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Leadership Strategies for Managing Change in the Nigerian Banking Industry

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Abstract

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The Nigerian banking system is experiencing changes brought about by globalization. Operating in a changing business environment requires that bank leaders evolve strategies to manage and adapt to change. There are direct and indirect costs associated when banks are unable to adapt to change such as bank closures, and loss of economic and business opportunities. The purpose of this phenomenological study was to explore the lived experiences of Nigerian bank leaders regarding strategies they used to manage change in the banking industry. The conceptual framework was based on transformational leadership theory and change management theory. Data were collected from document analysis and semistructured interviews with 30 practitioners in the Nigerian banking industry who have had experience in managing organizational change in the banking industry in Nigeria. Thematic analysis revealed 8 strategies: adoption and application of technology, increased staff training, effective communication, cultural reorientation, customer service quality, cost optimization, deployment of change champions, and adoption of transformational leadership style. The findings from this study may contribute to positive social change by providing policy makers and other bank leaders with more insights on how to manage and adapt to change. Implementing these strategies may help reduce the rate of bank failures and its adverse effects on employees, families, and communities.

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Dedication

I dedicate this dissertation to my late uncle Chief Francis Anyanwu who saw a great future in me early in life and sponsored my education to the tertiary level. Completing a doctoral program was his desire for me and I am glad that his expectation has been met. I also dedicate this dissertation to my children, Chinomso, Chidera, and Chiebuka and to my wife, Dr. Perpetua Ememe. Together as a family, we achieved this milestone. Finally, I dedicate this dissertation to my colleagues in the character training prison program who are working with me and laboring tirelessly to empower prison inmates in Lagos, Nigeria with values that enhance their reintegration into the society and for positive social change.

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Foremost, I want to say thank God for the grace and the enablement to successfully undertake the doctoral journey. I thank my exemplary study Chair, Dr. David Banner for his scholarly, professional, and wise counsel that sustained me in every aspect of the journey. Without his significant mentorship and contributions, this journey to attain the highest level of education would not be possible. I am eternally grateful for his patience and commitment to serve humanity. He is a worthy and proven example of servant leadership.

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Finally, I want to appreciate my wife, Dr. Perpetua Ememe for her commitment, love, and uncommon sacrifice that contributed to the completion of this study. She was indeed the study consultant as she used her wealth of knowledge and experience to read the work and make valuable contributions that helped me immensely in the doctoral process. I am indebted to her.

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Chapter 1: Introduction to the Study

The purpose of this study was to explore strategies bank leaders can use to manage change in the Nigerian banking industry. The study was necessary because the Nigerian banking industry, like every other sector of the Nigerian economy, is undergoing significant changes as a result of globalization. Globalization is a fundamental transformation driven by technological revolution that brings about increased interactions and competitiveness across national boundaries (Hewitt, 2014; Senge, Cambron-McCabe, Lucas, Smith, & Dutton, 2012)). Globalization is affecting the way business is done resulting in drastic government and intergovernmental regulations (Hewitt, 2014).

Globalization and the consequent technology-related changes are affecting the operations of the Nigerian banking system (NBS) (Dandago & Rufai, 2014; Muhammad, Gatawa, & Kebbi, 2013; Uduji, 2013). There is limited evidence that the Nigerian banking industry is responding favorably to the emerging changes in the global banking sector (Ojo, 2010). The number of banks operating in Nigeria between 2005 and 2014 decreased from 89 to 24. This reduction can be attributed to the banks' inability to cope with the complex changes resulting from globalization (Ojo, 2010). The need to respond to global changes, and to manage effectively the challenges associated with change, has made it necessary for organizations to evolve programs, processes, and structures that can help them anticipate and execute organizational innovations and transformations to survive (Jenkins, 2012; Ng et al., 2011).

Corporate sustainability and success in a changing business environment requires organizations to be adaptive and capable of pursuing measures that will enable them to survive (Hoption, Barling, & Turner, 2013; Park, 2012; and Sy, Choi, &

Johnson, 2013). Overcoming the business challenges that lie ahead has substantial implications for business leaders because leaders are expected to undertake measures to respond to the complexities resulting from globalization (Markham, 2012; Wright, Moyihan, & Pandey, 2012). Leadership skills are required for managing change (Craig, 2012; Melville, Bartley, & Weinburgh, 2012).

Organizational success, which includes effectively managing change, is central to business leadership (Belle, 2014). For organizations to be sustainable and competitive, leaders should have the capability to develop strategies and programs that could help to bring about positive changes (Rafferty, Jimmieson, & Restubog, 2013). Business leaders are critical to organizational transformation (Seah, Hsieh, & Huang, 2013). Managing and implementing organizational change was the central focus of this study, and good leadership skills are required to achieve this goal. For the purpose of this study, *leadership strategy* was defined as the collective competencies, skills, processes, practices, behaviors, and styles necessary for implementing organizational transformation and innovations.

The findings of this study may assist bank policy makers, regulators, and strategic planners to create evidence-based policy interventions. The study contributed to the knowledge pool in literature on managing global changes in the Nigerian banking industry. In this chapter, I present the background of the study, the problem statement, purpose statement, research question, and the conceptual framework. I will also define the terms used in the study and present the assumptions, scope, and limitations.

Background of the Problem

The global financial crises that took place between 2005 and 2010 triggered the collapse of many financial institutions including many banks in Nigeria. In the United

States, the financial system recorded an unprecedented increase in financial assets brought about primarily by the deregulation of the financial markets. The deregulation engendered the replacement of prudential supervision with risk taking. During this period, mortgage brokers used generous offers to entice subscribers with poor credits to accept housing credits with minimal down payments. Conventional mortgage credits were not offered due to the fact that the mortgage houses perceived the borrower as higher-than-average risk.

To compensate for the higher risk of loan default, bank charges (including interests) on these mortgage loans were higher. A number of credit instruments were used to repackage these loans with high-risk debts including credit default swapping (CDS) and collateralized debt obligations (CDOs). These instruments were marketed to global traders or investors. These instruments enriched the market and enhanced liquidity in the global financial system while also leading to reckless credit practices. By 2006, one out of every five mortgages in the United States was sub-prime. The bank lending rate for sub-prime was much higher because they had adjustable rate mortgages (ARMs). The unprecedented repossessions of the mortgages as well as mortgage holders' lack of flexibility to renegotiate rates, led to the collapse of the government-supported mortgage system.

The financial contagion spread globally. As the crises deepened, the financial systems of many nations and stock markets crashed. By August 2008, confidence in the financial market had dipped. The collapse of confidence that started with the Indy-Mac Bank affected a number of depository and mortgage organizations, including Freddie Mac and Fanny Mae. This also contributed to the bankruptcy and liquidation of many major mortgage lenders. The effect became pervasive, and the contagion had a ripple effect across Europe, Asia and emerging markets.

In response to the global economic and financial crises, various governments embarked on unprecedented bail-outs, in addition to massive fiscal stimuli to restore public confidence in the financial systems. Some measures and policies were adopted including financial bailout packages, nationalization of financial institutions, swap arrangements, interest rate cuts, and structured bank-coordinated rate adjustments by central banks.

The Nigerian economy and its attendant economic growth draw from and depend to a great extent on massive inflows of venture capital equity and other foreign direct investments. The Nigerian economy is an integral part of the global financial system and it was subject to and affected by the adverse effect of the global financial crises. The global financial crises adversely affected the Nigerian economy.

The collapse of the global financial system resulted in lower foreign exchange receipts, lower capital and financial inflows, lower crude oil prices, substantial reduction in investments from the stock market (particularly portfolio investments leading to higher capital outflows), and huge divestment and drying up of foreign credit lines to Nigerian banks (Sanusi, 2010).

The global financial crises adversely affected foreign exchange receipts in Nigeria leading to a reduction in government revenues (Sanusi, 2010). The immediate effect was the reduction in bank capital and liquidity as the ability to fund government projects and private sector businesses was diminished. The crises also brought about a de-accumulation of external reserves as a result of a sharp drop in crude oil prices and consequent decline in crude oil export earnings.

The global financial crisis also engendered a reduction in global financial flows to Nigeria and the banks in the form of foreign direct investments. As a result of the corresponding banks' credit squeeze, access to new foreign loans stopped. The banking sector was the hardest hit by the global financial crises. The Nigerian capital market witnessed substantial divestments as foreign investors were confronted with their own severe credit squeeze. The Nigerian Stock Exchange market capitalization which was N13 trillion in September 2008, dropped drastically to ₦7.2 trillion as at the close of first quarter in 2009 (Sanusi, 2010).

The contagion effect of the capital market precipitated higher loan loss provisioning by Nigerian banks. The consequential effect was depressed profitability and weakened ability of banks to do business. The contraction of bank performance led to massive retrenchment of bank employees in a number of banks. The banking consolidation of 2005 saw the exit of many banks that could not cope with the adverse effects of the global financial system's crash, and banks needed to develop strategies to survive.

Organizational survival and competitiveness have become crucial in a changing global environment ((Kovjanic et al; 2012; Latham, 2014). With increasing globalization and its attendant complexities, it has become imperative for organizational leaders to review existing operational systems and processes to adapt to the changing business environment (Arevalo, 2010; Weiner, 2010). Leaders are increasingly executing operational methods and systems based on current market trends (French & Holden, 2012).

The need for a change-oriented approach in organizational management has become critical in the Nigerian banking system which has experienced bank failures in the past years (Ojo, 2010). These failures may have resulted from the Nigerian banking system not being able to adequately respond to or cope with the challenges of globalization (Alao, Didaolu, & Afuape, 2014). To the best of my knowledge, there have been no empirical studies that addressed leadership programs, structures, and strategies for executing organizational transformation in the Nigerian banking system. There is a literature gap in the area of change management in the Nigerian banking industry. This study was necessary because bank failures have serious economic, financial, and social implications and there is paucity of research in this area (Ojo, 2010). The findings from this study added to the body of knowledge that may assist leaders of banking organizations, policy makers, and bank regulators in making evidence-based decisions to minimize bank failures.

Problem Statement

Operation of the Nigerian banking system (NBS) is vital to improving the country's economic system due, in part, to NBS's direct effect on the key sectors of the gross domestic production (Abubakar & Gani, 2013). The general business problem was the high rate of bank failures in Nigeria, which had adversely affected the economy of the nation (Ojo, 2010). The specific business problem was that some bank leaders lack the leadership strategies needed to manage change in the Nigerian banking industry.

The NBS is currently going through major policy and liquidity changes due to increasing globalization that is affecting the banking operating environment and leading to bank failures (Muhammad, et al. 2013). The rate of bank failure in Nigeria has been increasing and is affecting the economy of the nation (Ojo, 2010). This failure is attributable to the banks' inability to cope with the change brought about by globalization (Ojo, 2010). Researchers have found that leadership effectiveness is critical in an organization's ability to cope with the challenges and complexities of change (Conchie, Taylor, & Donald, 2012; Krummaker & Vogel, 2013). Leadership is crucial in organizational success and remains a powerful factor in achieving high organizational productivity (Belle, 2014; Holt & Marques, 2012).

Purpose Statement

The purpose of this qualitative phenomenological study was to explore the lived experiences of Nigerian bank leaders regarding the strategies they used to manage change in the banking industry. Gill (2014), explained that when a researcher wants to identify a common meaning out of participants' views of a phenomenon, the phenomenological approach is the best research design. Top bank leaders in policymaking positions in NBS were selected for the study. These top bank leaders were interviewed to determine their leadership strategies for managing change.

I collected both primary and secondary data. The primary sources included recorded first-hand information. The secondary sources included bank journals, and articles. Data were collected from selected banks in Nigeria. This study contributed to improving business practice by assisting Nigerian bank regulators and policy-makers in anticipating and managing the complexities arising from globalization. Results may be used to minimize bank failures and reduce social problems associated with bank failures.

Research Question

Agee (2009) identified the central research problem or question as critical for a rigorous investigation. A central research question can serve as a filter for generating and guiding an exploratory study (Allio, 2011). The overarching research question for this study was the following: What leadership strategies do bank leaders in Nigeria need to effectively manage change resulting from globalization?

Interview Questions

Participants answered the following questions:

1. What global changes has your bank encountered in the last 10 years?
2. How did you manage this change?
3. How did the changes affect bank operations?
4. What were the consequences of the changes to bank productivity and profitability?
5. What strategies did you use to tackle the challenges of change your bank faced?
6. What leadership style do you use in managing change in your bank?
7. What leadership style do you think is best in managing change?
8. How is the bank preparing to accommodate future change?
9. Which strategies are effective and why?
10. What factors have contributed to your bank's ability or inability to manage change over the years?
11. What global changes do you envision in the future in the Nigerian banking system?
12. How best can the Nigerian banking industry prevent the possibility of another bank failure?
13. What recommendations can you give on ways to manage future challenges in the banking system in Nigeria?

Conceptual Framework

Leadership and change management were the two key concepts in this study. The conceptual framework supporting this study was drawn from a combination of transformational leadership and change management theories. Fielder's (1967) and Hersey and Blanchard's (1982) theories of leadership established a link between leadership styles, behaviors and processes, and management of change. I also used the transformational leadership theory of Bass, (1990) to focus the study. I also used the insights from the theoretical works of Lewin (1945) and Weick and Quinn (1999) to support this study. The theories of leadership and change management are discussed in greater detail in the literature review section of Chapter 2. Application of these theories not only provided insights on organizational change management perspectives, but also highlighted leadership strategies for implementing organizational innovations or transformations.

Nature of the Study

I used a qualitative phenomenological design to answer the research question. I conducted face-to-face interviews to gather data and establish a common meaning for several participants regarding their lived experiences of managing change. Each participant was asked 13 interview questions.

Out of the 24 banks operating in Nigeria, five were selected to participate. The participating banks met a number of identified criteria including: the banks had attained a capitalization of Naira 100 billion, the banks had been in operation for a minimum of 20 years, and the banks had undergone tangible organizational transformation or innovation in terms of structure, technology, business expansion, and so on. Using five out the 10 banks that met the above selection criteria, I was able to achieve representativeness and saturation.

Six participants were selected from each of the participating banks using a purposive sampling approach, making a total of 30 respondents from five banks (see Maxwell, 2013). Participant criteria included: age, length of stay in the bank, number of years in senior management, and other factors to purposively identify qualified leaders. This use of 30 participants in the study is consistent with O'Reilly and Parker (2013), who recommended a sample of 20 respondents in a phenomenological study to achieve data quality, saturation, and rigor. Francis et al., (2010) recommended a minimum of 13 respondents to achieve data saturation. This study included 30 participants.

Even though six leaders from each of the five banks were selected, 10 leaders were from banks that were thriving and had successfully managed change over the years. Ten leaders were from banks that had problems but had successfully restructured. The final 10 leaders had worked in completely failed banks, but who were still in the banking industry. Each of these leaders was interviewed separately to get his or her perspectives and experiences (Muhammad, Gatawa, & Kebbi, 2013). I used my 25 years of experience working in the Nigerian banking industry to locate participants within the five participating banks.

The participants were bank leaders selected from the six core divisions of the banks. Most banks in Nigeria are structured along six divisions: credit, marketing, treasury, operations, audit/inspection, and corporate banking services. I ensured that all six divisions were represented, with at least one participant drawn from each of the six divisions. I also ensured that the lived experiences of leaders from all divisions were captured. I compiled, organized, and categorized data using NVivo10 software.

Definition of Terms

Transformational leader: A leader who motivates, empowers, and inspires subordinates to focus on organizational goals and to pursue organizational interests above individual interests; he or she also ensures quality subordinate input to achieve organizational outcomes (Nielsen & Daniels, 2012).

Transactional leader: A leader who uses punishments for non-compliance and takes corrective action on followers who do not meet specified performance standards

Sustained change: Sustained organizational change involves improving organizational systems, procedures, structures, and processes over a period of time (Arias- Bolzmann & Slough, 2013). To achieve organizational transformation, it is imperative that change leaders regularly evaluate factors that impact change management including culture, context, processes, and timing (Arias- Bolzmann & Slough, 2013).

Change leader: A leader who provides a compelling vision for change, delivers strategic scope for the change, determines timeliness, and achieves outcomes expected from change programs.

Change programs: Change programs encompass a plethora of activities leading to a change in organizations' processes, procedures, services, and products (Berman, 2012). Change programs influence and enhance the capabilities of the organization including organizational competitiveness.

Organizational complexities: Organizational complexities refer to managing change circumstances and dealing with turbulence in the marketplace and outcome unpredictability. The hallmark of organizational complexities includes fragile or unstable ecosystems and exponential technological changes.

Assumptions, Limitations, and Delimitations

The primary assumption guiding this study was that five banks would represent the other banks operating in Nigeria. I assumed that selecting six leaders from each of the five banks based on identified criteria would minimize the threat of researcher bias. I also assumed that the selected respondents from each bank would respond to the interview questions honestly, dispassionately, and to the best of their knowledge and ability. The final assumption was that the instrument used in collecting data would be suitable for collecting the correct data required for the study.

Limitations

This study included five banks with branches spread across Nigeria. My plan was to select most of the banks in the major cities in Nigeria, particularly in Lagos and Abuja, where banks have their headquarters. This meant that I considered location and proximity as critical factors in the choice of the banks that constituted the sample of my study.

In a research study, limitations could exist in the gaps or weaknesses (Yu, Benlian, & Hess, 2012). There were three limitations in the study. The first was that the study was specific to bank leaders in Lagos, Nigeria. The results may have been different if the study had been expanded to other major cities in Nigeria. The second limitation was that the study was limited to five banks. A larger sample might have yielded different results (Robinson, 2014; Royset, 2013).

Delimitations

Delimitations define a study and serve as boundaries (Ody-Brasier & Vermeulen, 2014). The study had several delimitations. The first delimitation was the location of the study: Lagos, Nigeria. I narrowed the study to one major city where a number of banks had their headquarters. The second delimitation was that I studied only five banks out of 10 that qualified. The third delimitation was that I interviewed only 30 bank leaders.

I managed the effects of these limitations by adhering to instructions and guidelines from my dissertation committee. In addition, I used the recommendations on best interview practices by Leedy and Ormrod (2010), Maxwell (2013), and Patton (2014). These authors recommended that a researcher could manage bias by being neutral, being objective, and employing open-ended questions.

Significance and Social Change Implications

The results of the study may promote banking survival and continuity through useful insights and strategies. The findings may be meaningful for change management and sustainability in the Nigerian banking industry. The findings from the study may also to reduce the direct and indirect costs of bank failures in addition to reducing the social problems associated with bank failures. Managing change for sustainability and survival in the Nigerian banking industry may have a direct positive impact on the overall health of the Nigerian economy.

