likely to reduce resistance and therefore leaders of change should maintain a close relationship with employees.

There was a lot of different viewpoint from respondents about resistance to change but overall, respondents shared similar views. Respondent A pointed out that resistance to change can be a result of doing the same thing in the same way for many years. In addition, respondent A further explained that young people tend to accept change almost as an inevitability. Respondent B also suggested that, you always find resistance, and resistance can be a result of someone who has been so entrenched in doing business as usual. Respondent D, E, F and G generally agree that resistance is always expected from employees as something normal and almost natural, but it can also be managed. In addition, resistance can be caused by lack of communicating the reason for change. Additionally, respondent B further stated that resistance is two-way, because it can be an indication that leadership did not compose the message of the strategy or lack of a clear vision. Respondent A further pointed that it is essential to understand the driving force behind the resistance. Respondent C explained that, to overcome resistance and motivate employee to change, leadership should make everybody part of change by engaging them through discussions. Respondent D acknowledged that resistance can be overcome by explaining to employees the benefits of change. Moreover, respondent E suggested that, leaders should understand people's emotions, and communicate to address their possible fears and anxieties regarding the change.

5.1.7 Leadership style

The findings of this study suggest that the leadership of Riskflow Group adopted an inclusive approach during change, as indicated by the respondent's views, but some called it collaborative and consultative. It can be argued that, these words, inclusivity, collaborative and consultative are interchangeable in the context of this study because they all point to the same concept of inclusion. This is evidenced by the leaderships behaviour as they demonstrated that they engage, consult, and include employees in important subjects of the organisation particularly issues around change. In addition, employees are involved in the decision-making process, in meetings and discussions which reflect the inclusivity of the leadership's approach.

The respondents expressed their viewpoints in support of the inclusivity approach at Riskflow Group. In addition, respondent A responded by stating that, they ensure there is complete inclusivity to get buy-in from everybody. Respondent C also responded by stating that employees are comfortable with an inclusive type of leadership style where the responsibility of leadership is to serve the people. In addition, respondent D pointed that leadership should involve everybody, and that the approach is more collaborative with everybody and move forward together. Moreover, respondent E stated that the leadership approach he adopted is very much collaborative and consultative. Furthermore, respondents, B, E and G also pointed out the inclusiveness approach were everybody is involved and their input is taken into account by leadership.

The findings of the study suggested that leadership is crucial in the implementation of change and that it ensures that processes and procedures are in place and provide guidelines on how change should be executed. This assertion is supported by Tylor et al. (2014) who stated that, leadership is significantly important during change because as it enables the successful implementation of change by providing guidance, support and directing the organisation towards the desired future. The findings from the study further suggested that, leadership of the organisation need to understand change and also communicate the benefits of change to employees. In addition, İkinici (2014) support that viewpoint as he noted that, leaders initiate change because they understand the benefits of change which includes improving the company's performance, and despite the complexity of change leaders remain optimistic. Moreover, Penava and Šehić (2014) also

supported this viewpoint by arguing that, if leaders fail to articulate the purpose of change employees can argue against the idea of change.

The concept of 'inclusivity' from the findings on employee engagement was substantially discussed and respondents from Riskflow Group further explained that they engage employees through formal and informal meetings. It was evident that employee engagement is a fundamental task during change and it can therefore be argued that the ability of a leader to engage employees is critical to the success of change. The findings are supported by the study of Magsaysay and Hechanova (2017) who argued that, for change process to be successful in an organisation, employee engagement is mandatory, and the authors emphasised that, it is the role of leadership to ensure that employees are engaged about change. The findings from the study also suggested that change management requires competent leadership and that leadership should play a support role and ensure staff has a good understanding and the capacity that is required to implement change. In addition, leaders are also responsible for monitoring the change process to ensure the objectives are achieved. This view point is supported by the study of Hussain et al. (2016) who suggested that, leadership should be effective and competent and also provide necessary support to employees to enable change in the organisation and manage the change process with a view to achieve the set objectives.

