

THE ROLE OF LEADERSHIP IN IMPLEMENTING CHANGE: A CASE OF THE
IMPLEMENTATION OF THE EMPLOYMENT ACT OF KENYA IN
MANUFACTURING COMPANIES IN KIAMBU COUNTY

by

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A THESIS SUBMITTED TO THE OFFICE OF THE GRADUATE SCHOOL IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARTS IN LEADERSHIP OF PAN AFRICA CHRISTIAN UNIVERSITY

OCTOBER, 2017

DECLARATION

I declare that this thesis is my original work and has not been presented for a degree or any other award in any other university

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This thesis has been submitted for examination with my approval as Supervisor.

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DEDICATION

I would like to dedicate this project to the Mairas, Stephanie, Brian and Stanley, my immediate family members who have partnered with me and cheered me on in this journey, each in their own unique way. May God bless you and keep you.

ACKNOWLEDGEMENTS

I acknowledge the Almighty God who has given me life, good health, strength and the grace to do this study. I also want to thank my supervisor, Dr. Wilson Odiyo who has patiently guided me, given me great insights in my research, and encouragement throughout this period. My family, friends, work colleagues and fellow MALD students were also very instrumental in cheering me on, encouraging and supporting me to do the project. I thank God for all of you and ask that God may abundantly bless each of you.

ABSTRACT

The role of leadership is important for determining organizational direction and in influencing followers towards accomplishment of organizational goals. One of the greatest attributes of leadership is the ability to lead organizations successfully through change. However, certain forces within organizations also resist change and seek maintenance of status quo. Change is a continuing phenomenon in organizations the world over and external triggers of change include government laws and regulations. In Kenya, the revised Employment Act of 2007, redefined the fundamental rights of employees in the work environment. It increased protection for employees and the obligations of employers in the employment relationship and is largely seen as an employee-friendly statute. This study sought to examine the role of leadership in the implementation of change arising from the revised Employment Act of Kenya, 2007 in manufacturing companies in Kiambu County. The study adopted a descriptive cross-sectional survey research design taking a representative sample of 9 manufacturing companies representing 20% of the 45 listed members of Kenya Association of Manufacturers identified through systematic random sampling and purposive sampling designs. Data collection instruments consisted of structured and semi-structured questionnaires distributed to Chief Executive Officers, Human Resource Managers, Middle Level Managers and ordinary employees. Data analysis was done using IBM SPSS data editor, descriptive and inferential statistics. Regression analysis was utilized to determine the relationships between the variables. The study established that leadership alignment of behavior towards the change through modelling of the desired behavior has the greatest influence in successfully driving organizational change and in reducing resistance to change. Others factors are the exercise of leadership competencies, and effective leadership communication. The research makes a valuable contribution to understanding of the role of leaders in effectively using these elements and having a follower-focus in order to successfully implement organizational change. As drivers of change, leaders need to align their behavior to the desired change, effectively communicate and exercise leadership competencies in support of the change.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBA	Collective Bargaining Agreement
CEA	Compliance with or Implementation of the Employment Act of Kenya, 2007
CEO	Organizational Chief Executive Officers
COTU	Central Organization of Trade Unions
EAK	The Employment Act of Kenya 2007
eKLR	Electronically Aailed Kenyan Court Decisions
ELRC	The Employment and Labour Relations Court
HRM	Human Resource Manager
ILO	International Labour Organization
KAM	Kenya Association of Manufacturers
KLR	Kenya Law Reports
MLM	Middle Level Manager

DEFINITION OF TERMS

Alignment of behavior - occurs when people in the organization change their behavior and begin to do things differently in line with the organizational vision, strategy or change (Kotter, 2012). It also occurs when leaders exemplify, teach or reinforce the desired behavior among their followers (Moshi, 2015). In the case of new employment regulation, change will be seen to be successful when the behavior of leaders and their subordinates is aligned with the employment regulations and in time becomes the new culture for the organization (Kotter, 2012).

Communication - the transmission of clear verbal and non-verbal messages from an organizational leader to his or her subordinates, which become meaningful when the message is understood by the recipient as the transmitter intended (Hughes, Ginnet & Curphy, 2012). It is the vehicle through which people clarify their expectations and coordinate work to achieve organizational goals (McShane & Von Glinow, 2010).

Leadership competencies – refer to the knowledge, skills, aptitudes and other personal characteristics and capabilities that leaders need to exhibit, and the ability to manage them in order to have superior organizational performance (McShane & Von Glinow, 2010; Hughes et al, 2012).

Resistance to change - refers to lack of support for change which occurs for example, when people in the organization perceive the change to have negative outcomes (Page, 2014), or because of fear of more work, lack of communication, insufficient consultation, misalignment of the change with the organization as a whole, and people's comfort with

old habits that are hard to break, fear of the unknown, and preference for the status quo (McShane & Von Glinow, 2010).

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

This chapter introduces the background to the study giving the role of leadership in organizations particularly in implementing change. It highlights changes brought by the Employment Act of Kenya, 2007 and introduces the companies in the manufacturing sector in Kiambu County which are the subject of the study. The chapter also sets out the problem statement, the objectives of the study, the research questions, the significance of the study, the limitations and delimitations of the research.

Background of the Study

Hughes, Ginnett and Curphy, (2012) and McShane and Von Glinow, (2010) view leadership as a complex phenomenon which has defined from various perspectives by leadership researchers over the years. While some have focused on leadership and the role of leaders on the basis of the personality, physical traits or behavior of the leader, others have approached the topics from the perspective of the relationships between leaders and followers, or aspects of the situations which leaders find themselves in.

However, the understanding of the concept of leadership has changed over time to reach a general consensus that it is a relationship of influence (Page, 2014) which involves the leader, the follower and the situation (Hughes et al, 2012). The greatest attribute of organizational leadership is seen to be the ability to have followers (Hughes et al, 2012; Blank, 1995) and to influence them towards a desired organizational direction in order to achieve success and attain the organization's goals (Kotter, 2012). Drucker (1992) defined leadership as the process of influencing the activities of others towards goal achievement

in a given situation. According to the transformational theory of leadership, leaders are agents of organizational change (McShane & Von Glinow, 2010).

Change is a continuing phenomenon in organizations the world over and it is the function of organizational leadership to lead change. Indeed, the role of leading change successfully is such a significant and difficult challenge for leaders that it is seen to differentiate good leaders from non-leaders, and leaders from managers (Hughes et al, 2012). According to Page, (2014), all leadership is in fact all about change, or else there would only be management maintaining the status quo or merely making organizations more efficient.

In implementation of change, the function of leaders is to balance the external and the internal environment, the present and the future, and to be the coach, spokesperson, direction setter, and change agent for the organization according to Nanus (1992). This is supported by Nderu, (2005) who sees the role of top corporate leaders as that of crafting the organization vision and strategies and setting the direction to be followed. According to McShane & Von Glinow, (2010) and Kitoo, (2013), essential ingredients of effective change leadership include effective communication, exercise of leadership competencies (Hughes, et al, 2012), and alignment of behavior with the desired change (Kotter, 2012; Moshi, 2015).

Effective communication is the process by which information whether verbal or non-verbal, is transmitted and understood between two or more people (McShane & Von Glinow, 2010) or between organizational leaders and their subordinates. It is the vehicle through which people clarify their expectations and coordinate work activities to achieve

organizational goals (McShane & Von Glinow, 2010). Advancing the same view, Nderu, (2005) avers that the role of leaders in communicating is to translate complex situations into simple meaningful explanations that others can grasp and understand.

Leadership competencies refer to the knowledge, skills, aptitudes and other personal characteristics and capabilities that leaders need to exhibit, and the ability to manage them in order to have superior organizational performance (McShane & Von Glinow, 2010; Hughes et al,2012). As regards alignment of behavior, Kouzes and Posner (2013) posit that leadership has everything to do with behavior. They state that credible leadership may involve modelling, teaching and reinforcing the desired behavior, and credible leaders ensure that their actions and communication align with the desired behavior and values. Alignment of behavior occurs when people in the organization change their behavior and begin to do things differently in line with the organizational vision, strategy or change (Kotter, 2012).

Organizational change can be self-motivated internally by leadership or by forces within the organization, or it can result from external forces and challenges which the leadership has little control over. External triggers of organizational change include government laws and regulations, globalization of markets, advances in technology and organizational growth (Mutungi, 2014). Page (2014) states that the ultimate test of leadership is in change leadership. When governments introduce new regulations that stipulate what organizations ought to begin to do differently or what not to do in the work environment, such as the employment regulations, such legislation becomes a possible catalyst for organizational change (Njari, 2006). The way the organizational leadership see or respond to government regulation of the business environment determines whether the

regulation will be a catalyst for positive change, or be resisted as an unnecessary, bureaucratic interference in the business (Tiang'a, 2010; Hill, 2008). A number of studies have shown this to be true.

In Bulgaria a new employment law that increased employee rights was met with resistance from entrepreneurs and employers some of whom viewed it as a barrier to job creation and sought deregulation (Ribarova, 2003). In China, a new legislation that set minimum wages payable to workers was resisted by some of the companies who continued paying their workers less than the legal minimum wages (China Labour Watch, 2016). In Argentina, research found that employees worked in unsafe work environments even where there were extensive and elaborate government regulations providing for employee safety (Ronconi, 2010). Compliance by companies was lacking while government enforcement was low. An Irish statute on employment equality was seen as an unwelcome and unnecessary burden and a barrier to competitiveness (Curran & Quinn, 2012). The empirical evidence in the study suggested that employment law and the rights it confers can be weakened substantially through minimalist interpretation for example, by courts. It can also be weakened procedurally, for example where monitoring and enforcement by government is weak (Curran & Quinn, 2012). Consequently, depending on a number of contingencies that include the response of employers and business owners to it and government commitment to its enforcement, employment can fail to be a major initiator of organizational change.

Employment Regulation in Kenya

In Kenya, employment regulation has undergone a major shift since the colonial period. The first formal employment regulation was the Master and Servant Ordinance first

enacted in 1906 and later severally amended. It gave employers an upper hand in determining the terms and conditions of the employment (Zahir, 2014). The African labourers were forced by the colonial government's demand for taxes (Shanguhya, 2015) to work for poor pay and under primitive conditions (Anderson, 2000) as the laws were not intended for employee protection. A worker's desertion from employment, for example, was treated as a crime for which the penalty could be a substantial wage cut or imprisonment (Zahir, 2014). That law was used as a weapon in the 'disciplining of labour' (Anderson, 2000).

The colonial employment ordinance was amended progressively through the interventions of the emerging labour movement and political protests against colonialism (Zezeza, 1993) to become the Employment Act of Kenya Chapter 226 at independence. Today, the employment law in Kenya is derived from written laws such as the Constitution, 2010 which provides for fair labour practices, reasonable working conditions and makes treaties like International Labour Organization (ILO) Conventions part of Kenyan laws (The Constitution, 2010). Others are Acts of Parliament, Government regulations and policies, contracts between the parties and Collective Bargaining Agreements (CBA), and the interpretation of terms and conditions of employment by the Court when disputes come before it.

Implementation of change arising from the revised Employment Act, 2007

Following the report of a Task Force appointed by the Attorney General in 2003 to review all labour related laws and make recommendations for appropriate legislation (Daily Nation, 2002), a revised Employment Act enacted in 2007 that came into force in 2008. It increased protection for workers and is viewed by some as an employee-friendly

statute (Maema, 2016), while it increases the duties and obligations of the employer in the work environment. The preamble to the Act states that it is an Act to declare and define the fundamental rights of employees and to provide their basic conditions of employment. It protects all employment contracts whether oral or written, giving wide definition of the terms “employer” and “employee” (Maema, 2016).

Other labour laws enacted at the same time as the Employment Act, 2007 include the Labour Relations Act which deals with freedom of association and registration of trade unions, employers’ organizations and collective bargaining; and the Work Injury Benefits Act which provides for compensation to employees for work related injuries and diseases. Others are the Labour Institutions Act which establishes institutions such as the National Labour Board and wage councils; and the Occupational Safety and Health Act which is concerned with the safety, health and welfare of the workers in the workplace and establishes the National Council for Occupational Safety and Health. The Employment and Labour Relations Court Act, 2011 was later enacted to establish the Employment and Labour Relations Court (ELRC) which determines employment and labour disputes. The ELRC replaced the Industrial Court.

The study concentrates on the Employment Act, 2007 as it is the primary law on employment in Kenya (Maema, 2016) which introduces significant changes in the contractual employment relationship. It establishes the minimum terms and conditions of employment such as wages, hours of work and leave dues, and prohibits forced labour, sexual harassment, unlimited probationary employment, unfair termination of employment, and discrimination. It also provides for paid maternity and paternity leave

which does not affect the annual leave entitlement of the employee. Organizations are expected to implement the changes stipulated by the Act.

Gatabaki (2010) states that implementing change is an action, hands-on operation and action-oriented human behavioral activity that calls for executive leadership skills. It is leadership that is a key determinant of the level of success of any organizational change initiatives (Okoth, 2014). Indeed, Kotter (2012) argues that unless change initiatives are actively supported by top leadership by galvanizing action from a large number of their subordinates and by removing barriers to implementation, major organizational change will be impossible.