The findings from this study may lead to social change. Seah, Hsieh, and Huang (2013), argued that effective leadership is crucial in achieving organizational outcomes including organizational change and sustainability; however, there did not appear to be any empirical data on leadership strategies for managing change in the NBS. The insights from the study could address this research gap and help Nigerian bank regulators and policy makers anticipate and manage the complexities arising from change. Results may also assist in stemming the tide of bank failures and in reducing social problems associated with bank failures.

Summary

In Chapter 1, I presented the background of the study, problem statement, and purpose of the study. In addition, I presented the research question, conceptual framework, assumptions, operational definitions, limitations, significance of the study, and potential social implications. In Chapter 2, I present a review of the scholarly literature on previous studies regarding change management and leadership. I also examine scholarly research on the theories: Lewin (1945), Fielder (1967), Bass, (1985), Hersey and Blanchard (1982), and Weick and Quinn (1999).

Chapter 2: Literature Review

The purpose of this qualitative, phenomenological study was to identify and explore leadership strategies that may be used by bank leaders in Nigeria to manage change. Effective organizational leadership is critical in improving organizational success especially in a turbulent business environment (Al-Swidi, Nawai, & Al-Hosam, 2012). Some are born leaders, while some are made leaders through hard work and by distinguishing themselves (Silva, 2014). An effective business leader should have a passion to achieve organizational goals with the assistance of designated subordinates. Burian, Maffei, and Pieffer (2014), identified several leadership qualities such as decision-making, strategy, productivity, and self-improvement. Leadership strategies and change management are the key concepts and focus of this literature review.

The literature search for this study was carried out primarily through the Walden University library. I conducted a review of leadership and change management strategies, and I accessed journal articles from every available management and business database. The databases included the Walden University Library, Thoreau, Sage, ProQuest, EBSCO Primary, and others. I conducted a review of literature on leadership strategies, and the search criteria for selected articles were based on key words and a combination of words that included *leadership strategies, styles, leadership behaviors, change management, change adaptability* and *globalization.* The articles that were deemed relevant to the study were used in the literature review. The literature search was limited to articles published between 2012 and 2016 but when relevant articles were not identified by searching within these years, earlier years were included in the search.

Leadership Theories

In 1970, Hersey and Blanchard (1982), conducted a critical review of the theoretical literature on leadership theory to develop a conceptual framework that clarified the leadership principles presented to a group and the group's readiness to work with their leader. Instead of undertaking their own research, Hersey and Blanchard (1982), employed existing data from a 1945 Ohio State University research study. The study established that leadership styles varied from democratic to authoritative. Two distinctive leadership approaches emerged from the existing data.

Blanchard and Hersey (1982), observed that organizational leaders employ dimensions (i.e., initiating structure behaviors that are task-oriented) and consideration behavior (i.e., relationship oriented). Blanchard and Hersey plotted these two perspectives into a grid, and developed four quadrants in which leaders may operate: high structure, low consideration, high consideration and low structure, and low consideration. The four quadrants created four distinct leadership styles. The second half of the study on the issue of employees' readiness level or maturity was critical in understanding leadership styles.

Blanchard and Hersey (1982), investigated the elements of the group for which these four situational leadership styles would be applicable, and they anchored their investigation on the factor of group or employee maturity, defined as "achievement motivation relative independent, and ability to take responsibility for an individual or the group" (p. 305). The implication was that as employees grow or develop in maturity, their motivation to perform increases thereby minimizing the external influence of a leader. Furthermore, employees are better able to perform and take responsibility for their actions instead of being propelled by a leader. As employees grow in maturity, the leadership style begins with low task and high behavior, and concludes with low task and low behavior (Blanchard & Hersey, 1982). These levels are also referred to as telling, selling, participating, and delegating. Blanchard and Hersey observed that maturity level of employees increases as their level of experience with the leader improves.

Blanchard and Hersey (1982), also reviewed two different change processes that occur in a group as maturity develops: the participating change cycle and the coerced change cycle. Hersey and Blanchard (1982), observed that these cycles vary depending on whether a leader's authority comes from position or personal power. Blanchard and Hersey postulated that personal power derives from the group giving authority to a leader while position power refers to the authority of a leader based on a role he or she assumes. The participative change process starts when a leader occupying a position gives knowledge to the group, which helps to develop new approaches and attitudes.

New approaches and attitudes change individual behaviors that lead to an overall group behavior change. The process functions more effectively for groups that have already developed a greater sense of maturity and can be implemented well by a leader who is employing a high relational, low task or low relational, or low task situational leadership style. The coerced change process begins when a leader with positional power implements a direct change to influence the group's behavior.

This group behavior change ultimately engenders individual behavior changes: first attitude change (not necessarily positive) and then knowledge. At this moment, with new knowledge, the attitudes may adjust with a new understanding (Hersey & Blanchard, 1982). This change model or process is more applicable for employees who have not reached a higher level of maturity and are not able to adapt themselves to change. A change manager in a low relational, high risk or high relational, high task situation would likely see this type of change process occur (Hersey & Blanchard, 1982).

My study benefitted from the insights from Hersey and Blanchard’s (1982) theory of change as leaders must take into consideration the maturity and level of readiness of employees when applying the appropriate leadership style or behavior in organizational settings. Hersey and Blanchard confirmed the need for leaders to adapt to the dynamic and evolving situations that occur in leadership contexts while also taking into account the profile and attributes of employees.

The change leaders implementing organizational change have to understand situational contexts as each situation has implications for style of leadership. They must also understand how differing situations affect the employees and the organizations. Leaders who understand situational contexts are likely to respond better to employees’ reactions in a change situation. They are also better able to understand the need for appropriate responses to changing situations, and are in a position to manage organizational change process.

This study also benefitted from Fielder's (1967) contingency model of leadership, which is based on the principle that leadership styles impact work group performance and in particular the effectiveness of the work group. Fielder postulated that there are situational dimensions that affect a leader's choice of leadership styles: the operational set-up, the leader-follower relationship, and the leader's established position within the group. Fielder posited that there are two types of leadership styles: task-oriented and relationship oriented. Fielder noted that for the leader to be effective, he or she may need to adopt or navigate between the two styles of leadership. Fielder also noted that for a relationship-oriented leader to achieve work group effectiveness, he or she may sometimes employ or combine with a task-oriented approach while the task-oriented leader may sometimes need to employ relationship-oriented approaches to achieve work group effectiveness.

Fielder's contingency theory focuses on the working relationship that should exist between the leader and his team members (Graen, Alvares, Orris, & Martella, 1970). The hallmark of Fielder's theory is the focus on the role of leadership in achieving effectiveness in work group performance (Graen et al., 1970). The theory is used to measure the influence of the leader over followers through relationship task orientation and power (Miller, Butler, & Cosentino, 2004).

The basic principle of the contingency theory is that the effectiveness of the leader determines the performance of the work group. Fielder advocated that the leader has the duty to focus on organizational goals and performance and viewed leadership as crucial to organizational success (Felfe & Frank, 2010). Fielder's contingency model recommended a task-oriented leadership approach that is predicated on three factors: (a) leader-member relations that deal with the general atmosphere of the group and their feelings; (b) task structure, which is related to task clarity and the means to task accomplishment; and (c) the power position, which relates to the amount of reward-punishment authority the leader has over the members of the group (Miner, 2005; Peter, Harke, & Pohlmannuel, 1985).

Fielder's (1967), model is achievement-oriented as it sees the leader as a task-oriented person who seeks to focus more on accomplishing organizational goals with less emphasis on managing leader-follower relationships. Avolio et al., (2009), posited that the leader who follows Fielder's model focuses more on attainment of organizational goals. Leader behavior and style are not always determined or defined by the traits that a leader exhibits or possesses, especially when situations make the difference in the choices that a leader makes (Bass, 1981). Though Fielder's contingency structure has attracted much criticism, it has become a platform for organizational innovation and development, thereby giving impetus to Hersey and Blanchard's situational theory (Chemer, 2000). The basic framework or concept of contingency theory (the use of leadership styles in managing work team performance and achieving group effectiveness) is relevant to the organizational change management field.

Another leadership theory that is relevant to this study is the transformational theory of leadership by Bass, (1985). Bass (1985), postulated that transformational leaders through their behavior enhance the subordinates' sense of values, ability to see a higher organizational vision, and the ability to fulfil such vision. He noted that transformational leaders can transform their followers to achieve higher levels of organizational performance and other work-related outcomes through four dimensions: charisma, inspirational motivation, intellectual stimulation, and individualized considerations. He observed that transformational leaders create an atmosphere of collective vision that inspire followers to look beyond their self-interest for the good of the group (Bass, 1990).

Transformational leaders are able to unlock the creative potentials of individuals and work-groups thereby creating social change (Bass, 1985). Bass further posited that transformational leaders employ goal visioning, impressive-management, and rhetorical skills to evoke strong emotions in their followers as well as motivate them to perform beyond expectations. He identified three ways in which leaders transform followers: enhancing the level of task significance and value; focusing primarily on collective goals; and stimulating the apex needs of followers. He finally highlighted three perspectives of transformational leadership that enhance its relevance: (a) the moral character, (b) the ethical values embedded in the leader's vision, (c) and the morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue.

Studies have shown that transformational leadership relates positively with perceptions of leader's effectiveness (Fedor, Caldwell, & Herold, 2006; Herold, Fedor, Caldwell, & Liu, 2008; Herscovitch & Meyer, 2002). Transformational leadership has gained popularity and has dominated the literature on leadership. It has also emerged as a leading approach to leadership over the past few decades (Weinstein, 2013). In managing organizational transformation, leaders need to be creative and be able to inspire and motivate followers to adopt new perspectives to accomplish positive group outcomes (Bass, 1998; Ertureten et al., 2013). Organizational transformation requires that leaders are not only visionary but are able to create an environment of collective vision that will unlock the potentials of followers and work-groups thereby enhancing organizational outcomes. This study benefitted from the insights contained in Bass (1985) transformational leadership theory.

Change Management Theories

Theories in research could be the framework or outcome of a research inquiry and help to explain solutions to research problems. Theories are critical in that they ensure continuation of a body of knowledge. In the theoretical framework on organizational change management, Lewin (1945), postulated that two opposing forces exist in an organizational setting: the force that promotes and sustains the status quo and the force that advocates new direction and change. To achieve what Lewin (1945) referred to as a situation of quasi-balance, the effect or tempo of one of the forces may need to be moderated or increased depending on the situation in an organization.

Lewin (1945), identified three levels in an organization that could produce the desired level of quasi-equilibrium: (a) unfreezing, (b) moving, and (c) refreezing. The unfreezing level involves changing the attitudes, behaviors, and processes that support the current state. This may be done by pursuing programs and policy measures to reduce discrepancies between the attitudes and behaviors exhibited by organizational followers and the attitudes and behaviors needed by an organization.

Dalton, Lawrence, and Greiner (1970), posited that the process of unfreezing ensures that new attitudinal and behavioral patterns are pursued and adopted. The moving phase engenders radical change in organizational culture, structures, and processes. The refreezing phase entails using organizational resources to restructure the organizational landscape to the level desired by the organization (Lewin, 1945). The first phase involves confronting and challenging existing organizational structures, norms, and beliefs. The second phase involves providing the necessary education and training regarding change processes. In the third phase, critical change elements are integrated into daily organizational practices.

The theoretical framework provided by Lewin (1945) still remains the hallmark of organizational change management scholarship (Buchanan, Fitzgerald, Ketley, Gollop, Jones, Lamont, & Whitby, 2005; By, Burnes, & Oswick, 2011). Lewin combined sociology, cultural anthropology, and psychology into an experiment dealing with organizational innovations fostered from social dynamics. Lewin's model is relevant for organizational leaders executing transformation programs (Hagman et al., 2013).

Lewin's framework has provided insights into change management dynamics and change management practices to enhance success in organizational transformation programs. A number of theoretical works have linked Lewin’s theory as a psychological mechanism that explains or underlines organizational transformation and culture (Quinn & Rohrbaugh, 1981). Lewin’s field theory is relevant and is being used to manage groups and has been applied in examining and explaining behavior at the organizational levels (Burnes & Cooke, 2013).

The research work by Lewin continues to guide change management programs and processes and provides a theoretical foundation for change management theory (By et al., 2011; Weick & Quinn, 1999). Lewin’s work included several factors that gave impetus for organizational focus on constant organizational transformations. These include increased competitive pressures in the market-place and fast pace of technological development. The operating environment of a business impacts implementation of change as the speed of the industry’s clock moderates the success of organizational change. Weick and Quinn’s (1999) theory of organizational change, predicated on Lewin’s theoretical works highlighted the need for sustained and continual change programs.

Management scholars are focusing on episodic change that arises from increased pressure to attain a desired state of change, typically created by available human capital or technological changes (Weick & Quinn, 1999). Weick and Quinn (1999), posited that episodic change is a feature of emergent learning organizations. Implementing episodic change may require a three-stage program: a freezing period, rebalancing or re-sequencing aimed at eliminating or reducing leakages, and an unfreezing period during which the organization resumes regular operational activities (Weick & Quinn, 1999).

Carmeli et al., (2010) and Weick and Quinn, (1999) posited that organizational contexts impact the roles of organizational leaders during change. Implementing organizational transformation may require that leaders change roles depending on the organizational context (Carmeli et al., 2010; Price & van Dick, 2012). In view of the linkage between organizational contexts and changing roles of leaders in organizational transformation, management researchers have recommended further studies to closely examine this linkage (Carmeli et al., 2010; Weick & Quinn, 1999). The current study addressed the phenomenon of leadership requirements and the lived experiences of organizational leaders in managing change. The conceptual framework linked leadership strategies and practices with the various roles of organizational leaders in implementing change.

Definition of Leadership

Effective leadership is crucial to organizational success (Holt & Maques, 2012). Managers recognize the influence that leaders exercise in organizational management and transformation (Dinh et al., 2014). Leadership is a crucial factor for organizational survival and for an organization to stay competitive (Arias-Bolzmann & Stough, 2013). Choi (2012) posited that leadership is the ability to achieve results by influencing employees from diverse backgrounds. Yammarino (2013) and Gentry and Sparks (2012), asserted that the role of leadership is to motivate subordinates to implement organizational transformation consistent with an organization’s desired future. Corroborating this view, Belle (2014) noted that organizational success is a function of leadership effectiveness.

In contemporary management literature, business practitioners and researchers have defined the role of a leader in several ways. Some researchers have defined leadership based on the skills exhibited by leaders (Nixon, Harringlon, & Parker, (2012); Tuckey, Bakker, Dollard (2012). Tuckey et al. observed that the ability to influence subordinates to achieve organizational outcomes was one overriding theme in most leadership definitions. Cameron (1997), postulated that the primary role of leadership is to inspire subordinates to pursue organizational goals and to influence organizational change.

Despite the increasing interest of organizational practitioners and researchers on the concept of leadership, the definition of leadership remains vague. Throughout history, there has been a controversy over the inability to attain consensus regarding a definition, theory, interpretation, and understanding of leadership (Derue, Nahrgang, Wellman, & Humphrey, 2011). Derue, et al., (2011), noted that the concept of leadership lacks specificity and is difficult to define. The concept and definition of leadership is subjective and situational (Rupprecht, Waldrop, & Grawitch, 2013). The definition of leadership may depend on the environmental and cultural contexts. Knowledge of the different leadership concepts is appropriate for a good understanding of the various leadership styles. As noted by Mohammed, Othman, and D'Silva (2012), the concept and definition of leadership is useful in understanding the various styles of leadership.

Kellerman (2012), did a review of literature, and identified over 44 theories and 1400 definitions of leadership. Leadership is a challenging position that involves influencing the behaviors and attitudes of subordinates (Kawar, 2012; Limbare, 2012). Leadership is a process in which leaders influence and shape the behaviors of followers (Thomas, Martin, & Riggio, 2013).

Historical or traditional concepts of leadership defined it from the perspective of relationship between organizational mangers and subordinates (Kellerman, 2012; Love & Singh, 2012; Rupprecht et al, 2013). In contemporary times, the concept of organizations is wider, satisfying the needs of various external and internal stakeholders. Voegtlin, Patzer, and Scherere (2012), postulated that the definition of leadership should transcend the relationship between organizational leaders and subordinates to encompass all classes of stakeholders.

Ahn and Ettner, (2014), examined the concept of leadership from the perspective of "leadership attributes" and identified the leadership characteristics of dedication, humility, and empathy as critical factors in the definition of leadership. The approach towards leadership in scholarly works and literature continues to change in response to the changing business environment (Kaiser, Lindberg, & Overfield, 2012). Despite the lack of academic unanimity or solidarity pertaining to leadership, scholars agree that organizational performance requires effective leadership (Hamdi & Rajablu, 2012; Ljungholm, 2014). Optimal organizational performance requires leadership that provides a vision valued by organizational followership (Chou 2014; Qing, Rong, & Guoliang, 2013).

Leadership Competencies

Effective change management requires that change leaders are educated and acquire skills on best leadership practices in order to achieve success. For leaders to succeed, they must undertake human resources management programs to enhance organizational knowledge, competences, and abilities in order to secure genuine commitment of subordinates (Wang, Chiang, & Tung, 2012); (Mohd – Shamsudi & Chuttipattana, 2012). Mohd-Shamsudi and Chuttipattana, (2012) observed that organizations must subscribe to lifelong capacity building to enhance competences. It has become necessary for organizational leaders to continually enhance their abilities and effectiveness to cope with the complexities in the organizational environment.

Leaders need to invest in capacity building and adopt best practices to promote organizational efficiencies and outcomes. According to Valentine (2012), the current operating market environment is confronted with pressures that require strong and determined leadership to deal with diverse challenges. Empowering leaders with competencies is necessary to enable them to manage and respond to the challenges of organizational change.

Leaders need to possess the ability to manage organizational change. Galuska (2014), postulated that for successful execution of organizational transformation, there is need for leaders to possess requisite skills and competences to ensure long-term sustainability. Galuska also noted that leaders must inspire subordinates to commit to organizational goals. Smith (2011), noted that leaders are more likely to succeed in managing change if they are able to adapt to new cultural settings. Warrick (2011), advocated that organizational leaders may need to adapt their change management strategies to cope with a changing operating environment.

In order for organizational leaders to promote and sustain organizational transformation and growth, leaders need to develop the necessary competencies. Jantti and Greenhalgh (2012) and Hsiung (2012), posited that there is a strong need for leaders to develop the required competencies to achieve success in organizational management.

