EFFECTS OF STRATEGIC LEADERSHIP ON CHANGE MANAGEMENT IN AFRICAN UNION REGIONAL STANDBY FORCE

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ABSTRACT

Organizations are experiencing difficulties in change management because their management team does not understand the signals of dynamic changes and change programmes arising from organized management strategies such as lack of interoperability, business process reengineering, and empowerment and total quality management. The purpose of this study is to examine the effect of strategic leadership on change management in African Union Regional Standby Force focusing on Eastern Africa Standby Force. Specific objectives of the study were: to establish the effect of strategic communication, management of core capabilities, effective corporate culture management and developing human capital on change management in Eastern Africa Standby Force. The study was hinged on resource base theory, the upper echelons theory, Lewins theory and the social exchange theory. The study used a descriptive research design. It was carried out in Nairobi, Kenya, the Eastern Africa Standby Force Headquarters and the target population was 237 comprising of the regional Military, Police and Civilian components. To determine the sample size, Nassiuma (2000) formula is used to give a sample size of 147. Main data collection instrument for the study was a structured questionnaire consisting of closed ended questions to collect primary data from respondents and Likert scales relating to the field of inquiry. Data was collected through administration of questionnaires. Data was then entered into the latest version of SPSS (Version 25.0) ready for analysis. Descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative data. The qualitative data from the open-ended questions were analysed using conceptual content analysis. Inferential statistics involving correlation and regression analyses were used to establish the relationships between the independent and dependent variables. Information was presented inform of tables and graphs. The study found that strategic communication affects change management in Eastern Africa Standby Force greatly. The study found that the vision of the organization is always in line with change capabilities. Moreover, it was found that: the mission statement reinvigorates the organization employees and provides guide in change management; vision of the organization helps the staff in understanding the strategy of change management. The study concluded that strategic communication had the greatest influence on change management in Eastern Africa Stand by Force in Kenya followed by developing human capital, then core capabilities while effective corporate culture had the least influence on the change management in Eastern Africa Standby Force in Kenya. The study recommended that strategic leadership must make change a continuous process and should be well communicated and known by the entire organization even the new comers in to the system and that strategic leadership must make change a continuous process and should be well communicated and known by the entire organization even the new comers in to the system.

Key Words: *change management, African Union Standby Force, strategic communication, human capital, corporate culture, core capabilities*

INTRODUCTION

This study sought to establish the effect of strategic leadership on change management in African Union Regional Standby Force focusing on Eastern Africa Standby Force. The study focuses on determining the effect of strategic communication on change management in African Union Regional Standby Force, Eastern Africa Standby Force; examining the effect of core capabilities on change management in African Union Regional Standby Force, Eastern Africa Standby Force; assessing the effect of effective corporate culture on change management in African Union Regional Standby Force, Eastern Africa Standby Force; and establishing the effect of developing human capital on change management in African Union Regional Standby Force, Eastern Africa Standby Force.

Dynamic changes in innovation, the commercial centre, data frameworks, the worldwide economy, social qualities, workforce socioeconomics and the political condition significantly affect associations (Karmakar & Datta, 2015). Just those associations ready to react rapidly and successfully to changing natural conditions will most likely endure. For associations to stay in business, they need to change so as to keep in offset with nature. Be that as it may, to stay in business and keep up the aggressive edge in an evolving domain, overseeing change should be a centre competency in which administrators are talented. The capacity to oversee change will be more significant in the years ahead than whenever previously. Authority is viewed as a dynamic-vigorous procedure which comprises of an interconnected and associated set of jobs to empower a gathering toward the acknowledgment of objectives. Influential position relates to the recognizable method for performing authority. As indicated by Graetz (2010); and Mattis (2011),one of the jobs of initiative includes giving vital heading. Lynch (2011) is of the view that vital initiative regularly includes speaking with and tuning in to those inside the association with the point of spreading information, making and enhancing new zones and answers for issues. It is the way toward distributing assets to help the picked techniques.

Change the executives is characterized as the coordination of an organized time of progress from circumstance A to circumstance B so as to accomplish enduring change inside an association. It is a way to deal with changing people, groups and associations to an ideal future state (Lorenzi & Riley, 2013). The Eastern Africa Standby Force is a territorial association whose command is to upgrade harmony and security in the Eastern Africa locale. It is one of the five African Union Regional Standby Force of the African Standby Force (ASF) comprising of Military, Police and Civilian parts.

STATEMENT OF THE PROBLEM

Change management systems are designed to help businesses plan for change instead of react to it. However, despite the efforts to employ new approaches and strategies it has failed to manage the proposed strategic changes to yield expected results to enable it improve its service delivery due to lack of strategic leadership and lack of a valid framework for change (Kerzner, 2018).