Furthermore, the role of employees and its importance in change management was also comprehensively discussed. In addition, the findings overwhelmingly indicated that employees have a significant role to play during change as they are involved from planning to implementation. The findings are in line with the study of Chou (2014) who pointed out that, as far as change management is concerned, there are many organisations that have failed to achieve their change initiative goals and as such the author recommended that, leadership should recognise and acknowledge employees as key players that perform a very crucial role of implementing change. In addition, the author claims that there is limited empirical research relating to the role of leadership in managing change which this study is also responding to. Furthermore, the findings suggested that, leadership uses a reward system that includes incentivising employees to motivate them during change and this is in line with the study of Hartge et al. (2015) who stress that

among other things, leaders use a reward system to encourage employees to reach targets and set objectives during change process.

The study revealed various leadership roles and their responsibilities during change which includes; creating an articulate vision or strategy for change, communicating change to all stakeholders, engaging employees and encouraging them to participate and embrace change. In addition, leadership provides direction and guidance to the new future, they plan for the change and manage the implementation through monitoring the process from start to finish. Furthermore, leaders motivate employees to change and get them to buy-in to change to ensure change is successful. Moreover, leadership communicates the purpose of change and its importance. These findings are supported by the study of Caulfield and Senger (2017) who developed a concept called 'ideal leadership themes' and this concept elaborated the roles performed by leadership during change and they are discussed as follows; firstly, the authors argued that leaders must be inspirational communicators- which imply the leaders ability to communicate and explain why change is necessary. The authors also stated that leadership should build trust with the followers. Third is leadership competency- which relates to the leader's expertise in managing the change process. Fourth, is inclusivity- thus getting all employees on board to obtain their support for change. The concept inclusivity was central to change at Riskflow Group. Fifth, is respect- which relates to how leaders treat employees with respect and dignity which also received attention in the study.

The results of the study did not discuss a specific change model but the process revealed that change follows the following order; leadership start by understanding or identifying the need for change whether is a result of internal or external forces, leadership then formulate the plan for change and communicate the purpose of change to employees, change is then implemented and leaders monitor the process, they motivate employees and ensure employees adjust their behaviour to learn new ways of doing things. These finding relate to the model of Hayes (2014) who discussed his change process model as follows; leadership should understand the need for change whether its caused by internal or external events; after establishing the reason for change, leaders should create a clear and attractive vision for change; Leadership play an important role in planning for change

and formulate the strategy for change; leaders ensures that change is executed and that it is done as planned and they further review or monitor the change process to ensure that everything is on track; leaders ensure that employees maintain the change, and thus, entrenching and sustaining the new way of doing things; leaders act as architectures who design the framework for change and they create a conducive environment for change.

5.1.9 Conclusion

This chapter discussed the findings of the research and elaborated in greater detail the results which among other things included, the role of leadership in managing change. The leadership roles that were discussed include, managing the planning and implementation of change, motivating employees, communicating change, creating a conducive environment for change and engaging staff and involving them in change management process. In addition, the findings were discussed with literature and there was a correlation in various issues between the literature and the findings of the study.

The next chapter of the study is chapter 6 which discuss the recommendations and the conclusion.

Chapter 6

Conclusion and recommendations

6.1.1 Introduction

This chapter serves to summaries and provide an overall conclusion of the study and provide a brief discussion of the key issues that were discussed. In addition, the chapter also provides the recommendations of the study. The first chapter of the study briefly introduced the whole research project, and this included the background, objectives of the study, and the problem statement. In addition, the motivation of the study and its significance was also discussed. The general aim of the research was to investigate the role of leadership in managing change. In the second chapter of the research, literature was explored with a view to understand the underlying issues about leadership and change management.

6.1.2 Conclusion on research findings

The findings of the study have revealed many leadership responsibilities that are significant for the planning and implementation of change at Riskflow Group. In addition, most of the leadership roles in change management that were discussed in chapter four concurred with the literature.

6.1.3 The role of leadership in change management

Although a substantial number of leadership roles in change management were identified and discussed in the study, this chapter provides a brief overview of the leadership responsibilities that were widely acknowledged by the respondents. The leadership roles that were revealed in the study includes; creating an articulate vision for change, communicating change to all stakeholders, engaging employees and encouraging them to participate and embrace change. In addition, leadership provides direction and guidance to the new future, they plan the change and manage the implementation through monitoring the process from start to finish. Furthermore, the findings indicated that, leaders motivate employees to change and get them to buy-in to ensure change is successful. Moreover, the findings indicated that leadership craft the strategy and ensure

it is aligned to the desired change. Although self-motivation was found to be necessary, it was indicated that without the effort by the leadership to stimulate motivation and influence people's behaviour using various rewards and incentives, change may be difficult to achieve.