A glance at the employment scene in Kenya reveals difficulties in implementation of the Act by some employers. While it requires employers who employ more than twenty employees to draw up a policy on sexual harassment committing to protect employees and giving a procedure how complaints may be lodged, several employers have been found to be in breach of the requirement by the ERLC (Maema, 2016). Contrary to the Act, others have been found to have discriminated against employees and ordered to pay exemplary damages to the employee for gross violation of human dignity (*VMK v. CUEA*, 2013) or to pay compensation for unfairly terminating employees' employment (*Kenya Union of Domestic, Hotels, Education Institutions and Hospital Workers v. North Coast Beach Hotel*, 2015). Breach of the employment termination procedures is common, and as Maema (2016) points out, disputes regarding termination make up the bulk of the cases that are adjudicated by the ELRC. The disputes are determined by the ELRC which is viewed as employee-friendly.

The Manufacturing Sector in Kiambu County, Kenya

The county of Kiambu has a high population of approximately 2 million people with a rural-urban ratio of 40%:60% due to its proximity to the capital city of Nairobi (Kiambu County Government, 2017). The county is well endowed with industries, such as food, plastics, textiles, oil refining and cement manufacture, mostly located in Ruiru and Thika town constituencies and also in Limuru which act as a major source of employment for its working population of 1.1 million people (Kiambu County Government, 2017). According to the Kenya Association of Manufacturers (KAM), the number of manufacturers in Kiambu County alone who are ordinary members of KAM are 45 (Appendix II) out of 76 manufacturing companies in the Central Kenya region representing 60% of the membership. This type of membership is for companies directly involved in processing, manufacturing or any other value addition activities (KAM, 2016).

A sizeable population in Kiambu County depends on the manufacturing sector for their livelihoods (Kiambu County Government, 2017) and as a result, the employment and labour laws have become an important factor to determine the rights of the employees in the sector and the role of the leaders of the enterprises. The revised Employment Act applies to all employment sectors nationally, and is particularly relevant in the manufacturing sector which supports 11 million Kenyans nationally (Ministry of Industrialization and Enterprise Development, 2015) and in which a number of companies have encountered the challenge from court cases enumerated above.

Several cases by aggrieved employees have been filed in the ELRC involving companies from this county. The court has in some instances reversed the decision taken by the companies on the employees' terms of employment (Kenya Shoe & Leather

Workers Union v Bata Shoe Co. (K) Limited, 2017), or awarded the employees hefty compensation for wrongful termination of employment (Francis Waithaka Kamau v. Delmonte Kenya Ltd (2015) and terminal benefits (Chrispine Amunga v Norbrook Kenya Limited (2016).

Statement of the Problem

The role of leaders is a key factor in implementation of organizational change. A number of studies have shown it is the role of top corporate leadership to craft the organizational vision, the appropriate strategies and to set the direction to follow for the achievement of the vision and strategies for change (Nderu, 2005; Kivuva, 2012; Mutungi, 2014; Okoth, 2014). Leaders are also mentors, coaches, interpreters of complex situations into meaningful explanations which others can grasp, and builders of an organizational culture that embraces change (Nderu, 2005). In his research, Kitoo (2013) found the role of middle level managers includes being communicators, interpreters and agents of change and the leaders in the implementation of strategic change. Moshi (2015) in his research points out that the role of leaders is to model the way, share the organizational vision, encourage and enable others to act. A close scrutiny of these studies shows the focus was on organizational response to changes initiated internally by the leadership in their vision for the organization, or the need to implement desired strategy and not from change resulting from outside forces.

Other studies have been carried out that illustrate the response of organizations to external triggers of change necessitated by legislative changes. In Ireland, Curran and Quinn's (2012) research on the impact of an employment law on equality, found that employees and their unions support the law as a protection against workplace exploitation,

while employers tend to resist legislation and perceive it as a burden on their businesses. This resistance is also shown locally by Tiang'a (2007) whose research focused on the perception of government regulation of business by traders in Embu through the proposed Tobacco Bill. She found that many business owners viewed regulation as an unnecessary interference. Kahira's (2006) research, showed that government regulations of the petroleum industry were seen to place barriers on the industry operations through increased operational costs particularly impacting smaller firms. They had to make arrangements to comply with the new laws to avoid the punitive penalties it imposed for noncompliance. Njari (2006) in his research observed that government regulation of wages in 2006 that was intended to protect workers' welfare had the potential to eliminate the very jobs it sought to protect due to employers' unwillingness to hire at the statutory minimum wage. However, none of these studies focused on the role of leadership.

In Kenya, the ELRC was established to hear and determine employment and labour disputes countrywide. In several Employment Court cases, the courts have found the conduct of the employer to be procedurally unfair and reversed their decision to declare redundancies (Kenya Plantation and Agricultural Workers' Union v. Harvest Ltd, 2014, eKLR and Fredrick Odhiambo Madote v Insteel Limited, 2014 eKLR). Courts have also awarded to the employee compensation for unfair termination (Fredrick Were v. MK Jeffrey's, 2013, eKLR). These cases point to a deficiency in the manner organizational leadership interprets the changes necessary for the implementation of the Employment Act.

This study recognizes that it is in the interest of organizational leadership that there is not only workplace harmony between the employer and workers but also that the organization adheres to legal requirements. This is even more important for manufacturing

companies due to high numbers of lower cadres of employees that they engage. Moreover, none of the studies known to the researcher have dealt with the role of leadership in implementing change arising from new employment regulations. There is therefore a research gap. This study examines the role of leadership in implementation change, and specifically the case of the implementation of the Employment Act in manufacturing companies in Kiambu County, and how leadership communication, leadership competencies and alignment of behavior influence the implementation of the change.

Objectives of the study

The overall objective of the study was to investigate the role of leaders in implementation of change. The specific objectives of the study were as follows:

- i. To establish how leadership communication in manufacturing companies in Kiambu County has influenced the implementation of the Employment Act of Kenya, 2007.
- ii. To examine how leadership competencies in manufacturing companies in Kiambu County have influenced the implementation of the Employment Act of Kenya, 2007
- iii. To determine how leadership alignment of behavior in manufacturing companies in Kiambu County has influenced the implementation of the Employment Act of Kenya, 2007.

The Research Questions

The following questions were used to guide the research:

1. How has leadership communication influenced the implementation of the Employment Act of Kenya, 2007 in manufacturing companies in Kiambu County?

2. How have leadership competencies influenced the implementation of the Employment Act of Kenya, 2007 in manufacturing companies in Kiambu County?
3. How has leadership alignment of behavior in manufacturing companies in Kiambu County influenced the implementation of the Employment Act 2007?

Justification for the Study

The study makes an invaluable contribution to the growing research on the role of leaders of organizations in implementing change. There are no available studies done on the role of leadership in implementing changed laws in the workplace. The research is useful to top leadership in organizations in giving insights regarding their own role in implementation of new laws in the workplace and how they can effectively use communication, their competencies and alignment of behavior and to positively influence followers towards organizational change.

Scope of the Study

The study was conducted using the manufacturing companies in Kiambu who are members of the Kenya Association of Manufacturers (Appendix II) in 2016 and engaged in manufacturing and in value-addition in their businesses. They have a large number of employees particularly in the lower cadre, and the Employment Act of Kenya 2007 is applicable to their work environment. The research targeted several categories of employees consisting of chief executive officers (CEOs) of the sampled organizations, human resource managers (HRMs), middle level managers (MLMs), and ordinary employees who volunteered and were selected on the basis of longest service period in the companies. They had the required knowledge, experience, and were well-versed with the

changes in the Employment Act to answer the questions. The research was carried out in the month of July 2017.

Limitations and Delimitations of the Study

Some respondents found the questions intrusive and the researcher gave assurances of confidentiality and emphasized the importance of their contribution to the study. A lot of time was required to call, send emails and later follow up and collect the filled questionnaires from the selected number of companies and to analyze the data. The executives in the sampled companies also expressed time constraints. To save on time, the researcher planned the time well in advance and engaged one research assistant and also obtained email addresses from the potential respondents and sent them advance copies of the questionnaire online and requested for volunteers. This, coupled with follow-up calls, contributed to the high return rate. Some of the respondents asked for advance online copies of the questionnaire, but some CEOs and HRMs gave out the questionnaire for their MLMs to fill, thereby increasing the responses filled by MLMs.

The research focused on the implementation of the Employment Act of Kenya 2007 in manufacturing companies in Kiambu County and the findings can be generalized for formal employment situations. However, there are other employment relationships that were left out such as for domestic workers and other informal employment relationships have different dynamics and may give different results in similar research. The study tested only the leadership elements of communication, competencies and alignment of behavior in implementation of change. There are more elements that may be tested.

Chapter Summary

This chapter introduced the topics of role of leadership in implementing change, the regulation of employment in Kenya, the manufacturing sector in Kiambu which is the subject of the study. The chapter also introduced the research problem, the research objectives, the scope, the justification and the limitations and delimitations of the study.

CHAPTER TWO: LITERATURE REVIEW

Introduction

This chapter reviews theories, concepts and studies that exist on the role of leadership in implementation of change in organizations. The main purpose of the review is to identify and examine what other scholars and researchers have done in relation to the role of leadership in implementing change. The review is based on the research objectives.

The Theoretical Framework

This study is anchored on one theoretical model that can be applied for implementing and managing change namely: Kurt Lewin's change model.

Kurt Lewin's Change Model

Lewin (1951) model of change involves a three stage process of change-unfreezing, moving and refreezing, and there are forces that drive change and others that work against the change. The situation before the change is referred to as the equilibrium and unfreezing is the process of changing that equilibrium situation. Unfreezing is done firstly by increasing the forces that support change, making people desire the change and move from the status quo. In this step, information is generated and participants are motivated towards change through training them and increasing their understanding and awareness on the need for change. This is intended to create dissatisfaction of the people with the present situation and a perception of a discrepancy between the existing and the desired state. To become motivated to change, people accept the information and this arouses in them a feeling that if they do not change, they will fail to meet their needs or their goals. Secondly, unfreezing is done through reducing the forces of resistance to the

change by identifying obstacles and discussing solutions in a group setting. Effective communication is a key element at this stage because it brings out the need for the proposed change, reduces resistance and increases the support for the change.

The second step in Lewin's change model involves shifting from the current state to the new equilibrium state and implementing the change. This is done through putting in place support programs for the change, promoting effective communication, and restructuring. The aim is to empower people to change and change their perspectives, so that they embrace new ways of working, values, attitudes, and beliefs, and eventually change their behavior.

The third stage is referred to as refreezing. This is done after the change has been successfully implemented. A new state of equilibrium need to be established to sustain the change so the situation in the organization does not go back to the way things were before the change was implemented. It involves integrating new standards into the organization's values, processes and practices to stabilize and reinforce the change. Examples of actions taken to prevent regression and reinforce change include new recruitments, induction programs, performance management systems and other programs that support the new culture. When the change has been fully incorporated into the culture of the organization, and it is then that refreezing is said to have occurred and change is successfully implemented.

The relevance of Kurt Lewin's model of change in the implementation of organizational change is illustrated by Muyah (2016) in a study which examined factors that lead to successful change management at Steel Structures Kenya. His study affirmed

the theory by demonstrating that there are forces that support change and those that inhibit change. Forces that were found to support successful change and reduce resistance included strategies of communication and motivating people through training on the proposed change. Communication by top leadership was seen to provide employees with the correct and timely information, seeking their input and feedback and was seen to be an effective change management tool. In another study, Kivuva (2012) found that Commercial Bank of Africa had adapted a change program that could be likened with Lewin's model. Unfreezing was undertaken to prepare people for the change through a lot of communication by top leadership and encouragement to employees to embrace the change.

The studies of Muiyiah (2016) and Kivuva (2012) above focused on the application of Lewin's theory to change management. Kotter (2012) distinguishes between change management and change leadership. While management is about planning, controlling and problem solving, leadership is about setting direction, aligning people, communicating, inspiring and motivating (Kotter, 2012). This study focuses on change leadership. Lewin's model of organizational change helped the study to appreciate the role of leadership in driving change efforts. It appropriately demonstrates that change disturbs the status quo and two opposing forces usually come into play in response - those that support and drive the change, and those that resist change and desire to maintain the status quo (Kivuva, 2012). This is applicable whether the change is triggered internally in the organization, or externally, for example by government regulations (Curran & Quinn, 2012).

The studies by Kivuva (2012), and Muiyiah (2016) that were based on the Lewin's model of organizational change, are in agreement that it is the role of the change agents or leaders to unfreeze the status quo through communication by creating a better

understanding and awareness of the change and the need for change. The model shows that desired organizational change is achieved when forces that drive change such as shared positive vision, communication to share information about the change, and teamwork are increased over those that resist change and when barriers to change such as fear of the unknown, are removed.