Jantti and Greenhalgh noted several areas of core competencies that will ensure effective leadership: self – confidence, self – knowledge, self – awareness, and self – management. In addition, Jantti and Greenhalgh agreed with Hsiung's postulation that for effective change management, leaders need to possess several competencies: resource management, collaboration, professionalism, organizational strategy, advocacy, and communication. When leaders enhance their competencies, their ability to achieve organizational success is increased.

Change management leaders may have to constantly update and improve on their core skills and abilities. Allio (2009), recommended five approaches to building leadership competencies: (a) integrated leadership style that combines leading with managing, (b) pursuit of integrity and moral behavior, (c) being able to adapt to changing business environment, (d) promotion of collaborative partnership, and (e) commitment to learning. To successfully execute organizational change, leaders may need to be adaptable and to acquire skills in the aforementioned key areas for organizational sustainability and continued process improvement (Allio, 2009). In addition, Allio established that as change agents enhance their competencies in these core areas, implementation of organizational change is likely to improve. Wilkinson (2013), suggested that competency in leadership requires that leaders invest in learning.

Organizational learning has become an important factor in accomplishing organizational success. Farazmand and Green (2012), established that when subordinates are inspired and exposed to growth opportunities and training they are likely to promote organizational change success. Wilkinson (2013), postulated that practical exposure of leaders to a variety of challenges is a critical factor for enhancing leadership competencies. Gavrilova and Andreeva (2012), recommended that for change agents to enhance their skills and abilities, three areas of learning are crucial: (a) conceptual, (b) factual, (c) and procedural. Employing these three areas of learning empowers leaders to be more strategic in their thinking (Gavrilova & Andreeva, 2012).

Strategic thinking is a crucial factor in enhancing organizational performance and transformation. Vlachos et al. (2013) and Al-Ghazawi (2012) noted that investing in the competency development of organizational leaders enhances organizational change success with great returns. Mayer, Aquino, Greenbourn, and Kuenzi (2012) opined that after a review of performance of successful organizational leaders, four competencies were at work: (a) self – confidence, (b) self – evaluation, (c) goals and (d) self – regulation. Mayer et al. defined self – confidence as a mental model that change agents employ to manage attitudes, behaviors, and events. Mayer et al. (2012), noted the need for organizations to have clearly defined goals in the pursuit of organizational change.

It is vital that leaders possess relevant attributes and skills to influence organizational outcomes including organizational change. Theories on leadership encompass several competencies and abilities that a good leader should possess in order to be effective. For leaders to successfully implement organizational transformation, two sets of leadership competencies are important including institutional leadership competence and core leadership competence (Schoemaker, Krupp, & Howland, 2013). The core leadership competencies encompass visionary, innovation, communication, emotional intelligence, and negotiation skills (Schoemaker, et al., 2013).

There are also organizational competencies that reinforce core leadership competencies to promote organizational change management. These are: influencing organizational climate, systems thinking, succession planning, stakeholder analysis, cultural competence, collaboration, and advocacy (Schoemaker, et al., 2013). Organizational leaders may need to develop or acquire these competencies and apply them to achieve positive organizational outcomes such as organizational transformation.

Management scholars have established a positive linkage between organizational ability to adapt to change and the leader's skills and competencies (Battilan et al, 2010). Supporting this view, Carmell et al (2010), postulated that organizational leaders may need to develop or acquire relevant skills in order to successfully implement organizational transformation. Leadership competencies are resources to optimize in managing change programs (Carmeli et al, 2010).

Research on organizational transformation is increasingly focusing attention on the strategic importance of leadership skills during periods of organizational transformation. Corroborating this view, Ashurst and Hodges (2010), posited that sustained success in managing organizational transformation requires that leaders develop and update their knowledge and skills. Furthermore Ashurst and Hodges noted that organizations have always used high-potential, skilful leaders in implementing change programs.

Crawford and Nahmias (2010), recommended eight skills that organizational leaders may need to successfully implement change programs. These include: planning, problem-solving, the ability to communicate change vision, the ability to cultivate the requisite cultural context, the ability to identify and manage key stakeholders affected by change programs, having project management skills, and being visionary.

Furthermore, Eaton (2010) underlined four competencies that are critical in organizational change planning. These include: change program alignment, assessing and responding to pressures created by change process, the need to build internal capacities, and the need for commonality of purposes and vision. According to Eaton, these four factors should be carefully managed and properly integrated into the change implementation programs. Eaton's findings have useful predictive value in the organizational transformation process. The study provided useful insights for organizational leaders implementing change programs. Change management leaders need to possess and exhibit traits that will enhance their effectiveness given the rigors of change planning and implementation.

In organizational transformation, the skills and abilities of leaders have become critical in ensuring success in change management programs. According to Gilley, McMillan, and Gilley (2009), leadership effectiveness requires that a leader possesses core traits. These core traits include: the ability to communicate change programs, the ability to motivate employees, and the ability to work with cross functional teams. Bejestani (2011), emphasized that organizational change management leaders require core leadership skills to successfully implement change including problem-solving skills, communication, taking direct responsibility, and being visionary. Furthermore Chesbrough (2010) stressed that achieving success in organizational transformation requires that leaders be resourceful and strategically insightful.

The importance of leadership in managing organizational transformation cannot be overemphasized. Viinamaki, (2012), postulated that for organizations to successfully implement transformation, leaders may need to develop and possess skills and abilities. Buchanan, Claydon, and Doyle (1999), noted that poor change performance was due to the inability of organizational leaders to effectively implement change thereby raising the need for leaders to be adequately empowered with relevant skills and knowledge. This makes it imperative for organizational leaders to be adequately equipped with skills and competencies to implement organizational transformation.

Researchers have posited that leaders in organizational change management are confronted with numerous challenges that require skills (Krizek, Newport, White & Townsend 2012; Madsen & Mabokela, 2014; Viinamaki, 2012). Viinamaki (2012) noted that these challenges include: the need for leaders to overcome their weaknesses and errors, and the resultant effects of subordinate disengagement from the organization. Furthermore, Morison and McMullan (2013) and Ehrenhard, Muntslag, and Wilderom (2012) outlined several other challenges confronting leaders in change management including: absence of strategic direction, strategic awareness, and lack of passion and commitment from organizational leadership.

The challenges confronted by leaders require that they develop necessary competences and have a good knowledge and understanding of operating environment (Krizek et al, 2012; Madsen & Mabokela, 2014). Understanding these challenges helps the leader to offers solutions and in the process improving organizational effectiveness and performance (Krizele et al; 2012; Viinamaki, 2012).

Leadership Styles

The style of leadership adopted by a leader can affect organizational transformation. Management scholars recognize the importance of leadership in organizational management and are of the view that styles of leadership adopted by a leader is crucial to organizational success (Chou 2014; Holt & Marques, 2012; James & Lahti, 2011; Ljungholm, 2014; Sahaya, 2012). Some leadership styles have been noted as more relevant in addressing the contemporary issues organizational leaders are confronted with.

Management scholars have analyzed styles of leadership over the years and classified them according to leadership behaviors, approach, styles, and characteristics (Chi, Lan, & Dorjgotov, 2012). One of the factors that distinguish leaders is in the style of leadership they adopt. Proper definition of leadership requires an understanding of leadership styles. Leadership literature abounds with the analysis and comparison of various types and style of leadership (Greer & Carter, 2013). The categorization of leaders according to their styles and types of leadership will help to understand the role of the leader in organizational performance. It will also help in highlighting the characteristics of leaders that promote organizational performance (Eberly, Johnson, Hernandez, and Avolio, 2013).

In today's marketplace, the ability of a leader to influence subordinates to achieve organizational transformation will depend on the behavioral methods adopted by the leader (Fairhurst & Connaughton, 2014). To execute organizational transformation, a leader should be able to encourage positive changes, develop and formulate ideas (Vaccaro, Jansen, Van Den Bosch, & Volberda, 2012). To accomplish this, organizational leaders rely on their styles of leadership to influence their subordinates.

A leadership style is the method of behavior employed by the leader in handling organizational challenges (Imanzadeh, Esmaeilzadeh, Elyasi, & Sedaghati, 2012). Leaders employ different types or methods of behavior to influence and achieve organizational outcomes (Greer & Carter, 2013). Malik (2012), argued that no particular style of leadership can address all the challenges or issues confronted in an organizational setting.

There are different categories of leadership styles in management literature and each style has its merits and demerits (Imanzadeh et al. 2012; Limbare, 2012). Each style of leadership demonstrates the beliefs, ideas, norms and values of the leader (Iqbal, Inayat, Ijaz, & Zahid, 2012). Reddin (as cited in Limbare, 2012) classified behavioral methods of leaders into eight leadership styles: (a) executive, (b) bureaucratic, (c) missionary, (d) deserter, (e) autocratic, (f) benevolent autocratic, (g) compromised, and (h) developer. Iqbal et al. (2012) provided six leadership styles: (a) transformational, (b) transactional, (c) democratic, (d) autocratic, (e) relationship-oriented, and (f) task-oriented. Burns (1978) introduced the concept of transactional leadership style, in the process differentiating between transactional and transformational leadership styles.

Sahaya (2012), noted that the concept of the laissez-faire leadership style was initiated much later. Imanzadeh et al., (2012) categorized all the leadership styles into three broad classifications: laissez-faire leadership, transactional leadership, and transformational leadership. Imanzadeh et al., (2012) and Sahaya (2012), argued that laissez-faire leadership is the most recent addition. Iqbal et al. (2012) postulated that in modern organizational settings, transactional and transformational styles of leadership are the most widely used and the most influential leadership styles. Transformational and transactional styles of leadership will be the focus of this study.

Transformational Leadership

Historically, transformational leadership has been defined as an influential leadership style employed by leaders to encourage positive organizational changes

(Zhu, Sosik, Reggio, & Yang, 2012). Increasingly, researchers have acknowledged transformational leadership as an ideal theory of leadership for managing organizational transformation and should be adopted as leaders strive to cope with the demands of globalization (Riaz, Raman, Ishaq, Akram, & Karim, 2012). Nielsen and Daniels (2012), postulated that transformational leaders are visionary and are able to shape the behaviors and attitudes of subordinates to achieve extraordinary results. The method of behavior employed by transformational leaders includes: idealized influence, individualized consideration, inspirational motivation, and intellectual motivation (Shin, Kim, & Bian, 2012).

Transformational leaders are effective (Sahaya, 2012). Sahin, Cubuk, and Uslu, (2014) and Belias and Koustelios (2014), observed that transformational leadership is accepted as the most effective of all the leadership styles. Transformational leadership attitudes are more likely to promote and ensure subordinate commitment and engagement in change programs (Sahin et al 2014 & Belias & Koustelios, 2014).

The style adopted by a leader has implications in determining the quality and effectiveness of change leadership. Supporting this proposition, Burnes (2011) postulated that increased attention being given to transformational leaders was due to their instrumentality in successfully implementing organizational transformation programs. Herold, Fedor, Caldwell, and Liu (2010) discussed the linkage between categories of leadership behaviours, styles of leadership, and the influence of these styles on subordinates' commitment to change programs. Ngcobo and Tickly (2010), concluded that the adoption of transformational style of leadership enhanced employees' commitment to change because of its inherent attributes: staff motivation and strong communication. Wu, Neubert, and Y (2007), also established that the transformational style of leadership increased acceptance of organizational change programs by subordinates.

The type of leadership style adopted by a leader has implications for organizational transformation. A transformational leader serves the interests of the subordinates which naturally makes them committed to the goals of the leader (Findikili & Yozgat, 2012). Supportive leadership behavior directly influences employees because it enables them to cultivate creativity in the workplace (Carmeli, Gelgard, & Reiter-Palmon, 2013). Transformational and transactional leadership styles are commonly exercised in the workplace and motivate organizational employees to higher performance (Hunter, Neubert, & Perry, 2013).

Leadership behaviors are crucial in determining organizational success. Sahin et al., (2014), noted that the transformational leadership styles is potent as transformational leadership behaviors are more likely to promote and enhance organizational change success. Sahim et al (2014), posited that transformational leadership is predicated on five factors that promotes positive organizational change success: (a) idealized influence attributed to the change agent by subordinates (b) idealized influence attributed to the behavior of the change agent, (c) intellectual stimulation, (d) inspirational motivation, and (e) individualized consideration.

Sahim et al noted these transformational leadership behaviors and attributes are likely to create subordinate job satisfaction, thereby engendering increased organizational change success beyond traditional or normal expectations. Leaders who demonstrate transformational leadership behaviors become change agents as a result of the fact that they are influencing their subordinates to create change (Kuepers, 2011). Sadeghi and Pilie (2012), noted that transformational leaders employ a set of leadership attitudes and behaviors that challenge and motivate subordinates to action. Transformational leadership is an empowering leadership style that provides a platform for subordinates to participate in decision making in collaboration with organizational leaders, thereby giving the subordinates a sense of belonging and ownership in the organization.

Transformational leaders are change drivers equipped with skills to manage organizations during turbulent periods (Brau, Peus, Weisweiler, & Frey, 2013). Transformational leadership may be required in implementing organizational changes such as new business programs (Mastrangelo, Eddy, & Lorenzel, 2014). Organizations anticipating new business transformations may need to engage transformational leadership skills (van der Voet, 2014). Transformational leaders promote and model the values of social responsibility, integrity, and vision (Lestrange & Tolstikov-Mast, 2013).

Organizational transformation requires change leaders that are bold (Metcalf & Benn, 2013). Transformational leaders have the capacity to create organizational transformations (Tideman, Arts, & Zandee, 2013). Transformational leaders possess and demonstrate several abilities required to implement organizational changes being (a) intellectually stimulating, (b) inspirational, (c) charismatic, (d) altruistic, and (e) visionary (Metcalf & Benn, 2013).

The competencies of transformational leaders encompass reading, thinking through difficult situations, and envisioning and initiating adaptive programs for organizational sustenance (Metcalf & Benn, 2013). Organizational transformation and sustainability require leadership to appreciate that solutions to challenges may come outside of the organization’s operating environment (Shriberg & Schwimmer, 2013).

In managing change, leaders may need to influence their operating environment through setting of business alliances and partnership (Lourenco, Callen, & Curto, 2014).

Leaders may need to evolve strategies to enhance adoption of the transformational leadership style which promotes organizational change. Belias and Koustelios (2014), noted that when leaders possess good instincts and charisma, this is more likely to positively transform leadership behavior. Chi et al (2012), opined that when a leader possesses charisma this may enhance his effectiveness as a transformational leader. Charisma is defined as the ability to influence subordinates based on the extraordinary abilities the leader has (Effelsberg, Solga, & Gurts, 2014). This perspective is predicated on transformational leaders’ ability to effectively communicate the vision of organizational change to their subordinates.

Transformational leaders are perceived as reliable, dependable and trustworthy in resolving organizational challenges. Galuska (2014), posited that the behavior of transformational leaders inspires subordinates to be creative and to develop problem-solving skills. Transformational leaders are visionary which enhances the leader’s ability to empathize with subordinates and create solutions to organizational challenges (Galuska, 2014). Transformational leaders respond to organizational challenges by leading with transparency and openness, anticipating and leading organizational change, challenging subordinates to higher performance, evolving organizational goals and direction, and harmonizing organizational and subordinates interests (Galuska, 2014).

Management scholars acknowledge a linkage between transformational leaders and organizational transformation. Lin and Hsiao (2014), postulated that for successful organizational change, it is imperative that leadership behaviors promote change. Lin and Hsiao suggested several of such leadership attitudes and behaviors: integrity, efficacy, effective communication, motivation, personalized consideration, and sensitivity. Lin and Hsiao concluded that effective communication, integrity and sensitivity were critical leadership behaviors for successful organizational change management.

Lin and Hsiao (2014), stated that a transformational leader is sensitive when he is able to relate with subordinates thereby earning their trust and confidence. Lin and Hsiao observed that motivation is defined by the leader's ability to challenge subordinates to solve organizational challenges and to be creative. Finally, Lin and Hsiao defined personalized consideration as leadership by mentorship and the ability of the leader to recognize skills and competences in subordinates and be able to utilize the skills for organizational change programs.

Increasingly, transformational leadership style is becoming dominant in management leadership literature and is also emerging as the main style of leadership (Weinstein, 2013). Transformational leaders aim to inspire their subordinates to be creative. They encourage the use of new approaches and perspective and in the process seek to achieve higher organizational outcomes (Ertureten et al, 2013). Transformational leaders motivate their subordinates to pursue broader organizational goals and collective wellness (Ruiz-Palomino, Saez-Martinez, & Martinez – Canaz, 2013).

Transactional Leadership

In transactional leadership, the focus of the leader is to reward subordinates for their effort and their performance (Sahaya, 2012). Leaders that employ the transactional style of leadership define organizational performance objectives including the compensation granted when subordinates achieve expected results (Zhu et al., 2012). Transactional leaders specify punishments for non-compliance and take corrective actions for followers who do not meet with laid down performance standards. Sahaya argued that transactional leadership style is reward-based and its sustainability is only in the short term.

Transactional leadership is dependent on the relationship between the leader and the follower (Sakiru, D'Silva, Othman, DuadSilong, & Busayo, 2013). In managing organizational development, transactional leaders focus on efficiency (Du, Swaen, Lidgreen, & Sen, 2013). Transactional leaders reward followers for outstanding performance while a transformational leader uses personality and focuses on creating distinct visions for the followers (Schneider & Schroder, 2012). A transactional leader rewards followers based on the transaction in terms of performance (Garcia-Rivera, Mendoza-Martinez, & Ramirez.Baron, 2013).

Both transformational and transactional leadership styles are unique in that they are oriented towards inspiring followers to achieve organizational performance. While transformational leadership style focuses on stimulating subordinates' interests and passion to challenge them for higher organizational performance, transactional leadership relies on rewards and incentives to challenge subordinates to performance (Breevaart, Bakker, Hetland, Demerouti, Olsen, & Espevik, 2014).

Transactional leaders attempt to focus their subordinates on organizational expectations, in particular the productivity levels necessary to meet organizational expectations (Schneider & Schroder, 2012). Transactional leadership can be subsumed into two categories. The first category which is *constructive*, is a transactional leadership approach in which the leader directs the subordinates, supports them with required resources for job performance, and compensates them for successful job performance (Bello, 2012). The second category which is *corrective*, is predicated on setting organizational values and ensuring compliance (Bello, 2012). In this category, transactional leaders supervise their subordinates closely and react to errors committed in the course of job performance. The historical concept of leadership has depended on punishments and rewards as crucial in achieving performance and as a motivator for compliance (Martin, Liao, & Campbell, 2013). The thinking was that this style of leadership ensured utmost advantage to an organization.