Organizations are experiencing difficulties in change management because most of their management team does not understand the signals of dynamic changes and change programmes arising from organized management strategies such as lack of interoperability, business process reengineering, and empowerment and total quality management. The management change has been ineffective because of poor leadership or lack of strategic leadership and leaders because the setting is more on discipline and management lacking proper aspects of leadership. This study examined the effect of strategic leadership on change management in African Union Regional Standby Force focusing on Eastern Africa Standby Force. The study is grounded on literature reviewed on previous studies such as Wambua (2014); Kitonga, Bichanga and Muema (2016); Waweru (2016) and Muasya (2017). However, none of the studies focused on effect of strategic leadership on change management in African Union Regional Standby Force which is the gap that the study sought to fill by focusing on Eastern Africa Standby Force.

PURPOSE OF THE STUDY

The purpose of this study was to examine the effect of strategic leadership on change management in African Union Regional Standby Force focusing on Eastern Africa Standby Force.

SPECIFIC OBJECTIVES

1. To determine the effect of strategic communication on change management in African Union Regional Standby Force, Eastern Africa Standby Force.
2. To examine the effect of core capabilities on change management in African Union Regional Standby Force, Eastern Africa Standby Force.
3. To assess the effect of effective corporate culture on change management in African Union Regional Standby Force, Eastern Africa Standby Force.
4. To establish the effect of developing human capital on change management in African Union Regional Standby Force, Eastern Africa Standby Force.

THEORETICAL REVIEW

A hypothetical system is a gathering of interrelated thoughts or a general arrangement of suspicions dependent on hypotheses or a contemplated set of relational words, which are gotten from and are upheld by information or proof and records for or clarifies wonders (Kombo & Tromp, 2010). The investigation was hinged on resource base view theory, strategic leadership theory, trait leadership theory, the upper echelons theory, exchange theory, Lewins theory and the exchange theory.

Resource Base Theory

Famously known as RBV, this is extremely prevalent in the board science as proposed by Porter (1985). RBV suggests that associations can jump over their opponents through creating assets

that are particular and differently circulated. It tried to clarify the inside wellsprings of a company's continued upper hand (Kraaijenbrink, Spender & Groen, 2010). The RBV of the firm proposed that, assets inner to the firm were wellsprings of upper hand (Tukamuhabwa, Eyaa & Friday, 2011). Such assets were significant, uncommon, novel and difficult to substitute. Assets accepted to be significant are those that were equipped for encouraging the origination or execution of methodologies that improved change the executives, abused market openings or killed looming dangers. Wernerfelt (1984) recommends that the assets controlled by a firm are the essential determinants of its execution, and these may add to an economical upper hand of the firm. The hypothesis is applicable to our investigation in that the specialist looks to set up the key authority rehearses like creating human capital which are assets in the association that help in change the board.

The Upper Echelons Theory

This was published by Hambrick and Bricklayer in 1984. It states that organizational outcomes are partially predicted by managerial background characterized by the top-level management team. At the end of 1970s and the start of 1980s, leadership as a field of study had reached an impasse: little new theory was being developed, and serious scholars were asking not where the field should go next, but whether leadership even matters. More or less, as indicated by Elenkov, Judge and Wright (2005), the higher classes point of view has given sound hypothetical and various observational contentions for the focal job of vital authority in connection to abusing and keeping up center abilities in the association. This theory was relevant to this study as it helped in examining the effect of core capabilities on change management in African Union Regional Standby Force, Eastern Africa Standby Force.

Lewins Theory of Change

It is characterized by three major steps of change implementation namely; Unfreezing the present- involves diagnosing the need for change in an organization. Then moving from the present by introducing intervention; this is where the old and the ordinary methods in running the organization stops and the use new changed techniques starts. Refreezing- This is the final stage of action as seen in the Lewins Model and it involves final evaluation and stabilizing of the change process. At this point the organization community is now convinced that the direction the leadership took is the best and the results may even be felt (Pryor & Crossouard, 2008). This hypothesis was significant in tending to the procedure that includes diagnosing the requirement for change in an organization which is connected to its adaptability and impact on change management brought by effective corporate culture.