Schein (1996) supports the Lewin change model and posits that change implementation becomes successful when a greater number of people are convinced by the change leaders that the prevailing situation is undesirable and the envisaged changes will be good for them. They then support the move for change and the organization's activities begin to be aligned with the change vision and strategies (Schein, 1996). However, Wan (2013) criticizes the Lewin's change model stating that it simplifies change into a linear process of unfreezing the current situation, changing and then refreezing the new system. He avers it may not apply in complex transformational change which involves a paradigm shift and redefining of organizational values, purpose, attitudes, beliefs and habits. Though McShane and Von Glinow (2010) opine that the Lewin's change model overlooks three ingredients in effective change process: change agents, strategic visions and diffusing change, they agree with the position taken by this study that the model is a useful template that helps the understanding of the dynamics of organizational change. The model helped the study to increase understanding of the processes of implementing organizational change and affirmed the role of leaders as the key agents of successful change implementation. The model thus formed the basis for the conceptual framework for the study.

The Role of Leadership in Implementation of Change

Change is a common continuing occurrence in organizations and the role of leaders is generally seen as essential during the implementation of any organizational change (Mutungi, 2014). Both Nanus (1992) and Hughes et al (2012) are in agreement that leadership is a position of influence and leaders influence their followers towards a desired direction. There are many ways in which organizational leaders influence their followers towards the desired organizational change. These include effective communication (Kitoo, 2013), exercise of leadership competencies (Hughes et al, 2012), and aligning behavior with the desired change (Kotter, 2012; Moshi, 2015).

Leadership communication

Communication is vital to leadership in organizations and without it work coordination and interdependence, and achievement of common organizational objectives would be impossible (Hughes et al, 2012). Communication is the means by which leaders make known to their followers their intention, and build networks with the external environment for provision of useful ideas, resources, support, and information for the organization (Nanus, 1992). It is the vehicle through which people clarify their expectations and coordinate work to achieve organizational goals (McShane & Von Glinow, 2010). As leaders transmit the vision and strategies of their organizations through communication, the message becomes meaningful and communication becomes effective, if understood as the sender intended it (Hughes et al, 2012).

The important place of communication by leaders in the implementation of change was illustrated by Kitoo (2013) in his research on the role of middle level managers

(MLMs) in implementation of strategic change in development finance institutions in Kenya. He stated that effective leadership includes effective communication. The study found that MLMs play the role as communicators, interpreters, change agents, sense makers, advisors, implementers and leaders in the implementation of strategic change. Agreeing with this view, Nderu (2005), emphasized that top corporate leaders' role in strategic change is not only to craft the vision and strategies for their organizations, but they have a key role of being translators of complex situations in the workplace into simple meaningful explanations that others can grasp. This view is also held by Kotter (2002) who states that in communicating needed change to people in the organization, the leader's goal must be to induce understanding, produce a commitment and develop support for the change from a large mass of people to make them buy in to the change and begin working to make the change a reality. Clarity about what is intended is critical and communicating the change constantly is therefore important. For needed change, Cameron & Green (2015) urge top managers to employ all manner of techniques of communication to enhance relationships, establish trust and get people to think and act creatively together using such avenues as company newsletters and presentations, team briefings, notice boards, email communications, confidential helplines, or websites with question and answer sessions.

A study done on the practice of strategic leadership at Wrigley East Africa by Gor (2013) recommended the use of communication as a good leadership strategy during change because effective communication positively changes people's attitude towards organizational vision and goals. Consequently, effective communication was shown to be a means by which organizational leaders can positively change their followers' attitudes and behavior towards change.

Change efforts fail or falter where communication of the change by the top leaders is not clear, where there is complete lack of communication or where leadership behavior is not consistent with the change (Kotter, 2012) and where leaders have failed to give priority to good communication with their employees and others. Ngosi (2015) researched on the role of leadership in the implementation of organizational culture change at Kenya Power co Ltd found that communication was used as a strategy to provide continuous information to stakeholders and in managing and reducing resistance to change. However, there were complaints regarding communication on grounds of its inadequacy, or that it was poor, not precise enough, irrelevant to the prevailing situation or comes too late (Ngosi, 2015).

Leadership competencies

Change is a constant organizational phenomenon which calls for competent and effective organizational leadership to drive the process. Leadership competence refers to the ability to manage knowledge and other skills and capabilities that managers and leaders need to exhibit in order for their organizations to be successful. Bukusi (2013) listed the competencies that leaders should possess as ability to inspire others through character attributes and modelling desired behavior, skills that help to equip others to act, ability to plan, lead, organize and control the organizations development, and solve problems and changing situations.

Barasa (2010) did a study on the role of leadership in leading change in East Africa Breweries and concluded that the success of change initiatives depends a lot on the qualities of top organizational leadership. Additionally, the study revealed that the qualities of leadership that resulted in success included being visionary, having core values that

enhanced growth, empowered leadership, and involving employees and responding to their needs. This was in agreement with Goleman (2010) who viewed leadership competence as including emotional intelligence comprising the ability to understand and empathize with subordinates.

Ulrich, Zenger & Smallwood (1999) contend that successful leaders have the competence of positioning their organizations for the future by anticipating, predicting and balancing numerous interests and influences- among them customers, employees, technology, regulators, competitors, investors and suppliers. They understand external events, focus on the future and turn the organizational vision into action demonstrating personal characteristics of integrity, honesty, trust, knowledge, skill and other capabilities. Additionally, they are able to turn the organizational vision into action and engage others to make commitment as a team towards the vision and goals of the organization in the change process.

Alignment of Behavior

According to Kouzes and Posner (2013) leadership has everything to do with behavior. Typically, the process of leading change is simply moving from the current way of doing things to a new and different way of doing things (Mgbeke, 2010) and consequently changing behavior. Organizational change is ordinarily initiated and implemented by top management, while middle level managers and other leaders in the organization play complementary roles (Wan, 2013). The change must be seen by leaders as necessary and positive both for themselves and for the organization (Schein, 1996). Page (2014) posits that it is then that leaders are able to communicate the future direction of the organization in a way that appeals to people's need for meaning and achievement and the

people understand the need for change and align themselves to it both emotionally and physically.

A study conducted by Moshi (2015) on leadership implementation of curriculum in Arusha, confirmed Kouzes and Posner (2013) finding that leadership practices that bring successful change include modelling the way, inspiring a shared vision, enabling others to act, and encouraging the heart. He recommended that directors should aspire to set a personal example to their followers and also enable them to act more often as they implement reforms. A distinction is drawn between leaders as “shapers” or dictators of change, which is a leader-centric behavior, and leaders as “enablers” of change which behavior enables them to work alongside their subordinates in the change, and it is the latter which creates conditions that encourage and energize people to contribute and grow the change process (Wan, 2013).

Successful change occurs when people in the organization change their behavior and begin to do things differently in line with the organizational change, or the vision and strategy (Mgbeke, 2010). In the case of this study on new employment regulations, change will be seen as successful when the behavior of leaders and their subordinates is aligned with the employment regulations. This in time becomes the new culture for the organization (Kotter, 2012). However, change is a continuing and usually complex process rather than a response to only one situation or problem and so people’s behavior must continue to change to align with new emergent organizational situations (Wan, 2013)

Resistance to Change

Kurt Lewin's (1951) change model illustrates that introduction of change and its implementation is often met with forces that resist change desiring the status quo to be maintained. This study therefore examines the element of resistance to the implementation of the Employment Act of Kenya. Several factors have been identified as precipitating resistance to organizational change. Mutungi (2014), found that the factors that stood in the way of police reforms included lack of political will, corruption, underfunding, and lack of capacity building and public support. On the same wavelength, Okoth (2014) in her research on management of change within the Kenya Courier service, concluded that leadership is a key driver of effective strategy implementation, but lack of strategic leadership by management was identified as one of the major barriers to successful change implementation.

People who resist change can be found in any level of the organization. Page (2014) observes that most organizational leaders support change they have initiated, and resist change that is directly impacting them and their organizations through events that are outside their control. Lack of communication by the initiators of change about the what, why and how of the change in a way that spells out the benefits of the change causes resistance to the change (Page, 2014). McShane and Von Glinow (2010) observed that employees and people generally resist change when they perceive it to have negative outcomes, or because of fear of more work, lack of communication, insufficient consultation, misalignment of the change with the organization as a whole, and simple rebellion against change even when the change could be beneficial. Other causes of resistance to change are people's comfort with old habits that are hard to break, fear of the

unknown, lack of role clarity in the change, lack of skills and knowledge to change, and incongruence in team dynamics and organizational systems (McShane & Von Glinow, 2010). Other people resist change for emotional reasons-they hate a change of the status quo, they fear loss of power or influence, they are skeptical about the motives of the change initiators and are anxious about possible adverse consequences such as inability to adjust to the change (Wan, 2013).

Resistance to change is a common and natural human response because even when people can see the benefits of the change, they may nevertheless assume that it is others who need to change and not themselves. McShane and Von Glinow (2010) suggest that resistance to change can be viewed as a resource and a form of voice which shows the change drivers that they have not sufficiently addressed the people's concerns about the change. When change leaders address the concerns that bring resistance and engage the people more actively and apply such influence tactics as negotiation, the resistance can be changed into motivation (McShane & Von Glinow, 2010). Sometimes, the only way change agents can remove resistance is through coercion, but this results in compliance rather than commitment to the change from the heart (Winter & May, 2001).

Studies have shown that organizational leaders and individuals comply with government regulations because they fear detection of violations and punishment for them, and feel a civic duty and social pressure to comply, which constitute calculated motivations for compliance (Winter & May, 2001). In Argentina, research on compliance with labour regulations on safety found that employees worked in unsafe work environments even where government regulations extensively and elaborately provided for employee safety. Hence compliance was lacking and government enforcement was low (Ronconi, 2010).

Consequently, the regulations did not change the way things were done in organizations. Curran and Quinn (2012) did a research in Ireland, and empirical evidence presented suggested that legislation is not the primary initiator of change in organizations. However, they found that depending on the complex dynamics between a number of contingencies, including the aspect of employment being regulated, the presence of supportive institutions, and other organization-specific variables, regulation can influence change in organizations.

Implementation of the Change Necessitated by Legislation

Legislation generally defines what is acceptable or permissible human conduct (Hill, 2008) and spells out sanctions for violation. It contributes to the business environment by setting the standards, ensuring predictability and levelling the playing field for all players (Hill, 2008). The role of leaders is a key factor in implementation of organizational change and that includes the implementation of change that is necessitated by government legislation. However, the community in the market place does not always hold government regulations in high regard as it depends on the manner in which the legislation affects or is perceived to affect the interests of the various players (Hill, 2008; Tiang'a, 2007). Several studies have been carried out that illustrate the various organizational responses to external triggers of change necessitated by legislative changes. In Argentina, government regulations for safety of the employees were not implemented by employers and enforcement by government agencies was lacking (Roncomi, 2010). The regulation did not bring organizational changes to work safety. In China, minimum wage legislation was not implemented by some companies which continued to underpay employees and deny them compensation for overtime hours illegally (China Labour Watch,

2016). In Bulgaria, employee protection legislation was resisted by employers who viewed it as a barrier to job creation and even sought, without success, to persuade Parliament to revoke the employees' legal protection legislation (Ribarova, 2003).

In Ireland, Curran and Quinn (2012) did a research on the impact of an employment law on equality and its effect on employment relations practice. The study revealed opposing views of employment legislation by stakeholders: Some viewed the employer and the employee as entering the contract of employment, fixing its terms, and mutually agreeing to the terms of engagement from a position of equal strength. Consequently, they found no necessity for additional government regulation for the employment contract and hence resisted the employment legislation. Others viewed the employment relationship as founded on an imbalance of power between the employer and the employee where statutory regulation by government was needed to rectify that power inequality and hence they supported the legislation, a view that was supported by Khamala (2015) in Kenya. In Ireland, the employees and their unions were seen to support the law as a protection against workplace exploitation, while employers tended to resist legislation and perceive it as a burden on their businesses.

This resistance to government legislation is also shown locally by Tiang'a (2007) whose research focused on the perception of government regulation of business by traders in Embu through the proposed Tobacco Bill. She found that many business owners viewed the proposed regulation as an unnecessary interference as it would reduce sales volumes and employment levels. Kahira's (2006) research, showed that government regulations of the petroleum industry, such as the requirement to pay tax upfront, were seen to place barriers on the industry operations through increased operational costs particularly

impacting smaller firms. They had to make arrangements to comply with the new laws to avoid the punitive penalties it imposed for noncompliance. Njari (2006) in his research observed that government regulation of wages in 2006 that was intended to protect workers' welfare had the potential to eliminate the very jobs it sought to protect due to employers' unwillingness to hire at the statutory minimum wage.

The above studies depict that government legislation that is enacted with the purpose of triggering organizational change in the business environment may be resisted by the players in the industry concerned and implementation efforts may fail. However, none of these studies focused on the role of leadership in the implementation of change necessitated by government legislation. Yet leadership is seen as one of the key determinants of the success of organizational change initiatives (Okoth, 2014).