It was highlighted that, of paramount importance is the role of crafting a compelling and shared vision that inspires employees to work towards the intended change. Moreover, the power of a vision or its impact thereof, significantly influence the people because vision brings together the interests of both the employees and the company and thus creating a shared future, therefore it inspires and encourages people to be committed to the desired change. This is undoubtedly one the most important roles the leadership during change at least based on this study, because people are concerned about where they are going as an organisation, and how the new change will benefit them or whether it poses a risk of losing their jobs. If employees are made part of the process of creating an attractive vision and, as evidenced in the study, it stands to reason that their behaviour towards change is positively influenced. It can therefore be argued that change management or the success of change thereof, revolves around the ability of leadership to create a clear picture of the future through and a well-articulated vision which incorporate the interest of employees and the organisation and thus, it is one of the most important responsibilities of leadership as suggested in this study.

In addition, the study revealed that, when leaders lead by example, they influence the way employees view change, and that is to say, employees can see the commitment of leadership towards the desired change which is likely to encourage them to participate and be committed to change. In other words, as the finding suggest the leadership's behaviour influences the way employees perceive change and also demonstrate the leader's passion for change. If leadership is committed to change, followers are also likely to be encouraged to show the same commitment to change.

Additionally, the findings also suggested that leadership play a pivotal role in creating a conducive environment for change. This was identified to be one of the most important and effective way of motivating staff. In other words, the results indicated that, if leadership create an environment that is encouraging, exciting and enabling, employees

are likely to embrace change. That is to say, the ability of leadership to create the perfect environment for change positively impact or influences employee behaviour to embrace and accept change.

Moreover, it was also indicated in the study that changing from old to new ways of doing things in the organisation require learning, training and the development of new competencies, and leadership is responsible for ensuring that they have provided the training and development of new skills which equip the employees and further empower them to implement change. Moreover, the study revealed that, leadership provides the guidance for implementation and further shape the behaviour of staff to be aligned with the new change. Additionally, one of the most important responsibilities of leadership in managing change is managing resistance to change as the study indicated. This is the part of change where leadership's influence and effectiveness is tested to a greater extent, that is to say their ability to management resistance. In addition, the study revealed with regard to resistance that, leadership should demonstrate its influence to win people on their side through getting buy-in. Furthermore, the study suggests that, leadership must skilfully sell the idea of change until they get the employees commitment, otherwise imposing change would only create resistance. The results further revealed that leadership also overcome resistance to change by getting staff involved in change discussions and solicit their input making them feel that they are an important resource of the organisation and that their contribution is important for change.

6.1.4 The impact or influence of leadership in change management

The impact or influence of leadership in change management was highlighted in the findings as the leadership clearly proved to be the determining factor for the success or failure of change. In addition, for employees to buy-in and embrace change, it was apparent that it all starts with the leadership's attitude and that is to say the leader's approach, and how he or she communicate effectively the message of a new direction. Furthermore, communication of change message and the purpose of change encouraged buy-in and buy-in suggest that resistance is overcome. There are many elements or levers that leaders can use to influence or impact the employee's behaviour during change, as revealed in the research.

In addition, among other things it was also revealed that, leadership can influence employee's behaviour in change management to ensure successful implementation by demonstrating the following components; visionary leadership or the ability of to craft a clear vision that can stimulate followers, inclusivity, getting employee buy-in, staff motivation and most importantly effectively communicating the purpose and benefits of change. In addition, leadership also influenced the employee's behaviour to change through a broad range of rewards with a view to motivate them to achieve the desired goals.

6.1.5 Leadership and their role in effectively implementing change

The findings suggest that the resources play a key role to ensure the implementation is achieved. Furthermore, the findings indicated that employee buy-in is critical for the implementation of change and it is the responsibility of leadership to get the entire workforce to buy-in. Moreover, the findings highlighted that leadership is responsible for monitoring the entire process of change which includes checking if the quality meets the set standard and making necessary adjustment when the process deviates from the plan.