Leadership styles have evolved in both technique and focus. In view of the evolving nature of leadership, researchers are refocusing on leadership styles to emphasize the factors of teamwork, interpersonal relationship, and organizational structures (Ismail, Rezar, & Mahali, 2012; Lorinkova, Pearsall, Sims, 2013). Organizational leaders that adopt emerging styles of leadership are more likely to share power with subordinates, and inspire creativity and hard work (Martin et al; 2013). The internal and external environment of business has largely dictated and influenced emergent styles of organizational leadership. Some of the factors that have influenced changes in organizational leadership styles include: diversity of cultures in the organization, psychological beliefs, assumptions in motivational theories, and the complexities in the global operating environment (Aritz & Walker, 2014; Byron & Khazan, 2012).

Transactional leadership is predicated on compliance with laid down rules and regulations. In transactional leadership, leaders engage their official position to control their subordinates (Lorinkova et al; 2013). Transactional leaders thrive on their ability to use punishments and rewards to achieve productivity and goals (Ertureten, Cemalcilar, & Ayan, 2013).

Transactional leadership is limited by several shortcomings. The power and effectiveness of the transactional leader depends on his ability to reward and punish. If the subordinate does not value the reward or fear the punishment exercised by the transactional leader, the effectiveness of the leader is diminished. Furthermore, where the leader is unable to offer reward for compliance or punishment for non-compliance, the leader's ability to lead is hampered (Ravazadeh & Ravazadeh, 2013). There is a limit on subordinate's ability and effort to perform when his performance is strictly based on contingent reward and punishment. Researchers have suggested that when rewards and punishment are engaged as tools to achieve employee compliance and performance, the effects on employees will include: poor organizational performance, diminished staff creativity, and disloyalty to the organization (Bryon & Khazanchi, 2012).

Scholars are increasingly focusing on the need for creativity as a vital force in overcoming organizational challenges and executing organizational change (Castro, Gomes, & de Sousa, 2012; Eisenbeit & Boerner, 2013). Researchers have also postulated that one of the disadvantages of transactional leadership as a style is that it will not motivate or challenge subordinates to aspire to higher performance. This is because employee motivation revolves only on reward and punishment. Thus diligence in transactional leadership is aimed at averting punishment (Shanker, Bhanugopan, & Fish, 2012). Literature is replete with findings that conclude that adoption of transactional style of leadership is bound to have poor success rates in organizational change performance. The limitations in other leadership styles including transactional, democratic, autocratic, and benevolent leadership styles mean that such styles of leadership may not support the achievement of the sort of complex organizational programs that can be done using transformational style of leadership.

Leadership Values

Research findings indicate that leader's values affect organizational transformation. Carter and Greer (2013), established a link between leadership values/styles and the quality of organizational outcome and concluded that when leadership is value-based, they are more likely to positively impact the organization. Burnes and Jackson (2011), posited that when ethical considerations guide the leader's behaviour, the leader is likely to have more positive impact on organizational outcomes.

According to Brown and Trevino (2009), when leaders demonstrate and communicate values, subordinates are more likely to be inspired and to show discipline in their work attitudes. By adopting different perspectives, Brown and Trevino, Burnes and Jackson, and Carter and Greer are in agreement that a value-based approach to leadership can enhance quality of change program. In appreciation of the place and importance of values in leadership, Burnes and By (2012), postulated that change leaders may need to adopt value-based approaches for achieving organizational innovation and performance.

Mancheno-Smoak, Endres, Polack, and Anthanasaw (2009), established that good leadership values foster transformational leadership which in turn promotes organizational change. Gardner, Cogliser, Davis, and Dickens (2011), recommended a concept of leadership that subscribes to and models positive leader behaviour and values. Values espoused by change leaders could hamper or promote organizational transformation.

Leaders' values are indicators of organizational focus and direction. According to By et al. (2012), values play the role of decision filters while serving as principles to guide decisions and determine what is acceptable and internalized to guide subordinates' behaviors in the work environment. Values help leaders make better organizational choices, and make management decisions more predictable, and are also pointers to the leader's attitudinal patterns and behaviors (Carter & Greer 2013).

Hauschildt and Konradt (2012), noted that by using value-based leadership approach, an organization can influence subordinates to achieve more than ordinary performance. Hauschildt and Konradt (2012), postulated that the values a leader subscribes to are a good indicator or predictor of his or her activities both in the near and distant future. Researchers are of the view that a leader's values could enhance subordinate loyalty, thereby increasing leadership effectiveness and organizational performance.

Organizations are increasingly recognizing the need for value harmonization and alignment in view of its influence on organizational outcomes. According to Gardner, Lowe, Moss, Mahoney, and Cogliser (2010), there is a significant linkage between the value orientation of a leader and subordinate commitment, job fulfilment and organizational culture culminating in improved organizational outcomes. Lamm, Gordon, and Purser (2010), investigated value alignment as it relates to cross-functional teams and established that leader's values of love, understanding, and peace promoted a healthy and positive organizational climate, which in turn enhanced attainment of organizational performance. Researchers are attributing change resistance to poor alignment of values in an organizational environment (Burnes & Jackson, 2011).

Shedding more light on values could assist change agents and planners to evolve measures to stem the challenges of poor value alignment.

Subordinates perceive change agent's values from two perspectives: (a), ideal or counter-ideal and (b) desirable or undesirable. Leaders with values described as desirable could be differentiated from leaders whose values are not desirable. Subordinates align with change leaders who subscribe to values considered ideal or desirable (Graf, van Dick, & van Quaquebeke, 2010). Graf et al. also established that organizational leaders who subscribed to ideal values (as opposed to undesirable values) fostered high leader-member exchange. The extent of value dichotomy associated with followers and leaders has an effect on the followers' satisfaction rating (Graf et al., 2010). This raises the need to further examine the factors that affect subordinates' support and the extent of leaders' alignment to values.

The ethical values of a leader influence organizational transformation and leadership effectiveness. Carter and Creer (2013), explored research studies that reviewed the relationship between leadership styles/values and organizational transformation and concluded that value-based leaders create positive impact on organizational transformation. In the same vein, Burnes and Jackson (2011), established that ethical considerations influence a leader's behavior and have a positive linkage with the organizational change process. Brown and Trevino (2009), using an empirical research approach confirmed that the adoption of value-based leadership in an organization generates positive impact on organizational transformation programs.

Sequel to the increasing acceptance of value-based leadership as critical to the successful management of organizational transformation, Burnes and By (2012), advocated for the institutionalization of ethical values in organizational leadership to ensure organizational sustenance. Mancheno-Smoak et al. (2009) established that leadership values reinforce and support transformational leadership. Corroborating this view, Gardner et al. (2011), recommended a comprehensive definition of leadership that integrates core elements of transformational leadership, leader’s behaviours/styles, and ethical perspectives. A good understanding of leader’s values and behavior could assist change leaders in determining behaviors and values that promote change effort.

Values subscribed to by strategic change leaders are pointers to organizational focus and direction. According to By et al. (2012), leaders’ values reflect and influence decision-making and serve to benchmark or evaluate management decisions. Workplace values are “dos” and “do nots” and beliefs that have been internalized and guide human behavior in an organization. Carter and Greer (2013), postulated that values enhance the predictability of strategic decisions, choices and attitudes of organizational leaders. An understanding of a leader’s values could inform a new behavior model to guide change implementation.

The need for organizational leaders to harmonize and align the values of organizational leaders and subordinates cannot be overemphasized in view of its impact on organizational performance. Leaders’ values and behavior, according to Gardner et al. (2010), have a significant linkage with organizational culture which in turn positively impacts on organizational results. Lamm et al. (2010), examined the effect of organizational value congruence on work-groups and concluded that change-specific value congruence produces positive organizational change attitudes and behavior.

The role of organizational values and culture in influencing organizational change and transformation could be challenging. Wallis (2010), noted that organizations are experiencing 80% rate of failure in changing organizational values and culture. Darling and Heller (2009), postulated that influencing leaders' values can be difficult in view of the fact that habits are cultivated over time. Wallis supported shared values among organizational employees as this enhanced employee alignment and value-based behavior and in the process promoted good organizational climate.

In the same vein, Brown and Trevino (2009), observed that value-based leadership style created self-fulfilment among employees leading to change openness. Subordinates perceive leaders who provide a value-based operating environment as more effective and capable of influencing positive organizational outcomes (Brown & Treviño, 2009). Burnes and Jackson (2011), emphasized the need for change leaders to understand the direct linkage between organizational culture/values and organizational performance, and traced change failures to a mismatch between pre and post change value systems. Understanding value alignment could assist change leaders to come up with policy actions necessary to address critical value gaps (Burnes & Jackson, 2011).

In organizational transformation, subordinates perceive organizational change leader's values as crucial in change management. Graf, van Dick, & van Quaquebeke, 2010, differentiated between leaders with orientation towards desirable values and leaders with orientation towards undesirable values and concluded that subordinates align with leaders with good and tested values. In two subsequent studies, Graf et al. (2011), opined that organizational leaders with strong value alignment achieved high subordinate loyalty and commitment to organizational goals. Graf et al. argued that perceived value differences between the leader and the subordinates influence followers' satisfaction rating raising the need for organizations to manage values for organizational effectiveness. A leader's alignment to values is crucial in assessing subordinates' loyalty or resistance to change.

Leadership Behaviors

In organizational management, the leader's behaviour plays a crucial role in determining organizational outcomes. Management theorists have linked successful change management to the behaviour of the leader. Higgs and Rowland (2011), identified four leadership characteristics or behaviors that facilitate change management: the need to create a connection between change leaders and followers, challenging followers to perform, evolving a clear change direction and focus, and creating the required environment for change. Smollan (2012), observed that a change leader's competence in reading and responding to followers' emotional problems was important in anticipating and managing the challenges arising from the change process.

Successful organizational transformation according to Ngcobo and Tikly (2010), requires creating the appropriate change climate, including the provision of safety, hygiene, and related resources to support and enhance the demands for change. Liu, Caldwell, Fedor, & Herold (2012), established a strong relationship between perception of organizational value system and the quality of commitment to support the change process by subordinates. Wooten (2008), emphasized the need for change leaders to employ personal value systems as decision filters when confronted with hard choices that impact on organizational transformation.

Researchers have continued to highlight the critical importance of the leader's values and behaviors and their implication in implementing organizational transformation. According to Caldwell (2012); Higgs and Rowland (2011); and Smollan (2012), leaders who are centric, opinionated, and controlling adversely impact change implementation programs. The outcome of these studies gave impetus to the investigation into the values of change leaders. The behavior of a leader may have a negative influence on change programs.

The level of commitment and motivation of employees is important in achieving success in organizational transformation. By using employee commitment and motivation as a measure, Chuang (2011), established that employee motivation was vital in managing change programs. Furthermore, Chuang posited that subordinates' involvement in decision making enhanced motivation, which in turn positively affected commitment to and acceptance of change programs.

Chuang (2011), considered employee motivation to support change by measuring commitment as a proxy. Findings included that the supervision and the ability to make decisions impacted employee commitment (Chuang, 2011). Liu (2010), demonstrated that change failures could be a perception, unrelated to the change leader's own behavior or effectiveness. Leadership behavioral theorists demonstrated that followers who have a perception of value congruence and transformational leaders in charge of organizational change are more likely to embrace change and support an innovative culture (Liu, 2010).

The behavior of a leader is of vital importance in determining organizational outcomes including change success. Higgs and Rowland (2011), identified four change behavoral patterns of leaders that can promote or enhance the change process: developing a passion and intense desire for change, inspiring subordinates to demonstrate commitment to performance, evolving a clear direction and focus, and creating the required platform for change. Smollan (2012), observed that change leader's competence in understanding and responding to change-related issues and challenges were important in anticipating and managing change.

Providing good leadership in a change environment according to Ngcobo and Tickly (2010), requires creating the appropriate change climate, including the provision of necessary facilities to support the demands for change. Liu, Caldwell, Feldor, and Herold (2012), established a linkage between the perception of values in an organization and the quality of subordinate commitment to supporting change. Wooten (2008), emphasized the need for change leaders to employ personal value systems as decision filters when confronted with hard choices that impact organizational transformation.

Increasingly, researchers have established that leaders' behavior impacts the quality of change programs. Higgs and Rowland (2011), asserted that when organizational leaders are controlling and intolerant, change implementation is adversely affected. In the same vein, Constable (2011) shed light on five core negative habits of change leaders that could hamper change: egocentricity, conflict-generating, malevolent, self-imposing, and face-saving. Musteen, Barker, and Baeten (2010), established that organizational change response mechanism is hampered when a leader's attitude towards change is not optimistic.

The behavior of a leader has been linked to organizational outcomes including success in organizational change programs. Larsson and Vinberg (2010) posited that the quality and success in organizational transformation is influenced by the behavior and style of the leader. Larsson and Vinberg identified several factors that may positively affect change programs, including the need for change leaders to be visionary, to communicate effectively with subordinates, to promote a learning culture, to promote leader-member trust, and to promote a climate of openness in the organization.

Increasingly, the behavior of a leader during organizational transformation is becoming a factor in enhancing leadership effectiveness and organizational outcomes. Yukl and Mahsud (2010), did a review of factors that could promote organizational sustainability and posited that leaders may need to be efficient, innovative, and be able to promptly respond to threats and opportunities in implementing organizational change. As noted by Yukl and Mahsud (2010), leaders need to evolve new policies and programs and not rely on traditional policies in implementing organizational transformation.

In the business-operating environment, leaders need to ensure sustainability of organizational transformation. According to Metcalf and Benn (2013), sustaining organizational change is complex and requires that leaders regularly update their knowledge, and skills, and adapt their style and behavior to changing operating environment. Corroborating this, Crossman (2011), argued that sustainability in organizational transformation requires that leaders create awareness about organizational outcomes or gains achieved by implementing organizational change programs. It also requires the effective engagement of organizational talents and resources. Metcalf and Benn (2013), observed that change sustainability leadership can be complex in view of the systemic structure of organizations. Change sustainability leadership is relevant to the conceptual and theoretical framework of this study.

Concept of Organizational Change

My research is a phenomenological study on the leadership strategies for managing change. Organizational transformational leadership is the focus of this research. It is discussed from several angles. The factors affecting organizational innovation will be discussed. There will be a review of change theory including the historical context of organizational transformation. A definition of organizational change is imperative, as it provides a foundation to review literature on management of organizational change.

Organizational transformation is a process designed to move an organization from its present state to some planned or desired future situation for the purpose of enhancing organizational productivity and effectiveness (Porras & Silvers, 2005). Beckhard (1969), provided a catalogue of reasons why organizations implement change programs, (a) the need to change a managerial strategy, (b) the need to change to a new operating environment, (e) the need to improve organizational environment and climate, (f) the need to change organizational roles and structures, (f) the need to improve inter-group relationships, and (g) the need for better planning.

An organizational change program enhances organizational sustainability and survival. Berman (2012), postulated that organizational transformation activities enhance competitive strength and capabilities of an organizational entity. Hardy (1996), observed that organizational change programs transforms an organization to a desired condition. Ginsberg (1988), established that leaders promoted organizational transformation in response to increasing organizational complexities and turbulence engendered by globalization. Hardy (1996), corroborated Ginsberg’s views that, confronted with increasing market competitiveness, organizational sustainability and survival now depend on the ability of leaders to evolve and implement organizational innovation programs.

Furthermore, Ginsberg expanded the discussions by noting that leaders promoted organizational transformation in several areas in the organization including organizational structures, processes, and vision. Ginsberg posited that organizational transformation necessitated a change in organizational practices culminating in improved products and services. He also stated that managing organizational transformation has become important for organizational survival.

Hardy (1996), defined organizational change as conscious and structured implemented programs, executed to bring about a desired state. Although organizational change researchers opined that Hardy's definition of change has advantages, it does not appear to be different from Ginsberg's. Within the context of this study, organizational transformation encompasses a material or substantial change in the processes, structures, systems, products and services of an organization undergoing transformation (Berman, 2012).

In the contemporary operating environment, pursuit of organizational innovation and transformation has become a reality, as organizational sustainability is now dependent on the quality and implementation of change programs. Burnes and Jackson (2012), posited that for leaders, organizational innovation and transformation is a paradox, especially as it has become crucial for organizational survival and yet a lot of the change programs do not succeed.

According to Burnes (2011); Chuang (2011); Jacobs, van Witteloostuijn, and Christe-Zeyse, (2013); and Sackmann, Eggenhofer Rehart, and Friesl (2009), in order for an organization to remain competitive and sustainable, implementation of change programs is crucial. Meaney and Pung's (2008), executive survey corroborating Burnes and Jackson's research findings, observed that out of 3199 executives interviewed, 2/3 were of the opinion that leaders were not able to improve productivity through organizational transformation.

Nasim and Sushil (2011), emphasized that change leaders should look beyond organizational change models in view of the decreasing success rate of change programs. In a number of sectors like mergers and acquisition, about 30% of change efforts are not successful before closure. Among the change programs in small businesses, about 70% were unsuccessful (Brakman, Garretsen, Van Marrewijk, & Van Witteloostuijn, 2012; Muehlfeld Kerstan, Sahib, & Van Witteloostuijn, 2012). Pretorious (2009), conducted a review of many poor or unsuccessful change programs in small and medium size businesses and called for redefinition of change success. Improving the quality of organizational innovation programs will enhance organizational competitiveness and survival.

Change Factors or Components

Many change leaders and organizational researchers are increasingly seeking to identify and study factors that influence change. Rajagopalan and Spreitzer (1997), identified three factors that guide the organizational innovation field: rational, learning, and cognitive. From the rational perspective, transformation is one sequenced activity measured in monetary terms. From the perspective of learning, successful organizational transformation encompasses change in processes, structures and personnel (Rajogopalan & Spreitzer, 1997). Finally, from the cognitive perspective, the various factors in the learning school drew substantially from the theoretical management models or theories.

Van de Ven and Poole (2005), expanded the theory propounded by Rajagopalan and Spreitzer (1997), and recommended a four-dimension framework for analysing change that integrated process and content elements. A deeper understanding of the various components of the change field will help organizational leaders especially from the perspective of critical change elements.

Organizational change leaders are increasingly seeking clarification for the poor performance of change programs. Sonenshein (2010), established that organizational transformation encompasses a fundamental restructuring of the sense-making that subordinates have, through a rigorous discussion of new organizational framework or focus. In the same vein, sustained discussion about expected change outcomes, including stability, fosters and promotes change success. The need for a change communication plan cannot be over emphasized, as it assists subordinates to transition and cope with the demands of change and also model successes already attained.