In Kenya, the Employment Act of 2007 is the primary law on employment in Kenya and it came into force in 2008 bringing changes to the employment scene (Maema, 2016). Quite a number of cases have been filed against employers that show that that employers have difficulties implementing the Employment Act. Some employers have been found to be in breach of the requirement to put in place a policy against sexual harassment (Maema, 2016). Others have been found to have discriminated against the employee contrary to the Act (VMK v. CUEA, 2013). Still in other cases, the employers' decision either to terminate employees' employment, declare them redundant or pay terminal dues have been reversed by the Court. Indeed, the Court is seen by some to be partial and too sympathetic to employees who bring disputes before it, while it is always ready to find the employer liable for breach of the regulatory provisions (Maema, 2016). The latter states:

“... jurisprudentially, it is wrong for a court of law to be perceived as lacking impartiality and being openly biased towards one category of litigants. Many decisions issued by this court portray a court that is hell-bent to misinterpret the law if necessary or apply non-existent principles in order to arrive at a finding that is favourable to employee litigants.”

The principal objective of any good law is to achieve equity and fairness to all that are affected by it (Hill, 2008; Maema, 2006). The hammer of the law is expected to fall with equal and balanced force both on the entrepreneurs who want to do business successfully and make profit and the workmen who hope to earn a decent income in a friendly and safe work environment (Maema, 2016). The role of leadership is generally seen as essential in implementation of change in organizations (Mutungi, 2014) including change resulting from new regulations. An examination of the role of leadership in the employment environment that is targeted by the Employment Act of 2007 is therefore extremely important, because leadership determines whether the Act is being implemented through compliance or resisted by the employers. The aim of the researcher in this study is to investigate the role of organizational leaders in the implementation of change arising from the Employment Act 2007 in manufacturing companies in Kiambu County.

Summary of Research Gaps

A research gap can be defined as a topic or area which, upon review of the major components of the study, shows some information to be lacking or insufficient and therefore justifies the study (Kamau, Githii & Njau, 2014). In this research, a scrutiny of previous studies on the role of leadership in implementation of change shows the focus was on organizational response to changes initiated internally by the leadership in their vision for the organization, or fueled by the need to implement a desired strategy and change.

None of the studies dealt with the role of leaders in implementing change that results from outside forces, such as government regulations.

This study examines the components of leadership communication, leadership competencies and leadership alignment of behavior in the implementation of the Employment Act. None of the previous available studies had focused on these elements of leadership in the implementation of change that has not been initiated by leadership. Relying on the Kurt Lewin's (1951) change model, resistance is expected to be a factor during the process of implementation of organizational change. No study known to the researcher has dealt with the component of resistance to change arising from changes in government regulations. This study therefore also examines the element of resistance to the implementation of the Employment Act of Kenya.

Conceptual Framework

A conceptual framework is an illustration of the ideas used to structure the research and a tool intended to assist the researcher develop a better awareness and understanding of the situation under scrutiny (Kombo & Tromp, 2006). It explains the possible relationships between the variables and shows the thinking of the researcher. The conceptual framework in this study, shows the link between the independent variable - the role of leadership, and the dependent variable - implementation of the Employment Act. The dependent variable, implementation of the Act in this study means the same as compliance with the Act. The intervening variable - resistance to change, shows that it may increase or decrease the influence of the independent variable on the dependent variable. The presumed relationship between the variables is illustrated by figure 2.1 below.

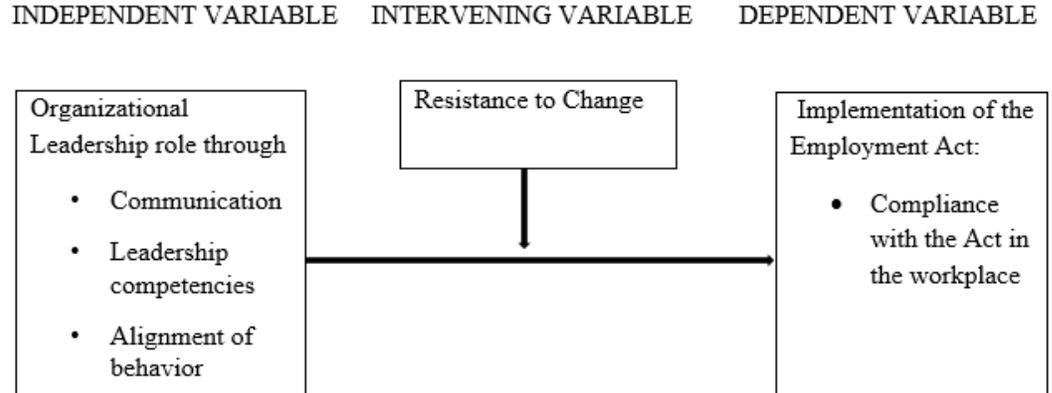


Figure 2.1 Conceptual Framework

(Source: Researcher)

Chapter Summary

This chapter examined the theoretical framework that informs the study and reviewed the literature that informs the study variables. In particular, it reviewed the role of leaders in the implementation of organizational change against the theoretical model of Kurt Lewin. It also provided the conceptual framework for the research. In the research studies and literature none was specifically designed to investigate the role of leaders in the implementation of organizational change that has brought about by new government employment regulations, yet this is an important aspect of organizational leadership.

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction

This chapter focuses on the methodology that was used to carry out the study. In this chapter, the researcher discusses the research design, the target population and the sample that was used, the method of collecting data, and how the data collected was analyzed as well as ethical consideration for the research.

Research Design

A research design is the conceptual structure or outline for collection, measurement and analysis of data (Kothari, 2004). It is developed by the researcher for obtaining answers to the research questions and helps in planning of resources in terms of time, money and effort (Kothari, 2004). In this research, the problem was investigated using a descriptive cross-sectional survey which was appropriate as it cuts across several manufacturing companies in Kiambu County to obtain a description of the state of affairs as it exists (Kombo & Tromp, 2006). According to Kivasu (2015), a survey research refers to a body of techniques for collecting data on human characteristics, attitudes, thoughts, and behavior by obtaining responses from individuals to a set of prepared questions. The aim of the survey is to obtain data from the respondents which are analyzed, patterns extracted, comparisons made and reported (Kombo & Tromp, (2006)

The Population

Mugenda and Mugenda (2003) describe population as an entire group of individuals, events or objects having a common observable characteristic. The population in this study is the 45 manufacturing companies in Kiambu County who are members of

the Kenya Association of Manufacturers. The Association lobbies the government on behalf of its members for favorable changes in the laws and policies governing their manufacturing business such as the labour and employment laws (KAM, 2016). The member companies were therefore expected to be well versed with the changes in the revised Employment Act of 2007 and its implementation, and provide useful information on the subject of study.

The Target Population

Mugenda and Mugenda (2003) describe a target population as the population the researcher wants to generalize the findings of the study on. An effective population sample should be as diverse as possible for applicability of the findings of the research to the whole population (Kombo & Tromp, 2006). The population of this study comprised 9 manufacturing companies in Kiambu County which were members of the Kenya Association of Manufacturers (KAM, 2016) as a representative sample of the 45 companies who were ordinary members of KAM (Appendix II) in Kiambu County.

The Sampling Design

A sample is a segment of the target population which the research selects for the study which should be a true representation of the entire population (Kothari, 2004). The study adopted a systematic sampling design for the companies picking every fifth company in the list on manufacturing companies in Kiambu. A systematic sampling design is intended to achieve evenly distributed data (Mugenda & Mugenda, 2003). According to Kivasu (2015) systematic sampling refers to random sampling technique in which the researcher first randomly picks the first item or subject from the population then every nth

element in the frame is selected, where n is the sampling interval. This is calculated as sampling interval equals the total number of companies divided by the sample size. The study also used purposive sampling design for individual respondents within the companies categorized into four namely the Chief Executive Officers (CEO), the Human Resource Manager, (HRM), Middle Level Managers (MLM) and ordinary employees in order to obtain useful data. This gave the researcher assurance of representativeness.

Based on this, the study first selected a representative sample of 20% of the population of the 45 manufacturing companies in Kiambu County which gave a sample of 9 companies and then select several categories of respondents through purposive sampling. The researcher used every fifth company in the list of KAM membership which gave a total of 9 companies. Purposive sampling technique allowed the researcher to select respondents in companies who would provide the required information with respect to the objectives of the study (Mugenda & Mugenda, 2003).

The study categorized respondents into four categories of CEO, HRM, MLM, and an ordinary employee per sampled company, making a total of 36 respondents. However, the questionnaire was the same for all categories. The justification for this was that CEOs are the chief executives of the organizations who deal with providing the overall organizational direction in implementation of change, Human Resource Managers manage employees as a resource for their organizations and are involved in their hiring, firing and payment of benefits. Middle Level Managers are the implementers of strategy and change, while an ordinary worker was a person on the ground who gave the researcher the workers' perspective of the implementation of the Employment Act. The ordinary employees were

those who volunteered to participate but were selected on the basis of longest service in the companies and being well-versed with the revised Employment Act, 2007.

Data Collection

Data collection procedures specify the details of the task of data collection with emphasis on the data to be collected and their sources (Mutungi, 2014). The study collected primary data through the use of structured and semi structured questionnaires. The questionnaire was divided into several sections. Part one sought to collect data on the demographic characteristics of the respondents. Part two was divided into several sections relating to compliance with the Employment Act. Section A required data on leadership communication. Section B was on leadership competencies. Section C required data on leadership alignment of behavior. Section D was on resistance to change while Section E required data on implementation of the Employment Act.

The responses were measured on a Likert scale of 1-5, where 1 represented strongly disagree and 5 strongly agree. The questionnaires were distributed to the four categories of Chief Executive Officers (CEO), Human Resource Managers (HRM), Middle Level Managers (MLM) and an ordinary employee in each of the companies. The ordinary employees were volunteers, who would then be selected on the basis of longest service as an employee in the company and knowledge of the employment law changes. The questionnaire was designed to address the research questions. The questionnaires were administered through an introductory phone call to the company, advance copies of the questionnaire through email, and a drop and pick method by the researcher and the assistant, giving the respondents sufficient time to fill them up. The current addresses of

the respondents were obtained from the Kenya Association of Manufacturers and Exporters Directory (2016).

Reliability and Validity of the Research Instrument

The accuracy of data to be collected depends largely on the data collection instruments in terms of reliability and validity (Mugenda & Mugenda, 2003). The questionnaire used in this study were first thoroughly scrutinized for validity with input from the supervisor and then pretested and refined for validity and reliability using a manufacturing company in Athi River, an area that borders Nairobi.

Data Analysis

Data analysis refers to the examining of what has been collected in a survey or experiment and making deductions or inferences from it (Kombo & Tromp, 2006). It usually involves reducing the data into manageable sizes, developing summaries and looking out for patterns (Mutungi, 2014). In the study, quantitative data was analyzed using the IBM SPSS Statistical data editor. Descriptive statistics including mean, standard deviation and inferential statistics were also used for data analysis. Data was presented in charts. Percentages were used to determine the importance of responses for the issues under study. Frequencies were used to establish the level of responses. Regression analysis was used to determine the cause and effect relationships between the dependent variable and the independent variables of the study.

Ethical Considerations

Ethical considerations are principles which deal with decision making about what is right or wrong and govern appropriate conduct for a person or group in varieties of

contexts (Kamau, Githii & Njau, 2014). The researcher obtained approval and permission to conduct the research from the academic institution, the relevant government office and from the companies clearly explaining to them the purpose of the study before embarking on the research. The researcher bore in mind that the respondents have a right to privacy and must voluntarily agree to participate in the research.

Chapter summary

In this chapter, the research design, the target population, the sampling design the methods of data collection and analysis have been given. The researcher has also given the ethical considerations for the research.

CHAPTER FOUR: RESULTS AND DISCUSSION

Introduction

This chapter contains presentation of research findings and their interpretation. The chapter begins with presentation of findings on the social demographic characteristics of the respondents; followed by findings on the role of leadership communication, leadership competencies and alignment of behavior in manufacturing companies in Kiambu County and how these factors have influenced the implementation of the Employment Act of Kenya, 2007.

Questionnaire Return Rate

In order to carry out the study, 36 questionnaires were distributed to the respondents- Chief Executive Officers (CEO), Human Resource Managers (HRM), Middle Level Managers (MLM) and ordinary employees. From those distributed, 33 were filled and returned hence achieving a response rate of 91.6%. The response rate was adequate for data analysis. According to Baruch (1999), the norm for return rate in academic studies involving top level managers is 36%+/-13 and for other populations it is 60%+/-20. Mugenda and Mugenda (2003) put the norm at 70%. There was no significant distinction in responses from the four levels of respondents.

Demographic Characteristics of Respondents

The questionnaire sought to identify the demographic characteristics of the respondents. Data collected is shown in Table 4.1 on age characteristics, Figure 4.1 on composition of the respondents and Table 4.2. The respondents consisted of 84.8 % (28) males and 15.2 % (5) females with majority (87.9%) aged between 31-50 years (Table 4.1). The age distribution of the respondents from sampled companies showed a normal

distribution with a productive age being the peak of the curve. The study also revealed 45.5 % (15) of the respondents were Middle Level Managers, followed by Chief Executive Officers, then ordinary employees, and Human Resource Managers (Figure 4.1). The demographics findings showed the manufacturing companies were male dominated with a youthful energetic population.