Social Exchange Theory

Social trade hypothesis was progressed by Emerson (1976) and Ekeh (1974) and recommends that laborers react pioneers' lead towards them with their own specific facilitated rehearses on

regular correspondence. This suggests social exchange theory is fit for giving learning as for how moral pioneers impact various levelled results. Moreover, social exchange associations among pioneers and delegates make joint efforts, which are propelled by the basic favourable circumstances got from the theory. As per social trade hypothesis, as individuals participate after some time, they experience the need to react the help and help of the other individual, a term suggested earlier by Golder (1960) as correspondence. For example, if one individual helps a friend, this partner will experience a guarantee to react in the long run, offering a sort of assistance that is equal in size. If this standard of correspondence is fulfilled, a trusting and unwavering relationship propels (Cropanzano & Mitchell, 2005). This helped in examining the effect of strategic communication on change management in African Union Regional Standby Force, Eastern Africa Standby Force.

RESEARCH METHODOLOGY

The study used a descriptive research design, because it ensures complete description of the situation, making sure that there is minimum bias in the collection of data. A descriptive survey design is a fact-finding tool and explanatory in the capacity of establishing the truth. The target population was 237 regional management staff comprising of the Military, Police and Civilian components. Stratified random sampling technique was used to select a sample of 147 respondents. Primary data was collected using Questionnaires which were administered using drop and pick later method. Data analysis was done using SPPSS where the Descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative data and the qualitative data from the open-ended questions was analyzed using conceptual content analysis. Inferential data analysis was done using multiple regression analysis. The multiple regression model generally assumed the following equation:

$$Y = \beta o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y= Change management in Eastern Africa Standby Force; X_1= Strategic communication; X_2= Core capabilities; X_3= Effective corporate culture; X_4= Developing human capital; ε is the error term.

RESEARCH RESULTS

The findings showed that 72.6% of the respondents were male while the rest were female as represented by 27.4%. The results implied that the researcher was not gender biased in the collection of data since all the respondents were considered irrespective of their gender. The study also found that that 65.5% of the respondents were aged 46yrs and above, 26.5% indicated that they were aged between 36-45yrs, 5.3% were aged between 26-35 yrs while 2.7% were aged between 18-25yrs. This shows that majority of the respondents were mature enough which made them to have diverse information on the subject under study and also cooperative in giving it. From the findings, majority of the respondents as shown by 69.0% had attained a

Certificate/Diploma, 19.5% had attained a degree, 9.7% had reached postgraduate level while 1.8% had reached 'O' Level. Further, the findings showed that 23.9% of the respondents had worked in the Eastern Africa Standby Force for 10 to 15 years, 22.1% had worked for less than 5 years, 19.5% had worked for 15 to 20 years, 18.6% had worked for more than 20 years while 15.9% had worked for 5 to 10 years.

The researcher also conducted a multiple regression analysis to test the relationship between the variables. This showed how the dependent variable is influenced by the independent variables.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.848	0.718	0.708	0.838

From the findings, the independent variables were statistically significant predicting the dependent variable since adjusted R square was 0.708. This implied that 70.8% variations in change management in Eastern Africa Standby Force are explained by strategic communication, core capabilities, effective corporate culture and developing human capital. Other institutional factors influencing change management in Eastern Africa Standby Force that were not covered in this study accounted for 29.2% which form the basis for further studies.

Table 2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	199.121	4	49.780	68.911	.000
Residual	78.017	108	0.722		
Total	277.138	112			

From the ANOVA Table, p-value was 0.000 and F-calculated was 68.911. Since p-value was less than 0.05 and the F-calculated was greater than F-critical (2.4472), then the regression relationship was significant in determining how strategic communication, core capabilities, and effective corporate culture and developing human capital influenced change management in Eastern Africa Standby Force.

From the results in Table 3, the resultant model for the study was:

$$Y = 1.267 + 0.812X_1 + 0.712X_2 + 0.568X_3 + 0.771X_4$$

Where: Y= Change management in Eastern Africa Standby Force; X_1= Strategic communication; X_2= Core capabilities; X_3= Effective corporate culture; X_4= Developing human capital

Table 3: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.267	0.182		6.962	.000
Strategic communication	0.812	0.196	0.714	4.143	.000
Core capabilities	0.712	0.208	0.611	3.423	.001
Effective corporate culture	0.568	0.208	0.462	2.731	.007
Developing human capital	0.771	0.312	0.672	2.471	.015

The resultant regression equation has established that taking (strategic communication, core capabilities, effective corporate culture and developing human capital), change management in Eastern Africa Standby Force will be 1.267. The findings presented also show that increase in the strategic communication leads to 0.812 increase in the score of change management in Eastern Africa Standby Force if all other variables are held constant. This variable was significant since $p=0.000$ is less than 0.05. The findings conform to Downs and Adrian (2012) who note that an effective organization's communication promotes the organization's competitive edge and performance since it fosters, trust cohesion, information sharing and reliability in terms of time and content of the information.