Furthermore, as suggested by the results, leadership also monitor the implementation of change and this process also allows them to monitor the behaviour of employees, whether they are adjusting and learning the new way of doing things and shape their behaviour to align it with change. Therefore, it can be argued that, change cannot be achieved without the change of behaviour and as such leadership plays an important role of influencing employees, to change their behaviour for change to be achieved. Additionally, communication was found to be vital during the implementation of change and leadership are well placed to initiate communication, that is to say getting feedback from staff and also giving the direction, thus communication is two-way. Furthermore, it was revealed that employee's continuous commitment is essential and therefore leadership achieves that through motivation using rewards and incentives.

6.1.6 Leadership style that is relevant and effective for change management

The findings of the study strongly indicated that the leadership of Riskflow Group believe in the inclusive leadership approach or concept, where leadership get everyone to participate be involved in the whole process of change management and thus planning

and implementation. In addition, inclusivity was also described by other respondents as collaborative and consultative approach. But overall the findings clearly indicated that inclusivity is preferable, and it can be argued based on the viewpoint of the responded that this approach proved to be effective for the organisation.

In addition, taking into consideration all transformational leadership style and its attributes or characteristics which among other things include, articulating a clear vision for the organisation, and defining the new direction, effectively communicating the need for change and the benefits of change, taking care of employee's needs and getting everyone involved in change management process. It can be argued that the characteristics of the inclusive concept in the context of this study is closely related to transformational leadership approach. In addition, inclusivity in the context of the study included the following; getting employees feedback, constructive engagement with staff, and getting them to participate and be involved in the whole change management process.

6.1.7 Literature summary

In addition, the leadership was central to this study owing to its significance in change management as it was indicated in literature that, change and leadership are inextricably linked, and they cannot be separated. These views from various authors about the significance of leadership in management change to ensure the success of the change was evident and convincing to conclude that leadership is key to the success of change although it does not, however, imply that other elements of change are not essential.

The literature review chapter discussed various issues relating to leadership and change management with many authors arguing on key elements of managing change. In addition, the literature review chapter gave an insight into the research objectives as they were broadly discussed. The study comprehensively discussed the significance of leadership in change management. In addition, leaders were also described as agents of change in some instances and they are well placed to shape the views of the people through a well-articulated vision and this further highlight the extent to which leadership is critical in change management.

The study explored a wide range of leadership responsibilities during change and how they contribute to the success of change. In addition, among other leadership the

responsibilities discussed include, the ability of leadership to create a compelling vision for change. This role of crafting a clear and compelling vision was found to be significantly important and central to leadership in managing change, and various authors emphasised on the importance of vision. In addition, the ability of leadership to communicate effectively the message of change and the purpose of change was emphasised as an important role of leadership in change management.

The implementation of change was found to be among the most important component of change management. In addition, to a greater extent implementation of change appeared to be the only way change can become a reality. Moreover, from the literature review perspective, everything discussed revolves around the implementation of change, and that is to say, ensuring that change implementation successfully accomplishes the set objectives. While the study discussed the significance of buy-in, literature emphasised on employee readiness to change as a fundamental element that enables employees to embrace change. In addition, readiness to change was described as a process whereby employees demonstrate positive intentions and attitude towards change and act in a way that shows that they are willing to accept change through supporting it. It can be argued that if readiness to change is among the fundamental key elements for change, and its significance is such that it may be very difficult to accomplish change without employee readiness and therefore leadership should encourage employee readiness to change. Leadership was identified as a key to the success of change and the concept of leadership was substantially discussed through-out the literature. The evidence is overwhelming from various authors in the literature that leadership is not only significant but is at the central to change and that it drives change.

6.1.8 Recommendations from the research findings

Although there was a clear indication from the findings that leadership engage employees to get buy-in to change, the findings suggest that not much was discussed on how leadership influence employee's behaviour to change and learn the new way of doing things as well as maintaining the new behaviour.

Recommendation 1

The recommendation is that more should be done to influence employees to change their behaviour and avoid a situation where they return back to the old way of doing things as suggested by Lewin (1953) three-step change model where '*Refreezing*' implies reinforcement of the implemented change to ensure employees do not go back to their old way of doing things.