Table 4.1 *Age Distribution of Respondents*

Age category	Frequency (n)	Percentage
18-30 years	3	9.1
31-50 years	29	87.9
51-60 years	1	3.0
Total	33	100

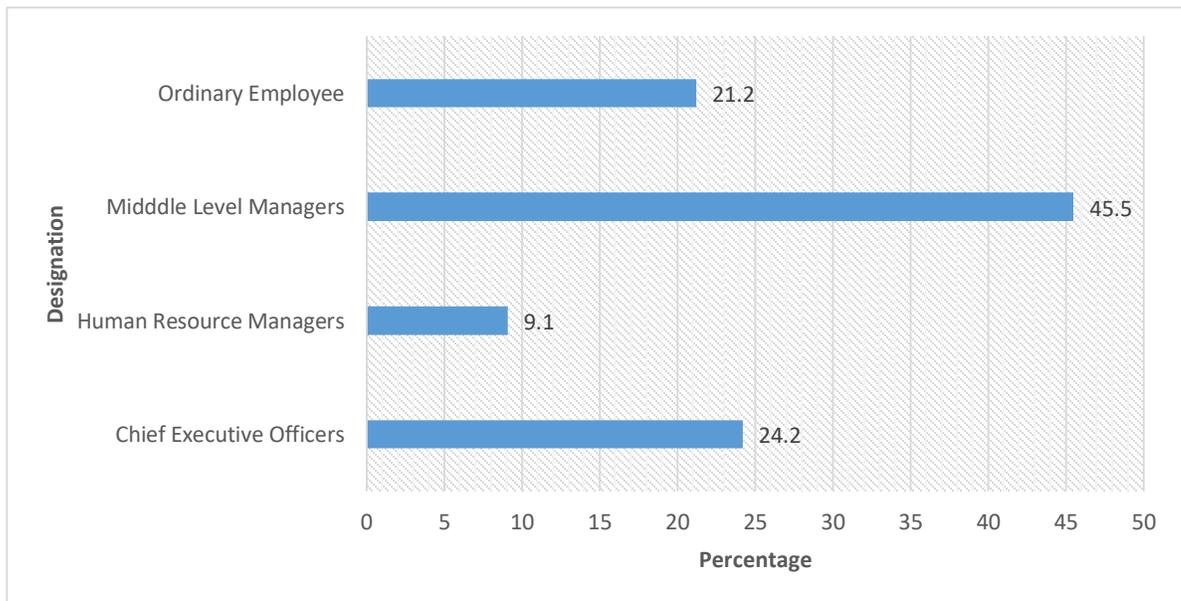


Figure 4.1 *Designation of Respondents*

The study sought to find out how long the sampled manufacturing companies had been operating their business since this would have a bearing of the period of time the company had experienced the Employment Act of 2007. The respondents' companies had all been in operation for more than five years with varied mean number of employees (Table 4.2). This showed that the sampled companies had been affected by the Employment Act for a considerable period and would be able to give useful data for the study. The minimum number of employees the companies recruited was six as compared to some having up to 2000. This gave a wide range as evident in the mean and standard deviation showing high variability of the number of employees from company to company as shown from Table 4.2 below. The findings showed that there were employment relationships in the sampled companies which were governed by the Employment Act. Hence, the companies were an ideal environment for collection of data on the implementation of the Employment Act.

Table 4.2 *Years in Operation and Mean number of Employees*

Years company has been in operation	Frequency (n)	Percentage	Mean number of employees	N	Standard deviation (δ)
5-10 years	12	37.5	239	12	217.99
10-20 years	12	37.5	164	11	208.94
More than 20 years	8	25	520	8	678.88
Total	32	100			

Leadership Communication and Implementation of the Employment Act

The assessment on leadership communication was based on 10 key elements (Table 4.3). The overall rating showed respondents generally agreed with 8 elements with a mean

score ranging between 3.52 and 4.46 while 2 elements were neutral in regard to effective leadership communication scoring 3.36 and 3.39 in reference to the Employment Act of Kenya, 2007. Table 4.3 below shows the responses to the leadership communication elements. The elements on leadership communication the respondents were responding to are as follows: They agreed that they were aware of the Employment Act of 2007 with a mean score of 4.36 which was the highest mean score for the elements tested under communication. This showed the respondents were able to understand the Employment Act and to answer the questions put to them. The respondents agreed that leaders had continually communicated the requirements of the Employment Act clearly and effectively in the workplace with a mean score of 3.61. The respondents also agreed that leaders had sought to gain a better understanding of the new Employment Act and to share it with others in the workplace (3.61), and continually facilitated the awareness of employee rights in employment contracts (3.63).

In response to the question whether leaders informed employees of reasons for any action taken which have affected their jobs, they answered in the affirmative with a mean score of 3.72. They also agreed that leaders have been good at listening and at sending clear convincing messages in support of the Act (3.52) and regularly communicate one-on-one and encourage feedback from employees (3.75). However, they were neutral in response to questions about leaders organizing training and workshops to familiarize people with the Employment law changes (3.42) and in response to the question that leaders positively use criticism and feedback received from employees to improve work situations. The overall rating did not have a score on disagreement with any of the selected elements of leadership competencies in relation to the Act. The findings support the

Table 4.3 *Rating Percentage and Mean score in Leadership Communication*

Elements assessed on leadership communication	Percentage rating					Sample size, mean score & overall rating		
	SD	D	N	A	SA	N	Mean score	Overall rating
1. Personal awareness of the Employment Act	6.1	0	0	39.4	54.5	33	4.36	Agreed
2. Leaders organize training and workshops	9.1	15.2	15.2	45.5	15.2	33	3.42	Neutral
3. Continually communicate Act's requirements	9.1	9.1	3	51.5	27.3	33	3.79	Agreed
4. Admitted difficulties Act implementation	3	15.2	9.1	63.6	9.1	33	3.61	Agreed
5. Seek better understanding of the Act and share	9.1	12.1	0	66.7	12.1	32	3.61	Agreed
6. Facilitate employee rights protection	6.3	9.4	12.5	59.4	12.5	33	3.63	Agreed
7. Inform employees of reasons for action	12.5	6.3	0	59.4	21.9	32	3.72	Agreed
8. Good at listening and sending clear messages	6.1	18.2	15.2	39.4	21.2	33	3.52	Agreed
9. Positive use of criticism and feedback received	3	27.3	9.1	48.5	12.1	33	3.39	Neutral
10. Regular communication one-on-one	9.4	9.4	0	59.4	21.9	32	3.75	Agreed

*SD= Strongly disagree; D=Disagree; N=Neutral; A=Agree; SA=Strongly Agree: SD=1; D=2; N=3; A=4; SA=5

The leadership communication elements assessed above were categorized into three broad categories for deeper analysis of possible relationships with the elements of implementation and compliance with the Employment Act. The three distinct components were measured. First was awareness creation on the Employment Act of Kenya, 2007 that consisted of elements number 1, 3, 6, 7, and 10 (consisting of: respondents were aware of the Act, leaders continually communicated the requirements of the Act and facilitated awareness of employee rights, informed employees of actions taken that affects their jobs, and regularly communicated and encouraged feedback) extracted from Table 4.3. The second component was training to enhance understanding of the Employment Act of Kenya, 2007 that consisted of elements 2, and 5 (consisting of training to familiarize people with the Act, and continued learning) extracted from Table 4.3. The third component was encouragement towards compliance in the implementation of the Employment Act of Kenya 2007, and consisted of elements number 4, 8 and 9 (leaders admitted difficulties in implementation and promising to work in the implementation of the change together with employees, were good at listening and positively used criticism to improve work situations). The total rating scores for each component were generated to assess the effect of leadership communication on implementation of Employment Act of Kenya, 2007.

The implementation of change arising from the Employment Act of Kenya, 2007 was assessed on rating score of 1-5 for 11 elements. The overall assessment of the elements measured level of compliance showed almost equal number of those that agreed on the issue of successful implementation of the Employment Act of Kenya, 2007 and those that were neutral (Table 4.4). Respondents agreed regarding the elements that were tested that leaders comply with the Act as follows - by giving oral explanations and reasons for job

change to affected employees (3.79), giving maternity and paternity leave entitlements to employees together with paid annual leave (3.91), ensuring employment conflicts are handled expeditiously and harmony is maintained (3.88), effecting major changes to increase protection of employees rights and increase obligations of the employer (3.66), displaying a statement of employee rights in a conspicuous place accessible to employees, and they acknowledged that the ELRC has passed judgements against the companies for non-compliance with the Act (3.72).

The overall rating did not have a score on disagreement in any of the selected elements of compliance and implementation with the Act. This implied that manufacturing companies are to a large extent implementing the Employment Act of Kenya, 2007.

However, one of the questions the respondents were asked was whether the Employment and Labour Relations Court had passed judgment against their company for non-compliance with the Employment Act and they answered in the affirmative implying that there were some elements of non-compliance with the Act in the companies. However, the question was not time-bound and could have been answered in relation to the initial stages of the introduction of the Employment Act in 2008 rather than the current position. On the whole the respondents agreed that leadership in the companies was acting in compliance with and implementing the Act.

Table 4.4 *Rating Percentage and Mean score in Compliance with EAK*

Elements of implementation of EAK and compliance	Percentage rating						Mean score and overall rating		
	SD	D	N	A	SA	N	Mean score	Std deviation	Overall rating
1. Explanations are given for job change	6.1	3	15.2	57.6	18.2	33	3.79	0.99	Agree
2. Employment contracts are in writing	21.9	21.9	0	21.9	65.6	32	3.25	1.65	Neutral
3. Probation period does not exceed one year	28.1	21.9	0	18.8	31.3	32	3.03	1.69	Neutral
4. Employment termination follows procedure	21.9	28.1	0	18.8	31.3	31	3.09	1.63	Neutral
5. No discrimination of employees at work	18.8	25	3.1	21.9	31.3	32	3.22	1.58	Neutral
6. Policy against sexual harassment	22.6	3.2	0	51.6	22.6	32	3.48	1.48	Neutral
7. Maternity and paternity leave are given	12.5	6.3	0	40.6	40.6	32	3.91	1.35	Agree
8. Conflicts resolution expedited	6.3	12.5	0	50	31.3	32	3.88	1.18	Agree
9. Increased protection of employee rights	6.3	12.5	3.1	65.6	12.5	32	3.66	1.07	Agree
10. Employees' rights are displayed	9.4	15.6	6.3	46.9	21.9	32	3.56	1.27	Agree
11. Court has passed judgment against the company for non-compliance	12.5	3.1	12.5	43.6	28.1	32	3.72	1.28	Agree

Further analysis was done to determine whether communication influenced implementation of the Act and compliance. The analysis was based on the total score obtained from the elements on implementation and regressed against total score on leadership communication and it showed that leadership communication significantly influenced the implementation of the Employment Act of Kenya, 2007. Specifically, leadership communication contributed 63.4% ($r^2=0.634$, $p<0.01$) of total variability on scores of compliance with the Employment Act. The resultant regression model was of the form $CEA=2.645+1.076$ Leadership communication. This regression model revealed that for every unit increase on rating of leadership communication, there was improved level of compliance with the Employment Act of Kenya, 2007 by the same rate of one unit.

The step wise regression analysis based on the total scores of three broad components of leadership communication, namely, awareness of the Act, training to enhance understanding, and encouragement towards compliance, all showed significant effect ($p<0.01$) on the level of compliance with the Employment Act of Kenya, 2007 (Table 4.5). The standardized model coefficients on the three broad components of leadership communication showed that the rating on encouragement related elements showed a bigger contribution (0.780) to compliance with the Employment Act of Kenya, 2007, followed by awareness (0.757) and then training (0.689). The results are shown in Table 4.5 below.

Table 4.5 *Regression Analysis on Communication and Compliance*

Model	Standardized Beta (β), model coefficient	t- statistic	P value
Encouragement in leadership communication (4, 8 and 9)	0.780	6.710	0.000
Awareness leadership communication (1, 3, 6, 7, and 10)	0.757	6.025	0.000
Training leadership communication (2 and 5)	0.689	5.113	0.000

The regression analysis showed that leadership communication that was encouraging towards employees and increased the awareness of the Employment Act had a greater impact towards the implementation and compliance with the Act than elements that comprised training. The findings therefore supported the view that effective leadership communication positively influences implementation of organizational change.

Leadership Competencies and Implementation of the Employment Act

The assessment on leadership competencies was based on 10 key elements. The overall rating showed respondents generally agreed with 7 elements with a mean score ranging from 3.61 and 3.70 while 3 elements were neutral in regard to leadership competencies scoring 3.36, 3.47 and 3.48 as shown by Table 4.6. The level of agreement varied from element to element as reflected in the mean scores of the selected elements of leadership competencies. The respondents agreed that leaders displayed strategic thinking in changing situations resulting from the Act with a mean score of 3.69. They agreed that leaders have planned, led, organized and controlled organizational developments arising from the changed employment law (3.64).