Further, it was found that if core capabilities increase, there is a 0.712 increase in change management in Eastern Africa Standby Force. This variable was significant since $p=0.001$ is less than 0.05. The findings relate to Zhou and Li (2012) who posit that an organization should encourage communication and involvement in core capability development across the organization for better performance of the organization.

Further, the findings show that a unit increases in the scores of effective corporate culture management would lead to 0.568 increase in the scores of change management in Eastern Africa Standby Force. This variable was significant since $p=0.007$ is less than 0.05. These findings are in concurrence with Wilkins and Ouchi (2013) who assert that organizational culture is the set of shared philosophies, assumptions, values, expectations, attitudes and norms which bind an organization together and helps a company to implement its strategies effectively.

The study also found that a unit increases in the scores of developing human capital would lead to a 0.771 increase in the scores of change management in Eastern Africa Standby Force. This variable was significant since $p=0.015$ is less than 0.05. This is just as Northouse (2018) states that developing human capital is the collective skills, knowledge, or other intangible assets of individuals that can be used to create economic value for the individuals, their employers, or their community.

Overall, strategic communication had the greatest influence on change management in Eastern Africa Stand by Force in Kenya followed by developing human capital, then core capabilities while effective corporate culture had the least influence on the change management in Eastern Africa Standby Force in Kenya. All the variables were significant since their p-values were less than 0.05.

CONCLUSIONS

The study concludes that strategic communication has a positive and significant effect on the change management in Eastern Africa Standby Force. The study concludes that communications can help discover risks during the planning phase and also help employees better understand the change – the reason, benefits, impact to them and their role. The study also concludes that communications help employees get involved in change hence helping them feel empowered to commit and engage in the desired change.

The study concludes that management of core capabilities has a positive and significant effect on the change management in Eastern Africa Standby Force. The study deduces that the organization has to compare itself with other companies with the same skills to ensure that it is developing unique capabilities. The study also concludes that a firm has to design competitive positions and strategies that capitalize on corporate strengths in order to improve its performance.

The study concludes that effective corporate culture affects change management in Eastern Africa Standby Force positively and significantly. The study concludes that the using employee focus groups, by department, to put the mission, vision, and values into words has an impact on each employee's job. Also, the study concludes that keeping all employees informed about the organizational culture change process ensures commitment and success.

The study concludes that developing human capital positively affects change management in Eastern Africa Standby Force. The study further concludes that a careful assessment of the available resources, their competence to manage the change process and most importantly, type of organizational culture the organization currently operates in is a determining factor of how any organization embraces change.

The study would contribute to the theoretical knowledge on the value of strategic leadership on change management in organisations. This would act as a source of future research and assist organisations in linking the four concepts of strategic communication, management of core capabilities, effective corporate culture management and developing human capital with change management. This study would also contribute to contextual knowledge across the running of the African Union Regional Standby Force. The findings would act as a source of encouragement to managers in today's rapidly changing workplace in terms of strategic communication,

management of core capabilities, effective corporate culture management and developing human capital.

RECOMMENDATIONS

According to the findings above, it is recommended that strategic leadership must make change a continuous process and should be well communicated and known by the entire organization even the new comers in to the system. It may have some breaks but not a definite end, and during the breaks never cease to strategize for the next move. Also, the organization should prioritize shared values and a clear vision which are important aspects of strategic leadership enabling and allowing employees to make decisions with minimal formal monitoring or control mechanisms. This will help save time for the leader to handle and focus on other important strategic matters affecting the organization

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Training which is about gaining the skills needed for a job is vital in attaining desired results. It may be learned at the place of work i.e. on-the-job or away from work i.e. off-the-job. On-the-job training is most recommended here because it is more cost-effective and relevant. Off-the-job training which is usually carried out by professional trainers away from the distractions of work is more of theory than practice. Development of the top management is also recommended so as to make them more efficient at a job or capable of facing different responsibilities and challenges. Development which concentrates on the broader skills that are applicable to a wider variety of situations, such as thinking creatively, decision-making and managing people is highly recommended.

The study further recommends a careful assessment of the available resources, their competence to manage the change process and most importantly, type of organizational culture the organization currently operates in should be done. Organizational culture is a major determining factor of how any organization embraces change

The study found that culture was mainly managed through training while other methods were not given much priority. Thus, for strategic management to be successful in the organisation the management needed to do culture change, this should not only be done through training but also through other methods like recruitment of staff with relevant skills and knowledge to enable implementation of the strategy, in addition, transfers and restructuring of the organizational

designs, role modelling and promotions of staff should be considered. The culture in the organisations should aim at good interaction between the managers and staff, the spirit and climate that pervades work climate should be friendly and professional and foster team work, a reward management system should be adapted to motivate the staff.

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