Recommendation 2

Some of the respondents argued that the new economy requires new competencies from leadership perceptive to manage change although others argue against that. One of the most recent leadership approaches for the new economy which is recommended to address the challenges of the new economy in change management is authentic leadership. In addition, literature suggests that, authentic leadership behaviour enhances the effectiveness of change (Rafferty et al., 2013). Therefore, Riskflow Group is recommended to consider authentic leadership as an alternative approach.

Recommendation 3

In addition, some of the respondents emphasised on the issue of trust between employees and leadership where leadership earn the trust of followers and therefore, adopting authentic leadership approach helps to addresses the issue of trust as Wang et al. (2014) note that, authentic leaders play an integral role in positively influencing the follower's performance. Owing to their consistency behaviour and actions, authentic leaders earn the trust of organisational members and improve work engagement (Wang and Hsieh, 2015).

Recommendation 4

Furthermore, it was revealed that young people do not resist change as much as the older generation does. It is recommendation therefore that a good balance should be found between the young people and the older generation at Riskflow Group to ensure that there is an adequate number of young people in the organisation who will enable and

facilitate change by acting as change champions and motivate and lead the older generation.

Recommendation 5

The study further revealed that it is important for leadership to lead by example for change to be accomplished. In addition, the study indicated that the new economy requires new leadership with new competencies. It is therefore recommended that the adoption of authentic leadership as a modern leadership approach for the modern and the new economy can address that issue. In addition, authentic leadership is described as exemplary to followers, and it guides followers and encourages good morals, values and ethics. Additionally, authentic leaders are perceived as role models by followers in change management as they create conducive conditions where subordinate share collective values of the group.

6.1.9 Recommendations on literature

Recommendation 1

Based on the findings from the literature, it is argued that there is limited empirical evidence on the role of leadership in managing change, it is recommended that more research should be conducted to bring more empirical evidence in order to comprehensively understand the underlying nature of the problem.

Recommendation 2

The importance of leadership for change management was substantially elaborated in the literature, but however, it was also indicated that most of the organisations are failing to achieve their change initiatives. In addition, considering the contemporary dynamic business environment change is inevitable, and therefore it is recommended that more training on leadership is necessary particularly on how to effectively manage change. The 70% failure rate of change as claimed by many authors is largely attributed to the lack of effective leadership in an organisation.

6.2.0 Limitations of the study

There were some limitations that the study was faced with, and they are discussed as follows;

- (a) The initial targeted number of participants for the study was 10 people who hold senior management positions at Riskflow Group, but the researcher only managed to get 7 participants for the study. In addition, after a substantial effort was made to get the remaining 3 participants the researcher was not able to reach them despite countless attempts.

6.2.1 Action taken

In addition, to ensure that the credibility of the study is not compromised, the researcher sought advice from the supervisor and was recommended to re-interview all the participants. The researcher made every effort to re-interview all the 7 participants, but however, only 4 of the 7 participants were willing to participate and the 4 were re-interviewed. The other 3 participants decided not to participate citing time constraints due to work commitments.

- (b) The data was collected through telephone interviews and the network was sometimes problematic making it difficult to communicate clearly.
- (c) To a certain extent the researcher may have had a bias in making judgments owing to the fact that the research was dependent on the researcher's skills. In order to avoid that, the researcher sought advice from other academic staff like Dr Pfano and the supervisor to verify the decision regarding the research.
- (d) Lack of face to face interview with the participants made it difficult for the researcher to be able to read the expression of participant although telephone interviews also have the advantage the respondent is comfortable providing information that would have made them uncomfortable to provide in a face to face interview.
- (e) There is limited literature empirical evidence that discusses leadership in change management, therefore, it was a tremendous task to identify relevant literature.

6.2.2 Reference

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05 April 2018

Mr Misheck Musaigwa (217076918)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Musaigwa,

Protocol reference number: HSS/0133/018M

Project Title: Investigating the role of leadership in managing change at Riskflow Group

Approval Notification – Expedited Application

In response to your application received 13 February 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application 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.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully


.....
pp Professor Shenuka Singh (Chair)

/ms

cc Supervisor: Professor Muhammad Hoque
Cc Academic Leader Research: Dr Emmanuel Mutambara
Cc School Administrator: Ms Zarina Bullyraj

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