In response to the question whether leaders added value to the organization by solving problems arising from the implementation of the Employment Act, the respondents answered in the affirmative with a mean score of 3.61, and agreed that leaders also built good relationships and fostered teamwork with employees in the workplace (3.67), displayed competence, credibility and integrity (3.70), continued learning and improving themselves and others in relation to the Act (3.61) and had the capacity to respond appropriately to employees' feelings in the work environment (3.67). They were neutral in response to questions about the leaders' good understanding of the Employment Act (3.47), encouraging and equipping others to act according to the Act (3.36) and on leaders' capacity to manage their emotions maintain self-control and avoid disruptive emotions and impulses (3.48). The overall rating did not have a score on disagreement with any of the selected elements of leadership competencies in relation to the Act.

Table 4.6 *Rating Percentage and Mean score in Leadership Competencies*

Elements on leadership competencies in relation to the Act	Percentage rating							Mean score	
	SD	D	N	A	SA	n	Overall rating	Mean score	Std dev
1. Good understanding of the Employment Act	12.5	15.6	6.3	43.8	21.9	32	Neutral	3.47	1.34
2. Encourage and equip others	12.1	21.2	0	51.5	15.2	33	Neutral	3.36	1.32
3. Display strategic thinking in changing situations	3.1	12.5	9.4	62.5	12.5	32	Agree	3.69	.97
4. Plan, lead, organize and control	6.1	9.1	9.1	66.7	9.1	33	Agree	3.64	.99

the organization's developments									
5. Add value by solving organization's problems	6.1	15.2	9.1	51.5	18.2	33	Agree	3.61	1.14
6. Built good relationships and fostered teamwork	3.0	12.1	15.2	54.5	15.2	33	Agree	3.67	.99
7. Display competence, credibility and integrity	0	12.1	15.2	63.6	9.1	33	Agree	3.70	.81
8. Continued learning and improvement of themselves	9.1	9.1	9.1	57.6	15.2	33	Agree	3.61	1.14
9. Sense, respond appropriately to employees' feelings	6.1	9.1	12.1	57.6	15.2	33	Agree	3.67	1.05
10. Manage their own emotions well, exercise self-control	9.1	12.1	12.1	54.5	12.1	33	Neutral	3.48	1.15

The leadership competencies elements assessed above were then categorized into three broad categories for deeper analysis of possible relationships with the elements of implementation and compliance with the Employment Act. The first broad category was understanding the Employment Act, 2007 that consisted of elements 1 and 8 (comprising good understanding of the Act and continued learning to improve) extracted from Table 4.6 above. The second was effective facilitation towards compliance with the Employment Act comprising elements 2, 5, 6 and 9 (that consisted of encouraging and equipping employees, problem solving, building good relationships and responding appropriately to

employees' feelings elements); and thirdly, strategic thinking and planning that consisted of elements 3, 4, 7, and 10 (comprised of displaying strategic thinking, planning, leading and controlling developments, displaying competence, credibility and integrity, managing emotions).

The total rating scores for each component were generated to assess the effect of leadership competencies on implementation of the Employment Act of Kenya, 2007. The total scores obtained from the elements of leadership competencies were regressed against the total scores on implementation and compliance with the Employment Act and it showed that leadership competencies significantly influenced the implementation and compliance with the Act. Specifically, leadership competencies contributed 63.5% ($r^2=0.635$, $p<0.01$) of the total variability of compliance with the Employment Act. The resultant regression model was of the form $CEA=6.7+0.882$ leadership competencies. This regression model revealed that for every unit increase on rating of leadership competencies, there was improved level of compliance with the Employment Act of Kenya, 2007 by the same rate of one unit.

The stepwise regression analysis of each of these components based on the total scores of leadership competencies namely understanding, facilitation towards compliance, and strategic thinking and planning, showed sufficient evidence ($p<0.01$) that the elements influenced compliance and implementation of the Employment Act of Kenya, 2007 (Table 4.7). The standardized model coefficients on the three broad components of leadership competencies showed that the rating on effective facilitation related elements showed a bigger contribution (0.804) towards compliance with the Employment Act, followed by strategic thinking and planning elements (0.764), and lastly understanding the Act (0.745)

as shown in Table 4.7 below. The results showed that the broad elements of leadership competencies that facilitated compliance such as encouraging and equipping employees, solving problems arising from implementation of the Act, building good relationships and teamwork, and responding appropriately to employees' feelings at work had the most significant contribution to compliance and implementation of the Employment Act in the sampled companies.

Table 4.7 *Regression Analysis on Leadership Competencies and Compliance*

Model	Standardized Beta (β), model coefficient	t- statistic	P value
Effective facilitation towards compliance with the Act- leadership competencies (2, 5, 6 and 9);	0.804	7.29	0.000
Strategic thinking and planning -leadership competencies (3, 4, 7, and 10)	0.764	6.272	0.000
Understanding the Act- leadership competencies (1 and 8)	0.745	6.018	0.000

The regression analysis showed that leadership competencies that consisted of encouraging and equipping employees, problem solving, building good relationships and teamwork, and responding appropriately to employees' feelings elements in the workplace had a greater impact towards the implementation and compliance with the Act than elements that comprised strategic thinking and understanding the Act. The findings therefore supported the view that leadership competencies contribute greatly towards successful implementation of organizational change.

Leadership Alignment of Behavior and Implementation of the Employment Act

The assessment on leadership alignment of behavior with the Employment Act was also based on 10 key elements. The overall rating showed that the respondents agreed with all the elements on leadership alignment of behavior with a mean score ranging between 3.52 and 3.93. Table 4.8 shows the responses to the leadership alignment elements. The respondents agreed that leaders model the desired behavior and their behavior is consistent with the Act with a mean score of 3.52. They agreed that the top leadership urged lower level leaders to act in compliance with the Act when dealing with employee issues (3.85), they shared values with employees and personified the values they espoused (3.79), they complied with the Act in their daily activities and interactions with employees (3.76), and they ensured their actions and communication were consistent with the Act (3.78).

In response to the question whether leaders aligned their behavior to the desired organizational goals, they answered in the affirmative with a mean score of 3.76. They agreed that leaders inspired others to comply with the law through character attributes and modelling (3.69), taught and reinforced the desired behavior among their followers (3.77), set the organizational direction for others to follow (3.93), and aligned the organizational vision, strategies, goals and business processes with the Employment Act (3.73).

The overall rating did not have a score on disagreement or neutral on any of the selected elements of leadership alignment of behavior with the Employment Act. The results are shown from Table 4.8 below.

Table 4.8 Rating Percentage and Mean score in Leadership Alignment of Behavior

Leadership elements on alignment of behavior in relation to the Act	Percentage rating						Overall score	
	SD	D	N	A	SA	n	Mean score	Overall rating
1. Leaders model the desired behavior and support the Act	9.1	12.1	12.1	51.5	15.2	33	3.52	Agreed
2. CEOs urge other leaders to in comply with the Act on employee issues	3	9.1	12.1	51.5	24.2	33	3.85	Agreed
3. They share values with employees, and clarify values	6.1	9.1	9.1	51.5	24.2	33	3.79	Agreed
4. Daily activities and interactions with employees comply with the Act	3.0	15.2	3.0	60.6	18.2	33	3.76	Agreed
5. Actions and communication are consistent with the Act	6.3	12.5	0	59.4	21.9	32	3.78	Agreed
6. They align behavior to the desired organizational goals	9.1	9.1	6.1	48.5	27.3	33	3.76	Agreed
7. They inspire others to comply with the law	0	15.6	6.3	71.9	6.3	32	3.69	Agreed
8. They teach and reinforce the desired behavior	3	12.1	9.1	57.6	18.2	33	3.77	Agreed
9. They set the organizational direction for their followers	3.1	9.4	3.1	59.4	25	32	3.93	Agreed
10. They have aligned organizational vision with the Employment Act	6.1	12.1	0	66.7	15.2	33	3.73	Agreed

The leadership alignment of behavior elements assessed above were then categorized into three broad categories for a deeper analysis of possible relationships with the elements of implementation and compliance with the Employment Act. The three distinct categories were measured. The first category was mentorship and modelling the desired behavior that consisted of elements 1, 7 and 8 (modelling, inspiring and teaching desired behavior) extracted from Table 4.8 above. The second component was strategic direction setting consisting of elements 6, 9 and 10 (aligning behavior to desired organizational goals, setting the organizational direction and aligning organizational vision and business processes with the Employment Act). The third broad category comprised elements 2, 3, 4, and 5 on cascading roles and values (top managers urge lower level managers to act in compliance with the Act, they share values with employees and personify them, they comply with the Act in daily activities and communication, and ensure consistency of actions and communication with the Act). The total rating scores for each component were generated to assess the effect of leadership alignment of behavior on implementation of the Employment Act of Kenya, 2007.

The total scores obtained from the elements of leadership alignment of behavior were regressed against the total scores on implementation and compliance with the Employment Act and it showed that leadership alignment of behavior with the Act significantly influenced the implementation and compliance with the Act. Specifically, the independent variable, leadership alignment of behavior explained 64% ($r^2=0.64$, $p<0.01$) of the total variability of compliance with the Employment Act. The resultant regression model was of the form $CEA=4.719+0.9$ leadership alignment of behavior. The regression model revealed leadership alignment of behavior significantly ($p<0.01$) influenced the

implementation of Employment Act of Kenya 2007. The regression model revealed that for every unit increase on rating of leadership alignment of behavior, there was improved level of compliance with the Employment Act of Kenya, 2007 by the same rate of one unit. The results are shown in Table 4.9 below.

Table 4.9 *Regression Analysis on Alignment of Behavior and Compliance*

Model	Standardized Beta (β), model coefficient	t- statistic	P value
Mentorship (modelling, inspiring, teaching)- leadership alignment of behavior (1, 7 and 8)	0.847	8.68	0.000
Strategic direction-leadership alignment of behavior (6, 9 and 10)	0.837	8.094	0.000
Cascading of roles and values- leadership alignment of behavior (2, 3, 4 and 5)	0.769	6.358	0.000

The stepwise regression analysis based on the total scores of the three broad components of leadership alignment of behavior with the Act namely mentorship and modelling; strategic direction setting; and cascading of roles and values all showed significant effect ($p < 0.01$) on the level of compliance with the Employment Act 2007. The standardized model coefficients on the three broad components of leadership alignment of behavior showed that the rating on mentorship and modelling related elements showed a bigger contribution (0.847) to compliance with the Employment Act of Kenya, 2007, followed by strategic direction setting (0.837) and then cascading of role and values (0.769). Overall, the key elements on leadership alignment behavior that had the greatest contributed to the compliance with and implementation of Employment Act of Kenya

2007, were under the category of mentorship comprising modeling the desired behavior, inspiring others comply with the Act through character attributes, teaching and reinforcing the desired behavior among followers, and inspiring others to comply with the Act.. The findings therefore supported the view that leadership alignment of behavior with the change contributes greatly towards successful implementation of organizational change.

Resistance to change arising from the Employment Act

The elements assessed on resistance to change were neutrally perceived by respondents except the element on the role of government and its agents on making the work environment conducive for business for all but not to kill businesses (Table 4.12). The overall neutral rating showed that respondents did not completely affirm whether the elements selected influenced in any way the level of compliance of the Employment Act of Kenya, 2007. This is consistent with rating of the independent variables that were affirmed to influence the implementation of the Employment Act of Kenya, 2007.

Table 4.10 *Rating Percentage and Mean score in Resistance to Change*

Elements on resistance to change	Percentage rating						Overall rating	
	SD	D	N	A	SA	N	Mean score	Overall rating
1.The Act was enacted without sufficient consultation with key stakeholders	15.2	15.2	6.1	45.5	18.2	33	3.4	Neutral
2.The Leadership would have preferred the old employment law	15.2	15.2	12.1	42.4	15.2	33	3.3	Neutral
3.Parties, not government should determine their terms of employment	6.1	15.2	15.2	48.5	15.2	33	3.5	Neutral

	Percentage rating						Overall rating	
	SD	D	N	A	SA	N	Mean score	Overall rating
Elements on resistance to change								
4.Role of government should be to make the business environment conducive, not to kill business	3	12.1	12.1	42.4	30.3	33	3.8	Agree
5.The Act adds more costs and obligations to the employer	6.3	12.5	18.8	46.9	15.6	32	3.5	Neutral
6.It is difficult to use the Act as a driver for positive organizational change	15.2	9.1	3	66.7	6.1	33	3.4	Neutral
7.The Act is solely for employee protection	15.6	25	9.4	31.3	18.8	32	3.1	Neutral
8.Leaders are frustrated by the Act and are justified to fall back to the old ways	3.1	25	6.3	36.9	18.8	32	3.5	Neutral
9.The company has been taken to court by employees for alleged for non-compliance	9.1	15.2	12.1	45.5	18.2	33	3.5	Neutral

Discussion

The study sought to investigate the role of leaders in the implementation of change arising from the enactment of the Employment Act of Kenya in 2007. The Act brought changes in the employment scene in Kenya by increasing the protection of the employees' rights and adding the obligations of the employers in the employment relationship. Leaders are a key determinant of the success of any organizational change initiatives (Okoth, 2014) and were expected to be drivers of the change brought by the Act in manufacturing companies in Kiambu which were the subject of the study.