To execute change programs requires that organizations put effective communication plans in place. Meaney and Pung (2008) and Whelan-Berry and Sommerville (2010), stressed that successful change implementation requires that change leaders and followers have an effective mechanism for sharing information on all aspects of the change plan. Liu, Wang, and Cao (2011), identified the critical importance of group communication in the change field.

Sackmann et al. (2009), established that transformational leaders who employed the tenets of Rajagopalan and Spreitzer's rational school could more easily accomplish or execute change programs. Sackmann et al. posited that successfully implementing change could also involve supporting the rational school with specific leadership skills, including transformation in culture elements, procedures, and communication elements. Globalization and the attendant complexities require that change leaders adopt an integrative approach in responding to the urgent demand for organizational innovations.

Researchers continue to explore insights from previous studies to deepen understanding of change dynamics. Arenas, Fosse, and Murphy's (2011), research into the operations of Acciona, a multinational company, brought to the fore critical insights about successful innovative programs. Arenas et al. established several factors as critical in successful change programs, including: a reorientation in organizational culture dynamics, procedures restructuring, ensuring and managing external stakeholders' support for change, and boosting change sustainability.

Aspara, Lamberg, Laukia, and Tikkanen (2011), deepened insights into the operations of multinational companies with a research study of Nokia Corporation's strategic change approach. The case study highlighted a unique process approach for transforming an organization into a global enterprise. McBride, Watman, Escobedo, and Beilenson (2011), studied change programs implemented at the John A. Hartford Foundation.

McBride et al. (2011), established that by embarking on a number of change programs, the Foundation was able to achieve organizational renewal and transformation. McBridge et al. concluded that identifying and building on common organizational interests fostered an organizational culture and enhanced problem-solving competences. The case studies from Nokia Corporation, Acciona, and John A. Hartford Foundation have highlighted useful insights that enterprises confronted with similar challenges can learn from (Arenas et al., 2011; Aspara et al, 2011; McBridge et al., 2011).

Not much attention in research has been given to the role of organizational learning in the change field. Aspara et al., (2011), reviewed the place and importance of organizational learning in executing change. The research outcome established that change leaders' thought processes and cognition had a positive effect on the quality of change programs (Aspara et al., 2011). Barnett and Shore (2009), brought a contrasting perspective in their case study of the University of New Hampshire's Whittemore School of Business. The study established the need for organizational learning as a tool in managing organizational transformation (Barnett &Shore, 2009). Learning from successful change situations and the applicability of the results in given circumstances is a challenge confronted by leaders.

Organizational transformation is expensive and affects organizational success and survival; hence, it is topical research issue. The research by Decker et al. (2012), is useful because it provides a definition of change failure. Decker et al. postulated that a change programs that is not executed or partly executed with minimal results constitutes change failure. The scope of poor change performance or failure includes missed advantages from change and timelines not adhered to (Decker et al., 2012).

Regarding the effect of change programs, Decker et al. conducted a review of organizational transformation literature and established a failure rate from a low rate of 28% to a high rate of 93. Decker et al. postulated that executing an organizational transformation program was challenging. Gilley et al. (2009), corroborated this postulation noting that even with increasing globalization and the resulting need for drastic transformations, organizations are still not able to cope with the demands of change programs. It is necessary to explore how leaders seek to cope with change.

Change Contexts and Approaches

Contemporary change literature continues to highlight that leaders are confronted with different contexts in the process of executing change programs. Stensaker and Longley (2010), undertook a comparative review of three case studies and established transformational leaders assessed each of the change plans as having failed. Aiken, Galper, and Keller (2011), undertook a study of the effectiveness of change programs in the financial services sector in Europe and concluded their performance as poor, that is, less than 40% of the change programs were not successful. Researchers have highlighted this poor change management as a research issue of importance (Aiken, Galper, Keller, 2011, Stensaker & Longley, 2010). Contemporary researchers have developed organizational innovation models taking into consideration lessons learned from change failures. Decker et al. (2012), investigated six change approaches including: models for decision-making, risk analysis, cultural dynamics, alignment of change programs with organizational aims and objectives, climate for change, and transformational management mechanics.

Decker et al. opined that organizational complexities associated with change could be overwhelming. Some of the lessons learned in managing change in the banking industry and financial institutions have been explored by Rodriguez (2012). Key drivers for change management in the banking industry especially in developing countries have been articulated by McMahon (2010). In a paper presented to the Mazrs banking conference in Ireland, McMahon (2010) explained the lessons learned and the future challenges banks face in managing global change.

Increasingly, researchers are coming up with studies on the challenges of implementing change programs. Andrews, McConnell, and Wescott (2011), examined 14 change programs to explore why transformational efforts in organizations were not successful. Based on the outcome, Andrews et al. (2011) developed a model to guide leaders to implement change. Asif, Joost de Bruijn, Douglas, and Fisher (2009), investigated the low success rate of change programs.

Asif et al. recommended that quality of change management could be improved through: more specific involvement of top management, more analytical approach to determining change programs, and greater synergy between strategy and execution. For transformational leaders, Asif et al. suggested the adoption of quality change programs that will integrate change design with cultural reorientation and process clarity.

In order to enhance and sustain the quality of change programs, researchers are of the view that there is need to focus closely on change communication patterns, organizational systems and processes. Aiken et al. (2011), noted several insights that could improve the quality of change programs in the financial services industry. The insights highlighted encompassed a range of factors including the fact that followers who have, (a) a clear focus and direction about change will show passion and commitment to change, (b) followers must know the benefits and opportunities provided by change programs to see it as fair, (c) all aspects of the change program must be clearly communicated to followers, including addressing issues arising from the change, (d) change leaders need to use communication protocols to address concerns and equip followers with skills and abilities to cope with change, and (e) cultural reorientation arising from the effects of change must be understood by leaders as failure to recognise this may weaken change efforts.

Ashurst and Hodges (2010), using comprehensive qualitative data, corroborated the findings of Aiken et al. (2011), that sustainability in organizational transformation requires that leaders build up the necessary skills and abilities. Armenakis and Harris (2009), conducted an exploratory study of organizational transformations and highlighted qualitative data of 30 years of organizational change programs. The study emphasized the need to inspire followers in change program by ensuring their participation in change process (Armenakis & Harris, 2009). Caldwell (2012), explored the effect of organizational change on subordinate fit. Caldwell concluded that subordinates with a good fit were able to cope with the effects of disruptive transformation when followers were better educated, and more skilful, with some level of experience in management.

Managing Change Behaviors

Success in organizational change requires the support and cooperation of employees. For organizational change to succeed, behavioral change in employees is vital (Oreg, Michel, & By, 2013). Change in organization requires that subordinates develop a positive attitude and modify their patterns of behaviors (Burke, 2011). Cummings and Cummings (2014), extended the discussions by postulating that subordinates behavior affected by organizational change extend beyond behaviors observed during change programs.

Organizational transformation requires that subordinates subscribe to change behavioral patterns. Burke (2011), posited that the change process involves transiting from a conceptual organizational framework encompassing the vision and mission of the organization to the requisite behavioral changes required to accomplish change. As noted by Burke (2011), leaders respond to the need for change in organizations by putting in place change mechanisms and also by becoming intentional about accomplishing desired states.

Cummings and Cummings (2014), described such change programs as a plethora of programmed activities aimed at assisting the organization to become more responsive, more functional, and more effective. Within the context of organizational transformation programs, Cummins and Cummins explained the change process as a planned process aimed at realization of change through behavioral change interventions. In order to execute organizational change, change in subordinates' behavior is required.

Change programs require subordinate behavior change. Stevens (2013), considered subordinates’ change behaviors as vital in determining the outcome of organizational change. Oreg et al. (2011), conducted a review of studies on organizational change and posited that subordinates behavior and reactions to planned changes were critical in success of change programs. There appears to be some understanding in change management arena that subordinates’ behavior is crucial in achieving organizational change (Rafferty et al., 2013). Anticipating and managing subordinates’ behavior and attitudes to change execution has become critical in achieving positive change outcome.

The perceived needs of organizational employees tend to influence them in aligning with planned change initiatives (Cummings & Cummings, 2014). Implementing organizational transformation programs requires that leaders adopt the role of change drivers by influencing their subordinates’ behavior to accomplish a desired future state (Rafferty, Jimmieson, & Armenakis, 2013). The willingness to support and align with planned organizational transformation programs is contingent on the cost benefit analysis of the implications of emergent change outcomes leading to change of attitudes in subordinates (Choi 2012; Peccei, Giangrecco, & Sabastiano, 2011). Subordinates’ behavior and attitudes are vital factors in organizational change execution (Rafferty et al., 2013).

Change affects organizational processes and patterns and enhances sense making in subordinates. Employees perceive organizational change from the prism of their psychological contract (Metz, Kulik, Brown, & Cregan, 2012). Psychological contract is inherent in the employer – employee relationship and confers rights and privileges on the employees (Sherman & Morley, 2015). Sherman and Morley postulated that the employer – employee relationship involves an exchange which may be verbal or in written form.

The concept of psychological contract is embedded in this exchange and contextualizes a subordinate's interpretation of terms of the exchange (Sherman & Morley, 2015). Metz, Kulik, Brown, and Cregan (2012), posited that when a subordinate is engaged in an organization, his mental model about a psychological contract regarding reciprocal contractual obligation with the organization begins to develop and is dynamic throughout the duration of his contract relationship. Sherman and Morley (2015), identified several factors that affect the employer – employee psychological contract including: availability of resources to undertake given jobs, subordinates' perception about his or her salary and incentives, and commitment to organizational support. Knowledge of these factors is vital in managing subordinate's behavior in implementing change.

A subordinate's negative perception or response based on the violation of the terms of contract may adversely affect his or her behavior or attitude towards organizational change (Braekkan, 2012). Chiaburu, Peng, Oh, Banks, and Lomeli (2013), reviewed a number of employer – employee relationships which demonstrated overall poor and negative perceptions of subordinates with respect to psychological contracts which in turn adversely impacted on organizational commitment, leading to poor implementation of organizational change. Corroborating this finding, Chao, Cheung, and Wu (2013), posited that poor and negative perceptions regarding breach or violation of psychological contracts generated undesirable work attitudes and behaviors.

Organizational subordinates' attitudes and behaviors represent a critical aspect of organizational effectiveness and impact on the pursuit of organizational transformation (Bolino, Klotz, Turnely, & Harvey 2013). Subordinates' attitudes and behavior are positively linked to outcomes of organization transformation (Hasan 2013). Organizational subordinates' attitudes, reactions and behaviors are strategic in managing organizational productivity and performance and are critical in implementing organizational change (Karfestani, Shomani, & Hassanvand, 2013). A number of studies have established a positive linkage between the practice and implementation of organizational transformation and organizational behaviors (Hasan, 2013).

There is a direct relationship between subordinates' perception about a violation of psychological contract and subordinates' resistance to organizational transformation programs. Perception of violation of the psychological contact could lead to negative attitude or behaviors, including lack of trust in the organization. Lack of trust in organizational change agents hampers organizational change efforts (Van den Heuvel, Schalk, & Van Assen, 2015).

Confidence and belief in management, which is organizational subordinates' willingness to accept and abide by the decisions of management influence subordinates' behavior (Van den Heuvel et al., 2015). Confidence in the leader's ability to implement organizational change has a weak correlation with behavioral resistance to change (Van den Heuvel et al. 2015). Apart from the issue of organizational behaviors or attitudes that may hamper execution of organizational change, subordinates may develop positive behavioral traits that can enhance change efforts

Organizational Climate and Readiness for Change

Increasingly, studies on organizational change are linking subordinates' positive behavior or attitudes to organizational commitment and readiness to accept and support change. Organizational readiness for change is defined as a cognitive state in which subordinates demonstrate change – promoting behaviors and attitudes based on personal expectations, attitudes, and disposition (Rafferty et al; 2013). Organizational readiness for change is a set of expectations, worldviews, and mental models regarding organizational change programs (Rafferty et al; 2013).

The definition of organizational readiness to change is elastic (Stevens, 2013). Taking into consideration, the contributions from Bandura's (1986), social cognitive theory, Rafferty et al. (2013), highlighted key thoughts that are dominant in the literature of organizational change that underline organizational readiness to change. These thoughts include: the individual perception of the strong need for organizational change, the desirability for change, what change is to accomplish, its appropriateness, the organization's ability to execute change, the organizational leader's willingness to commit to change, and the implications of change for personal gains or valence.

In managing organizational transformation, a plethora of subordinates' norms, beliefs, and perceptions are crucial for success. Rafferty et al, established a relationship between an organizational readiness for change and change-promoting attitudes, beliefs, and perceptions of the subordinates such as organizational support and self-efficacy. Choi (2012), noted that subordinates with self-confidence and skills based on their ability to perform (i.e. self-efficacy towards organizational change) are more likely to exhibit change-promoting attitudes.

Researchers have established that subordinates' knowledge of organizational competence, (i.e. organizational valence) to manage and implement change enhances their confidence and readiness for change. An employee's knowledge about the desire for organizational change influences acceptability of change programs (Vakola, 2014). Stevens (2013), posited that there is empirical evidence to support the role of personal valence (i.e. beneficial to the subordinates) and management support in influencing subordinates' readiness to change. Subordinates' perception and subsequent interpretation of change programs is crucial in execution of organization transformation.

Openness to and acceptance of organizational change programs has behavioral and psychological implications on organizational change leaders and recipients. Researchers have defined openness to organizational transformation as subordinates' willingness to promote and align with the demands for change (Vakola, Armenakis & Oreg, 2013; Van den Heuvel, Demerouli, Bakker, & Schaufeli, 2013). Choi (2012), identified several characteristics that may undermine openness to change including: (a) a lack of involvement of subordinates in designing or creating change programs, (b) historical experiences regarding performance in organizational change programs, (c) lack of trust in change leaders, and (d) implication of change regarding potential job losses.

Mckay, Kuntz, and Naswell (2013), posited that subordinates' participation in designing change programs followed by regular dialogues on the desirability of change leads to positive responses to organizational change. Van den Heuvel et al. (2013), highlighted several factors that predict increased openness to change. This includes subordinates' engagement in planning and designing change, high level of self-confidence among subordinates, and dialogue about the change. Subordinates' level of confidence in change agents enhances openness to organizational change.

Researchers have advocated that sharing upcoming organizational changes with subordinates enhances the level of acceptance and openness to organizational change and reduces adverse reactions or psychological responses related to depression and anxiety (Oreg et al, 2011). Van den Heuvel et al. (2013), posited that subordinates unwillingness to accept change could be attributed to: (a) low level of fulfilment or satisfaction on the job, (b) subordinate's intention to withdraw his or her services from the organization, and (c) subordinates irritability.

Researchers have also established that subordinates' commitment to change is a vital tool in managing organizational change. Herscovitch and Meyer (2002), observed that commitment in organizational settings represents a psychological state in employees, culminating in a set of actions to achieve a particular objective. Herscovitch and Meyer postulated that employees engaged in change-promoting attitudes and behaviors base their beliefs on a number of factors including: (a) conviction that change is in the interest of the organization, which makes the change of importance (i.e. effective commitment to change), (b) conviction about cost and benefits implications of the change, and (c) convictions about reciprocal obligations as in the case of psychological contract (normative commitment to change).

Subordinates are constrained to undertake behavioral support for change because they are not only obligation-based, they are also cost feeling based (Jaros, 2010). Engaging in behavioral support for change represents subordinates' beliefs and desire to contribute to the overall change program effort and to subscribe to change program (Bouckenooghe, Schwarz, & Minbashian, 2014). Researchers have demonstrated a negative linkage between convictions about change and employee turnover intentions (Bouckenooghe et al., 2014).

Subordinates positive beliefs and convictions have implications for change-promoting behaviors. Behavioral support for change is described as steps taken to promote and comply with directives for change, including actions transcending the official job demands (Herscovitch & Meyer, 2002). Normative and affective behavior-support for change programs is positively linked to discretionary and non-discretionary change promoting behaviors. Continuance of behavior-support is positively linked to subordinates' willingness to obey change directives (Bouckenooghe et al, 2014).

Employees' internal and external dynamics during the process of organizational change impacts their behavioral patterns and commitment to change. Employees' assessment of the implications of change is influenced by their belief in self-efficacy regarding specific change programs (Choi, 2012). Change enhancement attitude is also influenced by employee's expectations about possible change outcomes perceived as dependent on external or domestic factors.

The notion of external locus of control relates to factors or forces beyond the control of employees such as chance, fate, and luck, which affect proposed change initiatives. Internal locus of control describes the employees' ability to influence his working environment and in turn change outcomes. Tong and Wang, (2012), posited that internal locus of control is positively linked to normative and affective behavioral support to change while external locus of control is positively related to continuance commitment to pursue change initiatives.

The notion of external dynamics in the period of implementing change relates to employees' interaction with their working environment. The quality of interaction and communication in respect to change programs positively impacts employee commitment to accept and support change (Bouckenooghe, 2012). The leadership style adopted in change programs influences employees' behavior, attitudes, and commitment to change (Jaros, 2010). Perceptions of leader's ability to manage and implement change have an influence on perceived support for change initiatives, which consequently impacts affective and normative commitment to change.

Subordinates' higher perception of management's ability to execute change assists in managing down costs relating to change implementation (that is continuance commitment) (Neves, 2011). Confidence in change programs and in previous history in organizational management is positively related to commitment to organizational change and influences subordinates' performance (Bouckenooghe, 2012).

Organizational Change and Culture

A relationship exists between organizational climate and culture and effective leadership (Belias & Koustelios, 2014). Organizational climate and culture impact leadership success (Dickson, Castaacano, Magomaeva, & Den-Hartog, 2012). The climate and cultural setting of an organization includes several elements: (a) complexity, (b) credibility, (c) context, (d) change, (e) control, (f) competence, and (g) commitments (Belias & Koustelios, 2014). Another variable that influences organizational transformation is organizational behavior which may be difficult to manage (Hvidman, & Andersen, 2014). It is important for leaders to shape and influence organizational climate and culture that will promote organizational change and take control of processes necessary for advancing specific innovative programs (Aarons, Hulburt, & Hornvitz, 2014).

Organizational culture plays a crucial role in influencing the effectiveness of an organization. Kacmar, Andrews, Harris, and Tepper, (2013), posited that transformational leadership is positively and significantly linked with organizational culture. In addition, the culture of an organization is determined by the reward perspective of transactional leadership, employee job fulfillment, level of contentment with the leader, the effectiveness of the leader, and the employees' satisfaction with change agents (Kacmar et al., 2013).