The average period the sampled companies had been in operation was 12 years (Table 4.2), which showed that the Act was relevant and applicable to them for purposes of the study. Most of the companies had a large number of employees (Table 4.2) therefore confirming that the companies had employment relationships to which the Employment Act 2007 was applicable. Therefore, the respondent companies were an ideal employment environment for collection of data for the study.

Leaders influence their subordinates towards the desired change through effective communication (Kotter, 2002; Kitoo, 2013). The study established that leadership in the sampled manufacturing companies use communication in the implementation of the Employment Act of Kenya, 2007. The total score obtained from the elements regressed against the total score on leadership communication, showed that leadership communication contributes 63.4% of the total variability of score on compliance with the Act.

Out of the three broad categories of elements of leadership communication, shown in Table 4.5 above, the most significant influence in communication was through encouragement towards compliance in the implementation of the Employment Act of Kenya 2007 which scored 0.780 in the regression model in Table 4.5. The encouragement consisted of elements numbers 4, 8 and 9 in Table 4.3 in which the respondents agreed that leaders admitted difficulties in implementation of the Act and promising to work in the implementation of the change together with employees, they were good at listening, and positively used criticism to improve work situations. Therefore, communication that encouraged employees greatly contributed to the implementation of the Employment Act in manufacturing companies in Kiambu. It was followed by communication that created or

enhanced awareness of the provisions of the Act (0.757) which comprised the elements 1, 3, 6, 7 and 10 in Table 4.3. The elements were the respondent's personal awareness of the provisions of the Employment Act, continuous communication of the requirements of the Act by leaders, and facilitation of the awareness and protection of employee rights, giving of reasons for actions taken that affected employees' jobs and regular one-on-one communication and encouragement of feedback. The third score was on communication elements 2 and 5 from the same Table 4.5 above of organizing training on the law changes and seeking to gain better understanding of the Act. All the results appear in Table 4.5 above.

The findings demonstrated that for every unit increase of communication by leadership, there was improved level of compliance with the Employment Act of Kenya, 2007 by the same rate in the workplace. This was the finding in research of Kitoo (2013) that effective leadership of change involves effective communication by leaders and Gor (2013) who found communication was an effective leadership strategy during change implementation as it changes people's attitude and behavior towards change. Continuous communication was seen to be a strategy to drive change and reduce resistance to change (Ngosi, 2015).

The findings on use of communication to drive change and reduce resistance to change support Kivuva's (2012) and Muya's (2016) findings which both affirmed the Kurt Lewin's organizational change model. They are in agreement that strategies of communication and motivating employees through training and increasing awareness on the change have a positive influence in the implementation of change and reducing resistance to change.

Leaders influence their subordinates towards the desired change through exercise of leadership competencies (Hughes et al, 2012, and Page, 2014). Leadership competencies are attributes necessary for effective organizational leadership which include strategic thinking and planning, having control of organizational developments (Bukusi, 2013), intelligence, integrity, continued learning and inspiring others to change (Barasa, 2010; Goleman, 2000; Hughes et al, 2012). The study established that leadership in manufacturing companies in Kiambu have displayed competencies necessary for leadership in the implementation of the Employment Act of Kenya, 2007. The regression model showed that overall scoring on leadership competence significantly influenced the implementation of the Act. Leadership competencies contributed 63.5% of the total variability score on compliance with the Act.

Out of the three clustered elements of leadership competencies comprising understanding the Employment Act, effective facilitation towards compliance with the Employment Act and strategic thinking and planning, the most influential leadership competencies in the implementation of the Act were those that comprised encouraging and equipping others, building good relationships and fostering teamwork, and problem solving elements which are elements 2, 5, 6 and 9 of Table 4.6 above. These elements contributed to compliance by 0.804, followed by strategic direction setting at 0.764 and understanding the Act elements which were rated at 0.745. These results are shown in Table 4.7 above.

The findings support the research findings of Barasa (2010) that top leadership qualities help drive successful organizational change. The desirable qualities include being visionary, possessing core values, empowering employees and responding to their needs and problem solving. Goleman (2000) viewed leadership competence as including

emotional intelligence. This previous literature agrees with the findings of this research that certain key competencies are required by top leadership in implementation of change. These competencies include encouraging employees, building good relationships and teamwork, problem solving, displaying strategic thinking, competence, credibility and integrity and emotional intelligence.

Leaders influence their subordinates towards the desired change by aligning their behavior to the desired change and values (Kouzes & Posner, 2013). They are expected to be the models of the change they want to see in their subordinates and to set the organizational direction towards which they want their followers to go (Kotter, 2012). In this study, the respondents agreed that leaders had aligned their behavior in support of the Employment Act. The regression model revealed that leadership alignment of behavior significantly influenced the implementation of the Act and contributed 64% of the total variability score on compliance with the Act. Thus, leadership alignment of behavior had the highest influence on the implementation of the Employment Act among the three influences studied.

Out of the three broad categories of leadership alignment of behavior, mentorship, which comprised modelling the desired behavior, inspiring others to comply with the Act and teaching and reinforcing the desired behavior among followers, comprising elements 1, 7, and 8 in Table 4.9 above, had the greatest contribution to compliance at 0.847, followed by setting strategic direction through strategic thinking and planning at 0.837, while cascading roles and values came third at 0.769. The results are shown in Table 4.10 above.

Resistance to change was identified as an intervening variable in the study. The study therefore sought to investigate the level of resistance to the changes brought about by the Employment Act in the sampled manufacturing companies. In Kurt Lewin's Force field theory, forces that drive change are often met with forces that resist change and attempt to enforce the maintenance of the status quo (McShane & Von Glinow, 2010). According to Lewin, effective change occurs by unfreezing the current situation, moving the organization towards the desired direction, mobilizing support for the change and then refreezing the system to ensure that it remains in the desired situation without slipping back towards the old ways. In the study, the elements assessed for resistance to change were neutrally perceived by the respondents except the role of government and its agents in making the work environment conducive for business and not to kill businesses. The question on the role of government on its own cannot be viewed as proof of resistance to change but may be a perception on the general role of government to support and not kill businesses.

The respondents were neutral on the question of resistance. This could be that the respondents found the questions sensitive because they touched on leadership opposition to a law that is already in operation and felt safer picking the neutral option. However, looking at the other assessed elements of leadership communication, leadership competence and leadership alignment of behavior which suggest that the Act is being successfully implemented in the sampled companies, it is expected that resistance to the change brought by the Act would therefore be low or insignificant.

This conclusion regarding lack of any finding on resistance to change is consistent with the study findings that leadership have effectively used communication, competencies

and alignment of their behavior in support of the change brought by the Employment Act of Kenya 2007 as forces that drive change. Under the Lewin's model of change, when forces that support change are increased over the forces that resist change, the change effort becomes successful (Schein, 1996).

The three elements of leadership communication, competence and alignment of behavior have been used by leadership in the sampled companies to drive the change resulting from the changed law. The findings of the study show that the processes of unfreezing to allow for change, moving towards the desired change and then refreezing the system to ensure it does not fall back to the old system, have already occurred and there is stability in the companies. Consequently, there is no perceived or overt resistance to the change arising from the Employment Act of Kenya, 2007.

Chapter summary

This chapter presented the data analysis and a discussion on the results on the role of leadership in the implementation of the Employment of Kenya, 2007 in manufacturing companies in Kiambu County. The independent variables of leadership communication, competence and alignment of behavior were examined on their influence on the dependent variable of implementation of the Employment Act of Kenya, 2007. Out of the three independent variables, the most significant influence was shown to be alignment of behavior of the leader towards the change, followed by leadership competencies, and leadership communication. The intervening variable of resistance to change was also examined.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter gives the summary of findings, conclusions and recommendations arising from the study which sought to establish the role of leadership in the implementation of the Employment Act of Kenya, 2007. It also suggests areas that require further research.

The study sought to investigate the role of leadership in the implementation of the Employment Act of Kenya in manufacturing companies in Kiambu County. The manufacturing sector in Kenya provides employment and support for about 11 million Kenyans (Know Your Government, 2016), most of whom are in the lower cadre of employment. Many people are therefore dependent on the manufacturing sector. The Employment Act of Kenya 2007, which was operationalized in 2008, triggered change by increasing the protection of the rights of employees in the workplace while giving employers the duty to implement the law in their enterprises. Kiambu County was selected for the study because it plays host to more than half of the manufacturing companies who are members of KAM in the central Kenya region (KAM, 2016).

Summary of Findings and Implications

This section deals with the summary of research findings and implications on the role of leadership in the implementation of the Employment Act of Kenya, 2007. The study was premised on the assumption that it is the function of organizational leaders to lead change in their organizations (Page, 2014).

Influence of Leadership Communication in Implementation of the Employment Act

In this study, communication is viewed as the transmission of verbal or non-verbal messages from an organizational leader to his or her subordinates, which become meaningful when the message is understood by the recipient as the transmitter intended (Hughes et al, 2012). When communicating needed change arising from the Act, organizational leaders are expected to send clear messages and employ many techniques of communication to ensure they and their subordinates act in support of the Employment Act of Kenya. They are to do so even though the Act increases the rights of the employees in the employment contract and ensures their protection (Maema, 2016), while increasing the obligations of the employer.

The study has shown that leaders drive organizational change through effectively communicating with their followers and continually sending clear messages in support of the change. This is consistent with Cameron and Green (2015) whose study concluded that clarity in communication, constantly communicating the change message and employing all manner of techniques to communicate, enhances relationships between leaders and followers, builds trust and gets people to think and act positively towards the desired change. The study has shown this to be true. Encouraging messages to employees, active listening, and positive use of feedback and criticism have the greatest influence in communication. The total score obtained from the elements regressed against the total score on leadership communication, is evidence that leadership communication influences compliance with the Employment Act in manufacturing companies in Kiambu County.

Influence of Leadership Competencies in Implementation of the Employment Act

Leadership competencies in this study refer to the ability to manage knowledge and other skills and capabilities that managers and leaders need to exhibit in order for their organizations to be successful and achieve superior performance. In this research the prevailing competencies among leaders for purposes of driving change were shown to be those that comprised encouraging and equipping others, building good relationships and fostering teamwork, and problem solving elements which had the highest contribution towards compliance, followed by strategic direction at and understanding the Act elements.

This is in agreement with the study done by Bukusi (2013) which shows that certain organizational skills that help successful change include equipping others, inspiring them to act, and ability to plan, lead, organize and control organizational development. The study findings also agree with Barasa (2010) who examined the role of leaders in leading change at Kenya Breweries. He posits that being visionary, having core values that help others and responding to employee needs are competencies that contribute towards successful organizational change. The overall scoring on leadership competencies significantly influenced the implementation of the Act and contributed a high score on the total variability score on compliance with the Act. The findings are also consistent with Ulrich et al, (1999) who state that these personal leadership characteristics are attributes that help leaders lead organizational change successfully.

Influence of Leadership Alignment of Behavior in Implementation of the Employment Act

Alignment of behavior occurs when people in the organization change their behavior and begin to do things differently (Mgbeke, 2010) in line with the organizational

vision and strategy or change. According to Kouzes and Posner (2013), leadership has everything to do with behavior. The study showed that leadership alignment of behavior significantly influenced the implementation of the Act and highly influenced the score on compliance with the Act. Leadership alignment of behavior with the change had the highest influence on the implementation of the Employment Act among the three variables studied.

The broad category of mentorship, which comprised leadership modelling of the desired behavior, inspiring others to comply with the Act and teaching and reinforcing the desired behavior among followers, had the greatest contribution to compliance, followed by setting strategic direction through strategic thinking and planning and cascading roles and values. This was consistent with the research findings of Moshi (2015) who examined the effectiveness of sponsorship programs on the implementation of curriculum and concluded that by aligning behavior to the desired organizational goals and values, leaders are able to teach and to reinforce the desired behavior among their followers. The study showed this to be true even where the change is driven by government regulation which is a factor outside the control of the organizational leaders. The phase of resistance to change in which leaders resist change they have not initiated was not evidenced by the findings.

Conclusions

Leaders have an important role to play in driving organizational change triggered by forces that are external to the organization, such as those triggered by legislation in Kenya. The forces of organizational change in the study were triggered externally by the government through the enactment of the Employment Act of Kenya 2007 which commenced in 2008. The study has demonstrated that organizational leadership is able to

successfully implement this change through alignment of their behavior, communication of the desired change and by effectively exercising their leadership competencies to change their own behavior and that of their followers.

The study shows that elements of leadership communication, competencies and alignment of behavior had the highest scores on compliance where the components tested had a focus on employees. Such employee-focused components included inspiring, teaching and reinforcing desired behavior, encouraging and equipping, building good relationships, fostering teamwork, and problem solving. Such elements were shown to have more influence towards successful change implementation. In conclusion the study shows that for every unit increase in effective communication, exercise of leadership competence or alignment of behavior with the desired change by leadership, there is improved level of compliance with the Employment Act of Kenya, 2007 by the same rate in the workplace.