Promoting a positive cultural setting enhances organizational change as a relationship exists between effective leadership and organizational climate and culture (Belias & Koustelios, 2014). Leadership should establish, emphasize, and create a healthy working climate, to reduce conflicts, and promote good behavior among subordinate as vital elements in an organization's cultural setting. Leaders should also promote ethical practices as an important element in an organization's cultural setting, as this enhances organizational change programs (Kacmar, et al, 2013).

Change Resistance

Managing the challenges of change, in particular change resistance has continued to gain attention in research. Bouchkenooghe (2010), undertook a narrative review of literature on change resistance and established that 18% of studies considered made reference to a theoretical construct of resistance to change. Fugate et al. (2010), investigated the linkage between a subordinate's resistance to organizational change and the resulting change success. Fugate et al. also examined both the contextual and personal predictors of employees' unwillingness to accept change. They also identified elements that are manifestations of change resistance including: subordinates' readiness to quit the organization during period of change execution, voluntary resignations, and frequent absenteeism from work (Fugate et al., 2010). From research findings, it is established that subordinates' disposition to organizational transformation including their perception of change programs, influences the organizational innovation programs.

Organizational change researchers are increasingly emphasizing the need for change leaders to manage organizational environment as the quality of the business operating environment could promote or minimize subordinates' resistance to change. Corroborating this, Van Dam, Oreg, & Schyns, (2008); Oreg et al. (2011), posited that leaders who emphasize trust, transparency, and fairness in organizational conduct are more likely to elicit subordinates' commitment and loyalty during periods of organizational change. Organizational leaders who promote and encourage the right organizational context are able to manage down resistance to change.

Organizational context can promote or reduce change resistance. Santos and Santos (2012), established that organizational context that fosters employee engagement and communication reduces resistance to change. Self and Schraeder (2009), noted that leaders may need to emphasize organizational readiness to manage change, including organizational climate for change, as this can reduce employee resistance for change. Prior to planning and implementation of change, organizational leaders should ensure positive organizational context to anticipate and manage change resistance.

There are factors that engender resistance to change. Blackburn et al. (2011) established that change failures were attributable to resistance to change and uncooperative leadership behaviors. Organizational leaders foster resistance through uncooperative leadership behaviors: by reneging on agreements, by poor representation of expected change outcomes, by failing to mobilize subordinates, and by their inability to respond to and manage resistance to change (Ford et al., 2008). Choi (2012), did a comprehensive review of literature and established that resistance and readiness of subordinates in a change situation are factors that need to be managed for change effectiveness.

Corroborating this fact, Blackburn et al. (2011), noted three categories of sources of change resistance: starting the change process based on wrong analysis of the requirements for change, lack of organizational change preparedness, and the absence of mechanism to respond to the challenges of change. Choi (2012), identified other factors that could create change resistance by subordinates including: leaders' inaction or lack of responsiveness during change, undue cultural or political barriers that impede the change process, undue bureaucratic procedures, lack of confidence and belief in leadership, and management's demonstrable lack of commitment to change programs. Leaders that demonstrate commitment to change process and are responsive to employees' needs are more likely to succeed in organizational transformation.

Change resistance could be affected by the behavior of change leaders. Strong leadership behavior can negatively influence change resistance (Bejestani, 2011). Corroborating this view, Raelin and Cataldo (2011), noted that change leaders' behavior plays a crucial role in determining the outcome of change programs and that organizational leaders need to have the right attitude and behavior for greater effectiveness in their role as organizational transformation leaders. Ford et al. (2008), examined the concept of resistance to change to determine if this concept was a self-serving label used by change agents, how change leaders created resistance through their actions, and the extent to which resistance could be put to positive use in organizational transformation.

Organizational profile and attributes may sometimes lead to and engender resistance to change. Kim and Jogaratnam (2010), postulated that organizational style of leadership, organizational climate, readiness for change, and willingness to tolerate the views of subordinates can moderate resistance to change. Kim and Jogaratnam noted that the quality of leader-member exchange is a crucial factor in managing down change resistance.

In contrast, Ford et al. (2008), posited that subordinates' resistance to change could be put to positive use as it fosters and sustains dialogue and communication between change leaders and subordinates. According to Ford et al., change resistance necessitates the importance of organizational engagement versus apathy and it enhances change dialogue, thereby strengthening the basis for change. As noted by Weiner (2010), organizational readiness requires that change leaders seek to align expected change outcomes and resultant effect of change. It is important that organizational leaders understand underlying factors or levers on which subordinates' resistance could be rooted and how to align these forces for organizational effectiveness.

Factors that engender resistance to change in an organization are contextual and evolving. Blackburn, Ryerson, Weiss, and Wood (2011), established that the uncooperative leadership behaviors could engender resistance by change recipients. Choi (2012), did a comprehensive review of literature and established that resistance by subordinates in a change environment may not be predictable.

Pardo del Val and Fuentes (2003), highlighted several factors that could engender resistance to organizational transformation including: that the change program started with a wrong analysis of the need and vision for change, lack of organizational change preparedness, and the absence of effective mechanism to respond to the challenges of change. During the execution of change programs, resistance to change could be generated or created by knowledge gaps, lack of belief and commitment to change, lack of leadership commitment, or cultural and political challenges (Parlo de Val & Martines Feuntes, 2003). Leaders who are able to analyse and understand the various change factors in order to anticipate and plan for change resistance are likely to succeed in change programs.

Change leaders can promote or reduce change resistance through their behavior. Bejestani (2011), established that effective leadership behavior and attitude negatively influenced resistance to change. Corroborating this view, Raelin and Cataldo (2011), noted that change agents were crucial in implementing change yet they were not adequately or effectively supported or empowered. Ford and Cataldo (2011), posited that resistance to change could serve positive purpose in organizational transformation programs, especially as resistance compels leaders to plan more carefully and to anticipate challenges before they come up. Organizational leaders foster resistance through uncooperative leadership behaviors by reneging on agreements, by poor representation of expected change outcomes, by failing to mobilize subordinates, and by their inability to respond to and manage resistance to change (Ford et al., 2008).

Researchers on organizational change management have established that several factors including organizational culture, processes, systems and context promote change resistance. Organizational leaders that cultivate an environment of trust and subordinate participation foster an environment for organizational change (Oreg et al., 2011; van Dam, Oreg, & Schyns, 2008). Supporting this view, van Dam et al.

posited that high leader-member trust, participatory transformation, and ease in access to information on change moderate followers' resistance during change.

In a case study, Santos and Santos (2012), established that change management context is strategic as it enhances quality of change implementation. According to Self and Schraeder (2009), change resistance field encompasses individual, organizational, and change-related issues evolving specific strategies to enhance and manage readiness for change. While planning change programs, change agents can address issues of organizational processes and context to reduce or minimize change resistance.

Leaders need to demonstrate flexible but strong leadership characteristics in managing subordinates' change resistance. Corroborating this position, Dan-Shang and Chia-Chung (2013), noted that organizational leaders need to motivate and inspire subordinates to attain higher productivity levels. As further noted by Merrel (2012), and Paarlberg and Lavigna (2010), leaders that are able to motivate subordinates and also possess problem-solving skills are better able to implement and manage change. Leadership has become a fundamental requirement for organizational transformation.

Researchers have discussed a number of factors that could derail change. Kotter (1996), noted that change is an eight-step process that is time-based and requires systematic approach and that change process that does not follow prescribed process can be derailed. Bridges (2009), highlighted several factors that could derail change implementation, including failure to adequately prepare employees for change. Lucey (2008), emphasized three reasons for change failure. Primary among the reasons was the lack of a driving and compelling vision; second was the non-availability of communication infrastructure, and third was a lack of urgency underlying the need for change. Lucey (2008), also noted that lack of discipline was the reason for failure during the implementation stage.

Another reason for change failure was the inability to measure the impact and results of change (Lucey, 2008). Successful change leadership requires that change leaders familiarize themselves with factors that could derail or hamper change. It also requires that leaders put in place mechanisms or tools to minimize the effects of these change derailleurs.

In the organizational change field, it is becoming increasingly important that change leaders manage change resistance, as it has become a common occurrence among change recipients. It has also become the most common reason for change failure (Erwin & Garman, 2010). Change resistance is a negative reaction (cognitive, affective, and behavioral) that subordinates or change recipients experience in organizational change (Wittig 2012). The response of change recipients may be due to illogical fears (Goncalves & Pereira da Silva Goncalves, 2012). The fears could be attributed to uncertainties that may be experienced during change (Mulki, Jaramillo, Malhotra, & Locander, 2012). The uncertainties arising from change create fears and these result in behavioral and emotional responses that could hamper change implementation. Leaders need to understand the varied dimensions and implications of change resistance (including effective, behavioral, and cognitive implications) to be able to evolve strategies to deal with resistance to change (Wittig, 2012).

In organizational change management, managing resistance requires that leaders have clarity of understanding and proper definition of the concept of change resistance (Wittig, 2012). Attempts have been made to examine the human factors behind the resistance to change (Bovey & Hede, 2001). As noted by Bovey and Hede, (2001), most studies on organizational change tend to focus on technical aspects of resistance to change, ignoring the psychological factors (expressed as defense mechanisms). Bovey and Hede (2001) identified five maladaptive psychological factors prevalent during implementation of organizational change (projection, acting out, isolation, dissociation, and denial). Bovey and Hede posited that resistance to change could be attributable to subordinates' inability to understand the implications of the change and inability to respond to the demands of change implementation.

Kotter's (1996), approach to managing change highlights several factors that lead to resistance to change including: employee intolerance for change, self-interest, poor perception, complacency, and lack of trust. These factors corroborate Bovey and Hede's (2001), postulation that pursuit of organizational change programs leads to activation of defense mechanisms. Supporting Kotter, Wittig (2012) cited poor communication, lack of participation in decision-making, cognition, and emotion as significant elements contributing to resistance to change and further opined that these elements influence subordinate's reactions and responses with respect to resistance to change. The more of these elements that are at work, the higher the level of resistance to change (Wittig, 2012).

Duality of Change Behaviors

Duality of change behavior refers to the employee exhibiting both negative and positive behavioral patterns and attitudes. Van Harreveld, Nohlen, and Schneider (2015), contextualized duality as reflecting mutual existence of negative and positive valences due to his norms, worldviews, feelings, and beliefs about a particular change program. Duality within the change management field indicates competing negative and positive valences on the change program and reflects employees' dispositions and perceptions about a desired state of the organization (Harakas, 2013). In her seminal review on organizational change, Piderit (2000), conceptualized duality of attitudes in the context of change as the outcome of conflicting behaviors developed along emotional, intentional, and cognitive perspectives. Piderit posited that conflicting behaviors, attitudes, and responses could also be due to inter-dimensional conflict.

Organizational change leaders have to deal with duality or ambivalence of behaviors which are a dominant feature in the organizational change field (Ziegler, Hagen, & Diehl, 2012). Duality reactions encompass change acceptance and change resistance as employees exhibit concerns about potential challenges of change while simultaneously demonstrating a positive view-point about the change program (Zigelar, Schlett, Casel & Diehl, 2012). Duality manifests in employees' attitudes as soon as proposed change programs are unveiled and becomes more prevalent if any misunderstandings regarding change are not resolved (Piderit, 2000). Peccei, Giangrecco, and Sabastiano, (2011), postulated that when organizational transformation is system-wide, organizational employees at all levels exhibit a duality of behaviors as well as uncertainty regarding the possible outcomes of change programs.

Employees experiencing a duality of positive and negative behaviors towards change exhibit poor job fulfilment and low productivity levels (Ziergler, Hagen, & Diehl, 2012; Ziegler, Schlett, Casel, & Diehl, 2012). Duality or ambivalence towards change can emanate from an emotional assessment of change outcomes and from a conflict of cognitive evaluations (Tomprou, Nikolaeu, Vakola, 2012). Duality integrates attitudinal components to an employees' reaction to change and to the process of the employee aligning with proposed organizational change (Peachey &

Bruening, 2012). Duality is experienced during periods of behavioral change as old behaviors give way to new attitudes.

Peachey and Bruening, (2012) highlighted several issues that could create duality of attitudes, including: (a) historical change experiences in an organization, (b) observed inconsistencies in handling change problems, and (c) staff turnover relating to change programs. When organizational change is externally induced, employees' respond with dual or ambivalent behavioral patterns (Sverdlink, 2012). Poor perception of trust and low confidence in management also create duality or ambivalence in attitudes (Smollan, 2012). Perception of duality or ambivalence in management during change could trigger resistance to change by employees (Prediscan & Bradutanu, 2012).

Ambivalent employees and leaders experience discomfort at the realization that they maintain opposing or conflicting perspectives on an issue (Song & Ewoldsen, 2014). Ambivalence creates a cognitive distortion, which in turn produces dissatisfaction and frustration (Burnes, 2014). Employees experience discomfort because of unpredictability of outcome and their desire and expectations of consistency in change programs (Ashforth, Rogers, Pratt, & Pratt, 2014). Van Haresveld et al; (2015), posited that duality creates undue unpleasantness as employees are constrained to be counterproductive (Van Harreveld et al; 2015; DeMarree, Wheeler, Brinol & Petty, 2014; Miller & Rollnick, 2013).

Summary

In Chapter 2, I reviewed relevant literature on leadership and organizational change management. In particular, I pointed to the relevant literature showing that leadership is crucial in managing change. My focus in the review was to study literature surrounding leadership approaches and strategies in managing change and to draw lessons that are relevant to the Nigerian banking industry. Furthermore, in the literature review, I highlighted many facets of leadership and how leadership can enhance the implementation of change programs for organizational survival. In the literature review, I showed how transformational leadership helps organizations in achieving organizational outcomes including the organizational transformation.

In Chapter 3, I will outline in detail my research design and methodology. This will include a description of the role that I played as the researcher, and the processes I used to select research participants, collect data, and codify, analyze, and manage data.

Chapter 3: Research Method and Design

The purpose of this qualitative exploratory phenomenological study was to explore the strategies which may be used by bank leaders to manage change in the Nigerian banking industry. I sought to gain a deeper understanding of the challenges of managing change by conducting interviews with leaders in the Nigerian banking industry. In Chapter 3, I address various topics, including the role of the researcher, participants, research methods, research designs, population sampling, data collection and techniques, data organization techniques, data analysis, and the reliability and validity of the study.

Purpose Statement

The purpose of this qualitative phenomenological study was to explore leadership strategies used by bank leaders in managing change in the Nigerian banking industry. Bank leaders in policy-making positions were the target participants for this study. I conducted face-to-face interviews with bank leaders in Lagos, Nigeria where most banks have their operating headquarters. This study contributes to social change by providing bank leaders with insights and knowledge of change management strategies. This knowledge may result in reducing the direct and indirect costs of banking failures.

Role of the Researcher

I conducted a qualitative study and I was the data collection instrument (Pezalla, Pettigrew, & Miller-Day, 2012). My role in this study included locating and interviewing respondents, analyzing information and data, and managing the entire process of the interviews (Aluwihare-Samaranayake, 2012; Rubin & Rubin, 2012). The body of knowledge in the change management field with respect to the Nigerian banking system suggests that managing change for organizational sustainability is a challenge. To understand the factors that enhance organizational change success, I conducted research in five Nigerian banks to explore the phenomenon of leadership strategies that enhance change. Thirty top executive leaders involved in policymaking participated in phenomenological interviews and provided perspectives and insights on leadership strategies that enhance organizational change.

In a qualitative study, a researcher should guide participants in the interview process through an engaged approach and should be cautious not to dictate or direct the thought process of the study participants (van Manen, 2014). Through the interview process, I shared information and connected with executive leaders involved in decision-making in the NBS. I established an interview protocol that consisted of a series of interview questions to explore and elicit participants' perspectives and experiences (Englander, 2012; Jacob & Fergerson, 2012). I ensured that I observed all ethical protocols consistent with the Belmont Report (U.S. Department of Health and Human Services, 2017) and completed the National Institute of Human Web-based training course.

Having worked in the Nigerian banking system for over 25 years, I ensured that my professional experience did not influence the expected research outcome. Bernard (2013), posited that a researcher's professional and cultural experience could contain bias that may adversely affect the study. Tufford and Newman (2012), postulated that personal bias could hamper the researcher’s ability to listen to participants or could generate emotional reactions that may foreclose further exploration. To mitigate bias, I adopted several measures including engaging in interviews with participants with an outside third person, writing memos during data collection, and maintaining a reflective journal (Lamb, 2013; Tufford & Newman, 2012). I ensured that data collected were reliable and valid (van Manen, 2014).

Furthermore, during interviews I maintained a reflective journal to minimize personal biases (Pezalla, et al., 2014). I ensured that all proper approvals to conduct the interviews were obtained from the partnering organizations. I also ensured participants' confidentiality by implementing an alphabetical and numeric coding system. All data collected during the interview will be stored in a safe location in my library for a minimum of 5 years before being permanently deleted.

Participants

Prior to data collection, a researcher selects the participants based on several criteria (Coenen, Stamm, Stucki & Cieza, 2012; Englander, 2012). I used the following eligibility criteria to select the research participants for this study: (a) serving (or having served) as a bank leader in the Nigerian banking industry, (b) has served long enough in the banking industry to experience change brought about by globalization, (c) number of years spent in senior management, and d) age of the participants. I ensured that participants selected were bank leaders in policy and strategy positions who had proven track records and requisite qualifications about the research topic (see Hayes, Bonner, & Douglas, 2013; Marshall & Rossman, 2014). Prior to making any formal contacts with the partnering bank organizations, I secured written permission from the Walden University international review board (IRB). I also secured express permission from the banks before any of their personnel were interviewed.

It is important for a researcher to manage his or her relationship with the prospective research participants, because this has implications for the success of the study (Gibson, Benson, & Brand, 2013). After obtaining written approval from the partnering banks to conduct research, I obtained a list of the prospective bank personnel from the HR units of the five participating banks. I emailed the prospective participants an introductory letter in which I explained the purpose of the study, benefits of the study, and criteria for participant selection (see Appendix A). I was able to secure the email addresses and phone contact information from the HR units of the banks that facilitated communication with the prospective participants. To ensure confidentiality, the identities of the participants were not disclosed (see Aluwihare-Samaranayake, 2012). Participants did not receive any inducement or compensation for taking part in the study.

To ensure confidentiality and privacy, I employed pseudonyms, such as BPP10, BPP12, BPP13, BPP14, and BPP15 to identify the partnering banks. For the 30 participants, I employed PT1 to PT30 (see Thomas, 2015). All participants completed the informed consent form prior to the interview thereby confirming their interest and readiness to take part in the study (Newington & Metcalfe, 2014; Zhou & Nunes, 2013). Participation was voluntary, and participants were notified of their right to withdraw from the study at any time without being penalized by notifying me in person, by telephone, or by email (see Aluwihare-Samaranayake, 2012; Gibson et al., 2013).

Research Method and Design

In research, there are three categories of approaches: qualitative, quantitative, and mixed-methods (Klassen, Creswell, Clark, Smith, & Meissner, 2012). It is important for a researcher to choose an appropriate research method that will enable him or her answer the research questions (Hayes et al., 2013; Marshall & Rossman, 2014). For this study, I used the qualitative method. In a related study on exploring strategies for managing and retaining the services of professionals in organizations, Thomas (2015), also used the qualitative method.

Research Method

I used the qualitative method for this study. The qualitative method is appropriate because it allowed for the exploration of lived experiences (Yin, 2014). The qualitative method allowed me to employ open-ended interview questions and to explore participants' experiences, perspectives, and values (Englander, 2012; van Manen, 2014). Dalton (2013); Sargeant, (2012); and Sirichoti and Wall, (2013), posited that a researcher employs a qualitative method to seek the perspectives and viewpoints of participants' lived experiences.

The qualitative method was preferred because it allowed me interact directly with participants to understand their experiences and their perspectives (see Coenen et al., 2012; Dalton, 2013; Kramer-Kile, 2012). Using the qualitative method, I obtained a good understanding of the challenges of change management and adaptability in the Nigerian banking industry (see Uluyol & Akci, 2014). Furthermore, a qualitative method enabled me to establish a good rapport with the participants, conduct interviews, ask open-ended questions, and observe the participants in their natural work environment (see Cibangu, 2013; Uluyol & Akci, 2014; Wisdom, Cavaleri, Onwuegbuzie & Green, 2012).

Quantitative research involves analyzing statistics and numbers and testing hypotheses (Klassen et al., 2014). Quantitative researchers seek to examine relationships between dependent and independent variables and in the process, demonstrate cause and effect (Lunde, Heggen & Strand, 2013; Morley, 2012). I decided not to use a quantitative method because my aim was to interact with participants to get a better understanding of how bank leaders in Nigeria manage and adapt to the challenges of change, not to analyze numbers (see Uluyol & Akci, 2014). The mixed-methods approach combines quantitative and qualitative data to increase breadth in a study and to answer research questions (Klassen et al., 2012; Wisdom et al., 2012). Several scholars recommended the mixed-method approach when quantitative or qualitative data are needed to answer research questions, or when there is need to seek further clarification (Metcalf, Hess, Danes, & Singh, 2012; Terrel, 2012; Wisdom et al., 2012). In view of the fact that my aim in this study was to gain in-depth understanding of the problem of the challenges of change management, I did not consider the mixed-methods approach relevant.

Research Design

I used a phenomenological design in this study. A phenomenological study helps the researcher to identify a common meaning from the lived experiences of participants (Leedy & Ormrod, 2010; & Gill, 2014). A phenomenological study focuses on what participants have in common as they experience a phenomenon. In a phenomenological study, a researcher attempts to understand the perceptions and perspectives of people from a particular situation (Englander, 2014; Yin, 2014). Englander (2014), further asserted that the phenomenological design is recommended when researchers want to discover the meaning of a phenomenon. Rennie (2012), posited that a phenomenological design is ideal for understanding a phenomenon through the lenses of those who have experienced the phenomenon.

The phenomenological design is appropriate when a researcher aims at exploring human perspectives and viewpoints (Englander, 2012; Tessier, 2012). In a phenomenological study, a researcher attempts to identify a common meaning from the participants' opinions and thoughts about a situation. A researcher needs to select an appropriate design for answering the research question (Hayes et al., 2013; Marshall & Rossman, 2014).

A phenomenological design was appropriate because it enabled me to gain a better understanding of the challenges of organizational change management in the Nigerian banking system. A better understanding of the perceptions and experiences of change management leaders and practitioners was relevant to identify a common meaning that would assist me in making appropriate recommendations regarding strategies to employ in adapting to change in the Nigerian banking system (see Jacob & Furgerson, 2012). My practical exposure and experience of over 25 years in the Nigerian banking system assisted me in grasping and appreciating the experiences of others in the banking system (Anyan, 2013; Gill, 2014; Moustakas, 1994).

Population and Sampling

The target population for this study was 10 Nigerian banks. Qualitative researchers employ purposive sampling approach to set criteria for participants who have suitable qualifications concerning the research topic (Grossoehme, 2014; (Moss, Gibson, & Dollarhide, 2014, 2014; Trotter, 2012; Walker, 2012). Purposeful sampling is recommended for selecting partnering organizations and participants who have been in the industry long enough to experience tangible organizational transformation. According to Maxwell (2013), purposeful sampling involves deliberately selecting settings, persons, or activities to collect data that are relevant to a researcher's questions and goals. In purposeful sampling, people who are uniquely able to be informative and to answer research questions because they are experts in an area or have been privileged witnesses to an event, are selected. In this study, I employed purposeful sampling to select participants who were knowledgeable on the issue of managing change in the Nigerian banking industry (see Palinkas et al., 2013; van Manem, 2014)

In Nigeria, 24 banks are currently in operation. I selected five banks that met the criteria to participate in the study. The criteria included the following: the bank had been in operation for more than 20 years, the bank was consistently profitable, the bank had a minimum of 100 branches, and the bank had attained a minimum capitalization of 100 billion Nigerian Naira. Ten banks met these criteria, five were selected for this study. Five banks were adequate to achieve saturation and were representative of the 10 banks that met the selection criteria. The banks existed long enough and had undergone tangible organizational transformation.

Before collecting data in a study, a researcher selects the relevant participants (Coenen, et al., 2012; Englander, 2012). In selecting a sample size for a study, a researcher takes into consideration a number of factors. These include what the researcher wants to know, the purpose of the study, what is at stake, what will be useful, what will have credibility, and the available time and resources for the study (Patton, 2014). The sample size is dependent on the researcher's judgment of the quality of the data, the research method, sampling, and analytical strategies.

Trottter (2012) and Walker (2012), posited that the sample size should be large enough to answer the research questions and ensure data saturation. Englander (2012), also asserted that the sample size should be adequate to answer the research questions. Dworkin (2012) and Latham (2014), argued that a qualitative research attains saturation with a sample size of between five and 50 participants. Data saturation occurs when no new additional information is collected, the themes are similar, there is no new coding, and the study can be replicated (Coenen et al., 2012; Marshall, Cardon, Poddar, & Fontenot, 2013).

I interviewed 30 participants and conducted member checking to obtain data saturation (Dworkin, 2012; Marshall & Rossman, 2016; O'Reilly & Parker, 2013). I focused on bank leaders who were in strategy and policy-making positions and had been in the industry long enough to experience tangible transformation (Hayes et al., 2013).

Ethical Considerations

In every study, the ethical treatment of research participants is critical. I conducted the study in accordance with the provisions of the Belmont Report that stipulates that high standards of ethical principles, including respect for participants, should be strictly adhered to (U. S. Department of Health and Human Services, 2017). Before collecting data from participants, I received a formal written approval from the Walden University institutional review board (IRB approval number 08-31-16-0335119).

Sequel to the approval, I requested permission from the partnering banks to conduct research. I also selected participants. Every participant in this study signed an informed consent agreement, acknowledging his or her acceptance to participate in the study and granting permission for the interview to be recorded (Newington & Metclfe, 2014; Zhou & Nunes, 2013). Participation in this study was voluntary. The informed consent process explained the purpose of the study, the risk, and the benefits of participation in the study. I provided participants with a detailed description of the various elements of the study (Ahern, 2012).

Participants in the study were free to opt out of the study without any punishments by confirming their interest to withdraw by sending an email, by telephone, or in person (Aluwihare-Samaranayake, 2012). I ensured that the identities of banks and participants will remain anonymous to ensure confidentiality (Aluwihare-Samaranayake, 2012). The names of the banks and participants do not appear in any of the research documents including the interview form, the consent form, nor are they documented anywhere in the study.

To ensure confidentiality and privacy, I used an alphabetical and numeric coding system: BPP10, BPP11, BPP12, BPP13, and BPP14 to describe the partnering banks. I employed PT1 to PT30 to describe the participants (Thomas, 2015). All the collected data will remain stored on my computer facility that is password-protected and in a fireproof safe for a minimum of 5 years and disposed of thereafter.

Data Collection Instrument

In a qualitative study, there are several instruments for collecting data including the use of interviews (Cairney & St Denny, 2015). In this study, I employed a semi-structured interview technique to gather data and I was the primary instrument for data gathering (Pezalla et al., 2012). By asking open-ended questions, I elicited the perspectives and experiences of Nigerian bank leaders in managing change in the banking industry and in responding to the challenges of globalization (Thomas, 2015).

The participants responded to the open-ended interview questions openly and freely to enrich the study (Englander, 2012; O'Keeffe, Buytaert, Mijic, Brozovic, & Sinha, 2015). I also used probing questions to elicit data (Newington & Metcalfe, 2014). I experienced data saturation when there was no new information generated and themes were common (Coenen et al., 2012). I allowed participants in the study to review and validate their interview scripts in order to demonstrate member checking. Member checking is crucial in establishing credibility in qualitative studies (Petty et al., 2012).

Data Collection Technique

After IRB approval for the study, I sent letters to the selected partnering banks providing a brief background to the study and requesting their collaboration (See Appendix A). I also provided the criteria for selecting 30 participants to be interviewed for the study. I emailed an informed consent form to each of the participants to confirm their readiness to take part in the study. The participants all signed the consent form thereby acknowledging the confidentiality and protection of their rights in the research (Newington & Metcalfe, 2014; Zhou & Nunes, 2013).

I communicated with the 30 participants by email and telephone calls and I selected the most appropriate time for conducting the interview with each participant. Each interview was for one hour (Guo et al., 2013). I had a face-to-face interview with each participant. I recorded the interviews with a Sony audio tape recorder and took notes. Thereafter, I transcribed the voice recorded interview to a Microsoft word document. A copy of the interview questions was emailed to the participants prior to conducting the interview.

I interviewed 30 bank leaders in Lagos, Nigeria to achieve data saturation (Dworkin, 2012). Data saturation occurs where emerging themes are common and there is no new information collected from the participants (Coenen et al., 2012). I ensured that I maintained a professional relationship with the participants all through the interview period given that the success of every research is dependent on the relationship between the participants and the researcher (Gibson, Benson, & Brand, 2013). This is consistent with the views of Pezalla et al, (2012) who posited that the relationship between the participant and the researcher is important in any study.

Data Organization Technique

In qualitative studies, researchers use research journals to record and capture key information presented by the participants in the course of the interviews (Jacob & Furgerson, 2012; Tessier, 2012). I used a Sony tape-recorder to record each interview and transcribed the digital recording into Microsoft word document. In addition, I made hand written notes and used NVivo10 software to store and organize the data (Guo et al., 2013; Pezalla et al., 2013).

Qualitative researchers use a filing system to facilitate data management (Thomas, 2015). To maintain privacy and confidentiality of the partnering banks and the participants, I used an alphabetical and numeric coding system: BPP10, BPP11, BPP12, BPP13, and BPP14 to describe the partnering banks. I employed PT1 to PT30 to describe the participants (Aluwihare-Samaranayake, 2012). The data collected during the interview will be stored on a password-protected computer facility and in a fireproof cabinet for a minimum of 5 years and disposed of thereafter.

Data Analysis

The purpose of this qualitative phenomenological study was to explore strategies for managing change in the Nigerian banking industry. The overarching research question of the study was: What leadership strategies do bank leaders in Nigeria need to effectively manage change resulting from globalization?

Participants answered the following questions:

1. What global changes has your bank encountered in the last 10 years?
2. How did you manage this change?

3. How did the changes affect bank operations?
4. What were the consequences of the changes to bank productivity and profitability?
5. What strategies did you use to tackle the challenges of change your bank faced?
6. What leadership style do you use in managing change in your bank?
7. What leadership style do you think is best in managing change?
8. How is the bank preparing to accommodate future change?
9. Which strategies are effective and why?
10. What factors have contributed to your bank's ability or inability to manage change over the years?
11. What global changes do you envisage in the future in the Nigerian banking system?
12. How best can the Nigerian banking industry prevent the possibility of another bank failure?
13. What recommendations can you give on ways to manage future challenges in the banking system in Nigeria?

In qualitative studies, a researcher collects data from multiple sources in order to ensure methodological triangulation (Walsh, 2013; Yin, 2013). By collecting data from interviews and observation, I ensured methodological triangulation (Petty, Thomas, & Stew, 2012). I used a coding method to ensure the privacy of the partnering banks and the individual participants and to isolate common perspectives and patterns that emerged from the phenomenological interviews (Jhatial et al., 2012; O'Keeffe et al., 2015). Researchers in qualitative studies use a coding system to isolate and manage common perspectives and patterns to enhance validity and reliability of data analysis (Franzosi et al, 2013; Mangioni & McKerchar, 2013). I used fictional codes for the banks and the individual participants.

Furthermore, I transcribed the digital recording of the data into Microsoft Word document and analyzed the common themes that emerged using the NVivo10 software (Pezalla et al., 2012). Qualitative researchers use NVivo10 software for content analysis by classifying, sorting, and arranging data collected (Thomas, 2015). The NVivo10 software is a useful facility in examining the relationships in the data by isolating common patterns and themes.

I also focused on major themes that consistently emerged from the interviews. I extrapolated the major themes and perspectives in the interview and thereafter addressed the research question to achieve the main purpose of the study (Pardasani, Goldkind, Heyman, & Cross-Denny, 2012). Finally, I related the major themes that emerged from the data with the conceptual framework and literature. The conceptual framework of this study was the theoretical works of Fielder, (1967), Hersey and Blanchard (1982), Bass, (1985), Lewin (1945), and Weick and Quinn (1995).

Reliability and Validity

Reliability

In a qualitative study, a researcher uses reliability and validity to demonstrate the credibility and trustworthiness of the outcomes of the research (Anney, 2014; Mangioni & McKerchar, 2013; Street & Ward, 2012). As noted by Rennie (2012), reliability in qualitative studies refers to a researcher’s ability to obtain consistent findings and to replicate the study. In this study, I demonstrated reliability by ensuring that I documented the process of data collection and data interpretation. I also explained the strategies used for the study. I explained the procedure for choosing participants. I articulated the roles of the researcher (Thomas, 2015).

I ensured reliability in the study by articulating and documenting the series of processes of data collection and analysis, member-checking, and triangulation (Grossoehme, 2014; Harper & Cole, 2014; Thomas, 2015). I documented all the data collected and the procedures adopted to facilitate the duplication of the study (Miles, Huberman & Saldana, 2014). In qualitative studies, a researcher demonstrates reliability by: (a) documenting the process of data collection, analysis, and interpretation; (b) explaining the strategy used for the study; (c) explaining the selection of participants; and (d) articulating the roles of the researcher (Thomas, 2015). I ensured reliability in the study by duly articulating and documenting the data collection processes, member-checking, and triangulation (Grossoehme, 2014; Thomas, 2015).

Validity

Validity in qualitative research refers to the credibility or persuasiveness of the study (Grossoehme, 2014). Qualitative researchers recognize four related criteria that characterize qualitative studies, including credibility, transferability, dependability and confirmability (Marshall & Rossman, 2014). In this study, I established credibility, dependability, confirmability, and transferability through member-checking and triangulation. Credibility enhances the quality of a study and it refers to the believability, or the trustworthiness by the participants in study (Petty et al., 2012).

To achieve credibility in this study, I used observation, member-checking, and triangulation (Smith et al., 2012). Credibility refers to the believability or trustworthiness by participants in a study (Petty et al., 2012). Qualitative researchers demonstrate credibility by employing several strategies, including peer debriefing, member checking, observation, and the use of reflexive research journal (Petty et al.,2012). Transferability in a qualitative study is the extent that the outcomes in a research are context-specific, not generalized, but could be transferred (Petty et al., 2012).

To ensure transferability in this study, I used purposeful sampling (Petty et al., 2012). Transferability refers to the degree that the findings of a qualitative study could be transferred and are context-specific and not generalized. To ensure dependability in this study, I did a recording of each interview. I transcribed verbatim, coded, and analyzed the data using NVivo10 (Jacob & Fergerson, 2012). Dependability refers to the ability of a researcher to repeat the study and understand the variations (Houghton, Shaw, & Murphy, 2013; Petty et al., 2012). In addition, I used member checking, as participants were allowed to review and validate data.

To ensure confirmability, I articulated and documented the key research procedures. Confirmability in qualitative studies refers to the degree that the findings are the product of the study and not the researcher’s bias (Petty et al., 2012). Also in the study, I used a coding technique, description of data instrument, and coordinate with proper presentation technique to establish rigor (Srivastava & Mistra, 2014). I used member checking to demonstrate validity. As noted by Petty et al., (2012) member checking is crucial in establishing credibility in qualitative research.

Furthermore, I demonstrated member checking by interviewing 30 bank leaders to gain a deeper understanding of the research problem and then shared the findings and interpretations with the participants for data validation (Thomas, 2015). I also asked open-ended questions and probed participants to gain a deeper understanding of the problem of change management (Thomas, 2015; Yin, 2014).

In qualitative studies, researchers use triangulation to demonstrate the validity of research (Walsh, 2013). Methodological triangulation is the process of collecting data from multiple sources to establish validity (Yin, 2013). In the course of data collection for this study, I used the triangulation method to collect data from multiple sources such as observation and interviewing (Petty et al., 2013; Walsh, 2013).

Summary

In this Chapter, I have outlined the specific details concerning my research method and the approaches I engaged to conduct the study. I have also provided information on why I consider a phenomenological design appropriate option for this study. I also noted that the population for this study is five Nigerian banks while 30 participants took part in the study. I described the method by which I organized, coded, and analyzed data that I collected for the study. Furthermore, I indicated how the study complied with the ethical requirements established by the IRB.

In Chapter 4, I will analyze and report data collected. Chapter 5 will consist of the findings, the social change implications, recommendations, and the conclusions based on the findings of the study.

Chapter 4: Results

The purpose of this qualitative analysis was to explore leadership strategies bank leaders in Nigeria need to effectively manage change in the Nigerian banking industry. The research findings from this study consisted of one core theme and seven subthemes that relate to the strategies used by bank leaders in Nigeria to respond to the challenges of change management. The overarching theme was: increasing adoption and application of technology. The seven subthemes were training and learning, effective communication, culture, cost containment, deployment of change champions, quality of service, and leadership style. Findings from this study indicated that application of technological tools is one of the most effective strategies bank leaders in Nigeria need to effectively manage change resulting from globalization.