Recommendations

Leaders as drivers of change in organizational settings should evaluate their actions upon the realization that leadership behavior that is aligned to the organization's desired direction has more influence on followers than mere words. Their behavior must be consistent with the desired organizational change because it is through their behavior that they model, teach, reinforce and encourage the change they want to see in their subordinates and consequently make their followers desire to follow them in implementing change.

Leadership communication and competencies that have an employee-focus such as encouraging, inspiring, building good relationships, and fostering teamwork, have a

significantly greater contribution to successful implementation of organizational change than those that have a leader-focus. For successful change effort, leaders must give greater consideration to the needs and feelings of their employees or subordinates as they craft strategies for change implementation and as they deal with change triggered by outside forces such as government legislation.

Communication in organizations is continuous. Leaders in manufacturing companies must use communication effectively to guide the organizational direction. Their communication will be effective if it is aligned with behavior, is continuous, consistent and seeks to encourage employees, and includes listening actively and positively using criticism and feedback to improve work situations.

On the issue of resistance to change, change initiators including the government, need to understand and address the forces of resistance to a change process through creating sufficient awareness of legislation or other change agenda with all stakeholders. Effective communication, alignment of behavior to the change, and application of leadership competencies should be used in order to ensure that the intended change is realized over time.

Training to enhance leadership skills for change implementation is recommended especially for top corporate leaders who have the role to drive change initiatives. Existing training programs should be reviewed to ascertain whether they are adequate in content and in frequency.

Suggestions for further research

The study tested the influence of three elements of leadership comprising leadership communication, leadership competencies and leadership alignment of behavior and their influence on implementation of organizational change brought by the Employment Act of Kenya 2007. Leadership communication, leadership competence and alignment of behavior towards the desired change were tested. Other untested elements of leadership undoubtedly influence implementation of change brought by the Employment Act of Kenya, 2007 and this can be the subject of further research.

The study focused on the implementation of the Employment Act of Kenya in manufacturing companies in Kiambu County and it is expected that the results can be generalized for any formal employment situation where leadership communication, competencies and alignment of behavior are needed to drive a change agenda. However, there are other employment relationships such as for domestic workers and other informal employment relationships where government enforcement of the Employment legislation may be weak. These relationships may have different dynamics and results when the elements of leadership communication, competencies and alignment of behavior are tested.

Curran & Quinn (2012) have shown that in Ireland, employment legislation and the employee rights it confers can be weakened through minimalist interpretation by courts or through poor monitoring and enforcement. In Kenya, courts have liberally interpreted the provisions of the Employment Act. Further research can be done on leadership perception of the role of the courts in the implementation of employment legislation in Kenya.

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APPENDICES

APPENDIX I: QUESTIONNAIRE.

This questionnaire is intended to collect data for a research project designed in partial fulfillment for the requirement for the award of a Master of Arts Degree in Leadership in Pan Africa Christian University. The study is on the role of organizational leadership in the implementation of the Employment Act. Your answers will be highly appreciated and will provide important information for the study. Please answers all the questions.

<p>PART ONE: DEMOGRAPHIC CHARACTERISTICS</p> <p>1.What is your age bracket? (tick one)</p> <ul style="list-style-type: none">a. 18-30 years.....b. 31-50 years.....c. 51-60 years.....d. Other..... <p>2.What is your gender? (tick one)</p> <ul style="list-style-type: none">a. Maleb. Female..... <p>3. How many years has the company been in operation? (<i>tick one</i>)</p> <ul style="list-style-type: none">a. Less than 1 year.....b. Between 1 year and 5 years.....c. Over 5 years and below 10 years.....d. Between 10 and 20e. Other (<i>specify</i>)..... <p>4. How many employees does the company have in total including the owners?.....</p> <p>5. What is your position or designation in the company? (<i>For example, indicate whether you are the Chief Executive/Director/Partner, Human Resource Manager, Middle Level Manager, or an Ordinary employee</i>)</p>
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<p>PART TWO: ROLE OF LEADERSHIP IN THE IMPLEMENTATION OF THE EMPLOYMENT ACT OF 2007</p> <p>In this part please select the response that you think is the most appropriate of your own views on the Employment Act, 2007 and the changes it has brought using the KEY BELOW:</p>

1. Strongly Disagree (SD) 2. Disagree (D) 3. Neutral (N) 4. Agree (A) 5. Strongly Agree (SA)

To what extent are the following statements correct as regards the Employment Act, the company leadership, yourself or your company?

Statement		Rating				
		SD	D	N	A	SA
N O	A. LEADERSHIP COMMUNICATION REGARDING THE EMPLOYMENT ACT	1	2	3	4	5
1	I am aware of the provisions of the Employment Act of 2007 that came into operation in 2008.					
2	Leaders have organized training and workshops to familiarize all people with the employment law changes.					
3	The leadership have continually communicated the requirements of the Employment Act clearly and effectively in the workplace ensuring there is no breakdown					
4	The leaders have stated that though there may be difficulties in implementation of the Act, all are in the change together					
5	The leaders have continually sought to gain a better understanding of the new Employment law and to share it with others in the workplace					
6	The leaders have continually facilitated the awareness of rights of the employee in the employment contract to ensure their protection					
7	The leaders have, when need arises, informed employees of the reasons for any action they have taken that affects their jobs in compliance with the Act					
8	Leaders have been good at listening and at sending clear, convincing, and well-tuned messages in support of the Act.					

9	Leaders positively use criticism and feedback received from employees and others to improve work situations					
10	Leaders regularly communicate one-on-one or through email, office memos, notice boards, confidential helplines and encourage feedback					
	B. LEADERSHIP COMPETENCIES IN RELATION TO THE EMPLOYMENT ACT					
1	Leaders in the company have displayed a good understanding of the Employment Act and are capable of its implementation					
2	They have enabled others to change, and encouraged and equipped others to act according to the Act					
3	Have displayed strategic thinking in the face of changing situations resulting from the Act					
4	Have planned, led, organized and controlled the organization's developments arising from the changed employment law					
5	Have added value to the organization by solving problems arising from the implementation of the Act					
6	Have built good relationships and fostered teamwork with the employees in the workplace					
7	Have displayed competence, credibility and integrity					
8	They have continued learning and improvement of themselves and others in relation to the Act					
9	Have had the capacity to sense and respond appropriately to employees' feelings in the work environment					

10	Have managed their own emotions well, exercised self-control, and avoided disruptive emotions and impulses.					
	C. LEADERS ALIGNING OF BEHAVIOR WITH THE EMPLOYMENT ACT					
1	Leaders model the desired behavior and their behavior is in support of, and consistent with the Act					
2	The CEOs and senior managers urge lower level leaders to act in compliance with the Act in dealing with employee issues					
3	They have shared values with employees, constantly clarify the shared values, and personify the values they espouse					
4	In their daily activities and interactions with employees, the company leaders comply with the Act					
5	They ensure their actions and communication are consistent with what they Employment Act states					
6	They align their behavior to the desired organizational goals					
7	They inspire others to comply with the law through character attributes and modelling desired behavior					
8	They teach and reinforce the desired behavior among their followers					
9	They set the organizational direction that their followers want to follow					
10	They have aligned the organizational vision, strategies, goals and business processes with the Employment Act					

D. RESISTANCE TO CHANGE ARISING FROM THE EMPLOYMENT ACT						
1	The Act was enacted without sufficient consultation with key stakeholders including employers and caused anxiety					
2	The Leadership would have preferred the old employment law to remain in place with a few amendments					
3	Parties to the Employment contract should be allowed to determine their own terms of employment without too much government interference					
4	The role of government and its agents should be to make the work environment conducive for business for all but not to kill businesses					
5	The Act adds more costs and obligations to the employer and leaders have no political will to implement it					
6	It is difficult for leadership to use the Act as a driver for positive organizational change because it is against them					
7	The Act is solely for employee protection					
8	Leaders are frustrated by the Act and have often felt justified to fall back to the old ways of hiring and firing employees					
9	The company has been taken to court and the labour office by employees for alleged non-compliance with the Act					
E. IMPLEMENTATION OF CHANGE ARISING FROM THE EMPLOYMENT ACT						
1	Oral explanations and reasons for any job changes are given to affected employees.					
2	Employment contracts and pay slips are all in writing					

3	Probation for new employees does not exceed one year in the aggregate					
4	Termination of employment and redundancies follow the procedure prescribed by the Act					
5	There is no discrimination of employees at work on ground of sex, race, or status					
6	The leaders have a policy against sexual harassment and a procedure for lodging complaints which are well known to all					
7	Maternity and paternity leave entitlements are given to employees together with annual leave with full pay.					
8	Leaders ensure that employment conflicts are handled expeditiously and harmony and good work relations are maintained					
9	Leaders have effected major changes pursuant to the Act as there is increased protection of employee rights in the work place and increased obligations for the employer					
10	The company has displayed a statement of employees' rights in a conspicuous place accessible to employees					
11	The Employment and Labour Relations court has passed judgment against the company for non-compliance with the Act					

THANK YOU VERY MUCH FOR YOUR TIME!!!

APPENDIX II: KAM 2016
MEMBERS IN KIAMBU COUNTY

1. Alliance One Tobacco Kenya Ltd – Thika
2. ACME Containers Ltd - Limuru
3. Alpha Knits Ltd – Ruiru
4. Bakex Millers Ltd – Thika
5. Bata Shoe Co – Limuru
6. Bidco Africa Ltd – Thika
7. Bidco Oil Refineries Ltd – Thika
8. Blue Sky Industries – Thika
9. Booth Extrusions Ltd – Thika
10. Broadway Bakery Ltd – Thika
11. Brookside Dairy Ltd – Ruiru
12. Caffedel Duca Ltd – Thika
13. Capwell Industries Ltd – Thika
14. Centrofood Industries Ltd – Thika
15. Delmonte Kenya Ltd – Thika
16. Dune Packaging Ltd – Thika
17. Githunguri Dairy Farmers Co-operative Society – Githunguri
18. East African Paper Mills – Thika
19. Jetlak Foods Ltd – Ruiru
20. Juja Pulp & Paper Ltd – Juja
21. Jungle Group Holdings - Thika
22. Kel Chemicals Ltd – Thika
23. Kenafriic Bakery – Ruiru
24. Kenblest Ltd – Thika
25. Kenya Vehicle Manufacturers Ltd - Thika
26. Leather Industries of Kenya Ltd – Thika
27. Mama Millers Ltd – Thika
28. Mayfeeds Kenya Ltd – Thika
29. Medivet Products Ltd – Ruiru
30. Mjengo Ltd – Thika
31. Nampak Kenya Ltd – Thika
32. Norbrook Kenya Ltd – Limuru
33. Ombi Rubber Rollers Ltd – Kiambu
34. Red Lands Roses Ltd – Ruiru

35. Selecta Kenya Gmbh & Sons. KG – Juja
36. Sky Foods - Juja
37. Spinners & Spinners Ltd – Ruiru
38. Superfoam Ltd – Ruiru
39. Thika Cloth Mills Ltd – Thika
40. Top Pak Ltd – Thika
41. Turea Ltd – Ruiru
42. Umoja Maintenance Center (K) Ltd – Thika
43. Universal Corporation Ltd – Kikuyu
44. Vallem Construction Ltd – Thika
45. Vinepack Ltd - Thika

Source: Kenya Association of
Manufacturers 2016

APPENDIX III: INTRODUCTION LETTER FROM PAC UNIVERSITY

5th July, 2017



P.O. Box 56875, 00200 Nairobi, Kenya
+254 721 932050, +254 734 400694
enquiries@pacuniversity.ac.ke,
admissions@pacuniversity.ac.ke
www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: SUSAN MAIRA REG. NO. MAL/0218/14

Greetings! This is an introduction letter for the above named person a final year student in Pan Africa Christian University (PAC University), pursuing a Master of Arts in Leadership.

She is at the final stage of the programme and she is preparing to collect data to enable her finalise on her thesis. The thesis title is **“The Role of Leadership in the Implementation of the Employment Act of Kenya in Manufacturing Companies in Kiambu County”**.

We therefore kindly request that you allow her conduct research in your organization.

Warm Regards,

Lillian Vikiru
Dr. Lillian Vikiru
Registrar Academics

5th July, 2017

PAN AFRICA CHRISTIAN UNIVERSITY
P. O. Box 56875, NAIROBI - 00200
TEL: 8561820 / 8561945 / 2013144

APPENDIX IV: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MS. SUSAN WAMBUI MAIRA
of PAN AFRICA CHRISTIAN UNIVERSITY,
61502-200 NAIROBI, has been permitted
to conduct research in *Kiambu County*

on the topic: **THE ROLE OF LEADERSHIP
IN THE IMPLEMENTATION OF THE
EMPLOYMENT ACT OF KENYA IN
MANUFACTURING COMPANIES IN
KIAMBU**

for the period ending:
28th July, 2018

.....
Applicant's Signature

Permit No : **NACOSTI/P/17/43792/18176**
Date Of Issue : **4th August, 2017**
Fee Received : **Ksh 1000**



Galenya
.....
Director General
**National Commission for Science,
Technology & Innovation**