Presentation of the Findings

The research question of this study was the following: What leadership strategies do bank leaders in Nigeria need to effectively manage change resulting from globalization? Adoption and application of technology was the most important theme that emerged from my analysis of data.

Overarching Theme: Adoption and Application of Technology

Leaders of banks in Nigeria emphasized the adoption and implementation of technology as a major strategy in managing change in the Nigeria banking industry. During the interviews, participants mentioned the theme of application of technology over 150 times. The theme of adoption and application of technology is consistent with the findings of Goh and Kauffman (2013), who asserted that to survive in the global space, the use of digital technology has become crucial. Nigerian banks are investing in technology; they are upgrading their IT infrastructure and improving operational processes and methods. Managing change has involved discarding old operational structures to make banking activities faster and a lot more convenient. As noted by Pawar and Nayak (2013), bank leaders use technology to enhance efficiencies and improve operational performance.

Interview Questions 1 and 2 explored global changes Nigerian banks have encountered in the past ten years. PT5 noted:

> An information technology revolution is sweeping through our bank. No bank can escape its effects. Technology is drastically changing banking processes. It is no more business as usual. Bank leaders know that a major revolution is under way, and few dispute the drastic transformation the Nigerian banking industry is currently undergoing. As they see their rivals use information technology for competitive advantage, these executives recognize the need to become directly involved in the deployment of new technological tools to improve banking operations.

PT2 observed that:

> A bank of the future is a bank that leverages technology because the world is changing the way and manner things are done. You do not need to come to Bank to transact banking business. You can, from the comfort of your office and home undertake banking activities. Everything is becoming digital.

Reliance on technology to support business and banking operations is on the rise (Carcary, 2013).

PT23 clearly stated in response to Interview Question 1:

> Technology change has practically impacted on every aspect of banking. It is no more business as usual. Nigerian banks are moving away from traditional

> ways of doing business. Customers are now beginning to use telephones, mobile phones, and internet banking. Nigerian banking space is fast changing. Before now most of the banking transactions were done manually. Bank customers now have a lot of international exposures and for any bank to survive, the bank must upscale it services technologically to meet the changing demands customers are putting on the banking system.

PT7 noted that customers now want to transact banking business electronically from the comfort of their offices and their homes, without going to the banking halls:

> Traditional methods of reaching customers are being scaled down and everyone prefers the digital space. Our bank is now deploying mobile banking applications in order to bring banking in the hands of customers. With technology and mobile banking applications, you can check your balances, open an account, recharge your phones, and pay your bills. We are in a digital world and the bank's greatest investment now is in IT infrastructure. It is getting to a point that a customer can do his transactions without entering into the banking hall. Increasingly, we are digitalizing all aspects of banking operations and de-focusing on banking halls.

Leaders implement digital technology to make banking services easier and simpler by placing services such as check deposits and bill payments at the customers’ fingertips (Said, 2013; Stich, 2016). PT20 asserted:

> The Nigerian banking industry has witnessed a lot of changes in the past ten years driven by what is going on in the global space. Technology is essentially driving and propelling changes. Changes in the Nigerian banking industry are being triggered by technology and for any bank to survive today, it needs to

> actively compete in the digital space, if not, the bank is probably gradually fading out of business.

This is consistent with Shah's (2016) finding that bank leaders who do not adopt or deploy technological tools run the risk of their banks becoming irrelevant to their customers.

PT8 observed that they were ahead of the other banks in terms of technology and consequently had a comparative advantage in terms of service quality. All participants emphasized the adoption of technology as a key innovative strategy. PT1 specifically emphasized the importance of technology innovation as a strategic response to changes resulting from globalization. This is supported by Irechukwu (2000), who contended that bank services in Nigeria have been revolutionized through the use of Information and communication technology (ICT) innovation. The online bank services include: account opening, customer account mandate, and transaction processing and recording. ICT has provided self-service facilities (automated customer service machines) so customers can complete their account opening documents online.

Increasingly, banks are relying on technology to drive various aspects of their banking and business operations (Morales, 2014; Nastuse & Unchiasu, 2013). The use of technology assists customers in validating their account numbers and receiving instructions on when and how to receive their check-books, and credit and debit cards. ICT products in the banking industry include an automated teller machine, smart cards, telephone banking, electronic funds transfer, electronic data interchange, and electronic home and office banking. The application of digital technology is helping banks to improve their overall efficiency and to serve their customers better (Quresh, Rustam, Rustam, Umar, & Zaman, 2012). A variety of mobile applications are increasingly being used in the Nigeria banking industry in response to increased sophistication of the customers and greater competition emanating from the globalization of the financial services industry.

Subtheme 1: Training and Learning Strategy

Findings suggested that managing change requires specialized skills and experience for bank leaders to be effective. To able to cope with the complexities of change, bank leaders need to regularly update their knowledge and skills. Interview Questions 2, 5, 8, and 10 addressed leadership strategies that leaders in Nigeria need to effectively manage changes brought by globalization. Training and retraining refer to programs designed to help new and old employees adjust to change from globalization.

In the modern workplace, trainings are applicable for all sorts of employees, ranging from low-skilled workers to top managers. Ashar, Ghafoor, Munir, and Hafeez, (2013) and Nwokocha and Iheriohanma (2012), suggested that regular training gives subordinates new skills, knowledge, and abilities that promote organizational performance and organizational transformation. This is consistent with Caldwell (2012a), who posited that organizational learning promotes adaptation to changes in the operational environment. In response to Interview Questions 2, 5, 8, and 10 PT24 reported:

> Success for me is about people. If you want to succeed in the next five years, if you have all the technologies, and you do not have the people, you will not maximize the investment in technology. Technology alone will not do the job for you. A bank that will survive the future must have competent and trained people that will drive organizational transformation and achieve organizational

> outcomes. Although it is costly to provide training to the employees, in the long run the investment is invaluable.

This assertion is consistent with Duden (2011), who posited that investing in subordinate training has become crucial for organizational survival and that learning enhances innovative and creative ways of achieving organizational transformation.
PT14 stated:

> I can tell you that my bank spent heavily on training and learning. Every department, every branch has an internal learning officer who coordinates training. Training for me is a major aspect of the operations of the bank and there are structured trainings organized for each person in the bank and the performance in the training is a personnel evaluation issue at that end of the year. The bank is aware that effectiveness of the subordinate is dependent on his skills level and so every effort is made to equip subordinates and ensure they are regularly updated with fresh skills to enable them to adapt to a changing environment.

This view is supported by Watkins and O'Neil (2013), who noted that organizational learning helps employees adapt to new behaviors and to challenge the status quo and equip employees to deal with work place challenges. Ertuk and Vergun (2014), postulated that in technological environment, possessing technical skills and competencies has become necessary, and there is need to regularly train in order not to become obsolete. Training plays a vital role in organizational adaptation to changes resulting from globalization.

Similarly, Rijal (2009) linked organizational learning and training to effective change implementation by stating that organizational learning engenders adaptation to change. Corroborating this, PT23 asserted:

> We are investing a lot in training, either part-time or full time. The bank has an online training academy for the learning convenience of employees. It undertakes lot of off-shore training. The online training is to equip the staff and prepare them to handle future challenges. Training is a tool in managing and sustaining organizational transformation in the banking industry. Organizational learning has become an important factor in accomplishing organizational success.

Supporting this view, Farazmand and Green (2012) established that when subordinates are inspired and exposed to training, they are more likely to commit to and promote organizational change success. PT 10 noted:

> At the bank branches, there are regular compulsory trainings on all aspects of bank operations. We use staff appraisal process to evaluate training needs. After appraising, we identify what could strengthen or enhance personnel strengths and where we identify weaknesses, we design capacity building programs to address such staff weaknesses. So there is always a training plan drawn up for subordinates to enable them to cope with new challenges and developments in the industry and to equip subordinates with new skills and abilities.

Nwokocha and Iheriohanma (2012), established that training could give employees new abilities, knowledge, and skills that enhance their performance, resulting in improved organizational performance.

Subtheme 2: Effective Communication Strategy

The findings from the interviews indicate that bank leaders are increasingly realizing the role and importance of communication in managing change. The subtheme of communication emerged from Interview Questions 2, 5, 6, and 9. The findings were that change implementation thrives on effective communication. In response to Interview Question 5, PT25 noted:

> The bank's system of communicating is changing. As a strategic factor in managing change, we communicate all aspects of the change process. We articulate the vision, the implications and effect of change, indeed all aspects of the change program. We carry people along and get their perspectives, as people want to be heard. The bank regularly communicates on change programs using different platforms to maintain regular contact with both internal and external stakeholders. We are conscious of the fact that communicating and managing information has become crucial in any change implementation program. We encourage subordinates to think out of the box and any innovative and productive idea that can enhance organizational outcomes is rewarded.

The view is supported by Stoica and Brouse (2013); Kaiser, El Arbi, and Ahlem-ann, (2015); and Pemsel and Wiewiora, (2013), who posited that effective communication is an essential part of remaining competitive and achieving organizational transformation.

PT10 and PT18 echoed PT25 reporting that organizational sustainability and survival depends on the ability of bank leaders to manage and communicate change. These participants noted that their banks have communication platforms where the CEO directly addresses the entire bank on line and everybody is expected to connect to the platform. It includes both video and audio. Using the platform, the subordinates interact and address issues on all aspects of the organizational transformation programs.

The bank also uses other channels of communications including emails and face-to-face contacts to receive regular feedbacks. PT22 added that communication has become an important tool in implementing change, and his bank is in regular contact with employees, sharing information and granting every-one the opportunity to be heard. In line with this, van Manem (2014), noted that any organization that will survive the future needs to place a premium on quality communication as a strategy for managing change. Corroborating this view, Goldkind and Pardasani (2012), posited that effective communication is now the backbone of implementing organizational change.

In response to Questions 2 and 9, PT10 stated that for a bank to remain competitive and sustainable, it must evolve effective communication strategies. Effective communication is necessary because of the changes brought about by globalization. Managing change requires that all aspects of the change program be communicated to stakeholders. Whatever you promised to do at any point in time, strive to achieve it and if you cannot do it due to uncontrollable factors, then you need to communicate and get feedback. Communication is critical in the change process, and without effective communication strategies, it will be difficult to achieve organizational outcomes. PT15 corroborated this view and noted that their bank has regular town hall meetings and all discussions are open and frank.

This view is supported by Benavides-Velasco, Quintana-Garcia, & Marchante-lara (2014), who noted that there is a direct connection between open and frank communication and the ability of the organization to accomplish an organizational change program.

Further emphasizing the role of communication in implementing change, PT3 stated: what has happened is that we have improved communication facilities bank-wide. We have company newsletter that come out once a week where all major issues on the bank are addressed. We also have some social media site for employees where issues are discussed and were you can actually login. Subordinates are notified on any major developments in the bank. So you can actually follow up with things that are trending within your organization on a daily basis.

PT15 added that their bank communicates often on the bank's position and status of any change program. He noted that any bank that does not keep its employees properly or fully informed, will end up creating suspicion and losing employees due of lack of trust. He opined that the bank's policy is to disseminate as much information to subordinates to make them knowledgeable and confident.

Subtheme 3: Culture

The responses of the participants and information from banking journals demonstrated the importance of culture in managing change in the Nigerian banking industry. An organization's culture represents a set of fundamental norms, ethos, values, and beliefs that gives an organization an identity and differentiates one organization from another (Brady & Haley, 2013). Organizational culture and values influence organizational change and transformation. Findings from the interviews indicate that organizational culture now constitutes an important success factor in managing change.

In response to Interview Questions 2, 5, and 6 which sought to assess the participants' opinions, PT17 stated that in managing organizational success there are core cultural values that promote organizational success and have implication for employee behavior and attitudes. PT28 noted that culture is vital to the bank in managing change and their key elements of their culture documented. He stated that the HR department articulates and advises on all elements of cultural practices. He stated that the bank holds quarterly meetings and one of the items deliberated on is the bank's culture and values including dress codes, modes of address, and modalities for inter-personal relationships.

PT11 observed that culture and values have become paramount in achieving organizational outcomes. He noted that in their bank they deploy change champions in various bank departments that model cultural values. He asserted that issues of cultural orientation are regularly discussed including work dress codes and that as a matter of policy, management addresses all employees by their first names. He observed that addressing personnel on a first name basis has made employees relate better to management thereby enhancing interpersonal relationships. He also noted that if an employee is not properly dressed to work, change champions have the right to sanction him or her. PT11 stated that every new employee goes through a process of cultural re-orientation and adjustment to ensure proper integration into the bank environment.

PT14 stated that culture has become a strategic issue that the bank has to consciously manage to ensure a common language, shared knowledge of values, and shared knowledge of behavioral rules. With a strong culture, individual employees demonstrate and model organizational vision and values. Employee behavior he asserted is a reflection of organizational values and beliefs and the bank sees every employee as representing and modeling organizational culture and values.

Bank leaders in Nigeria need to strategically manage cultural values in view of their effect on organizational perception and performance. Supporting this view, Mohanty and Rath (2012), stated that organizational culture contributes to the promotion of an organization’s competitiveness and enhances organizational transformation making it imperative that organizational leaders actively manage organizational culture. The globalizing marketplace is changing the dynamics of business, necessitating the promotion of a sustainable organizational culture (Canaan-Messarra & El-Kassar, 2013).

Subtheme 4: Customer Service Strategy

In banking, the theory of economic efficiency affects banking operations, bank productivity, and customer service, all of which promote and influence organizational performance and outcomes (Chan-Lau, 2012). The findings of the study indicate that adoption of technology is significantly changing the behavior and expectations of customers in the Nigerian banking industry. In order to retain customers, bank leaders need a new and innovative business model to minimize customers’ perceived risks.

The theme of customer service strategy aligns with the findings of Chau-Lau concerning the theory of economic efficiency in the practice of banking operations. Corroborating this finding, Cortinas, Chocarro, & Villanueva (2010), posited that advancements in the application of technological tools in the business environment is creating new communication avenues for customers to interact with each other and in the process raising customers’ expectations.

During the interview, participants mentioned the issue of service quality fifty times as influencing customer loyalty and patronage resulting in banking success. This view is supported by Wen-Tsao & Leu (2016), who posited that managing the quality of customer service is vital to organizational success

In response to Interview Questions 5, 6, 9, and 10 PT2 noted that the quality of service delivery has become a tool in achieving organizational transformation and sustainability. He added that no matter whatever a bank invests in technology, it is imperative that the bank leaders improve on service quality to justify the huge investment in technology.

Nasution et al. (2014), posited that innovation in technology is bringing about organizational and marketing transformation and in its wake engendering a paradigm shift where customers have the opportunity to voice their service experience.

PTS 8 noted:

> For the bank to cope with the challenges of technological transformation, it has redefined operations by focusing more on quality of service and efficiency levels.

This view is consistent with Pearce and Wassenaar (2014), who posited that customer dissatisfaction with the performance of the organization damages organizational brand and image. Bank leaders need to understand the factors that enhance customer loyalty and retention.

In response to Interview Question 10, PT27 noted that his bank is scaling up operational capabilities including deploying new equipment and skills to improve service efficiency and quality. He stated that the bank is continually focusing on new product development and improving on business processes to meet the need of their customers.

The primary goal of the bank is to put the interest of the customer at the center of attention (Izogo & Ogba, 2015). Corroborating this view, Quresh et al. (2012), noted that a bank with excellent service quality is likely to gain the confidence and loyalty of the customer. The subtheme of excellent service is consistent with the research findings of Quresh et al. (2012) and Wen-Tsao and Leu (2016), on the need to manage customer service quality as a tool for achieving and sustaining organizational transformation

PT22 stated that their bank regularly organizes customer education forum on different banking services and products aimed at improving the overall banking experience. Through this platform, customers are getting more knowledgeable with computer-based technological services such as mobile and internet-based banking. He noted that focusing on customer-centered services has resulted in higher customer satisfaction and increased retention and loyalty. Increasing customer satisfaction has improved organizational outcomes.

Epps and Ivanov (2014), Halliru, (2016), and Khan and Haseeb (2015) posited that bank leaders should focus on customer loyalty and satisfaction, and excellent quality service to improve organizational performance.

Subtheme 5: Cost Optimization Strategy

An essential element of implementing organizational change that emerged from the study was the adoption of cost optimization strategy. Strategic cost management has become a tool to achieve a competitive advantage and business survival. Bank leaders realize that organizational sustainability depends to a large extent on the ability to contain and manage cost. Findings from the study indicate that banks are focusing on improving operational efficiencies by deploying technological tools. Greater bank efficiency enhances bank performance resulting in overall organizational success and transformation (Said, 2013).

In response to Interview Questions 2, 3, 4, 5, 8, and 9, PT4 opined that the bank is consciously building operational efficiencies in terms of increase in quality of services and cost reductions measures. He noted that with increasing automation, the bank is reducing and realigning business processes aimed at improving efficiencies and reducing costs. PT19 noted that with increasing competition, the revenues are not coming like before and if you are not growing revenues, the organization has to focus on cost reduction strategies. Furthermore, PT23 observed that with increasing online transactions, the bank is restructuring its branch operations as you do not need brick and mortar branches any to stay in business. PT11 opined that the bank is using technology to increase customer patronage and to ensure loyalty and trust.

Bank leaders are improving overall bank structure, reducing the number of bank branches, and containing operating costs without hampering operational efficiency. Findings from the interviews are consistent with the views of Gatzert and Wesker (2012) and Said (2012), on the use of operational efficiency and cost containment strategy to positively influence organizational growth and transformation.

Subtheme 6: Deployment of Change Champions

In response to Interview Questions 2, 5, 9, and 10 findings indicate that bank leaders are employing creative and innovative means to respond to the challenges of managing change brought about by globalization. Over 70% of the participants interviewed confirmed the increasing use of change champions as a mechanism for influencing and managing change. This finding from the interview aligns with views of

Gavritova and Andreeva (2012), who recommended the use of change champions to implement change program.

PT5 posited that change champions are deployed in critical bank units to model the bank's culture and values and provide feedback. PT13 opined that in any major change implementation, there is a procedure to initiate, plan and engage personnel to implement change once approved. He noted that once implementation commences, change champions are deployed for change performance monitoring and feedback.

PT30 asserted that the bank has put in place a structured change management mechanism articulating and documenting all aspects of change programs. He confirmed the deployment of change champions that model change values and vision and also provide regular progress reports on change performance. He noted that change champions by virtue of their mandate, take responsibility for all aspects of the change programs. This assertion aligns with Mayer et al. (2012), who recommended the use of change champions as useful in managing attitudes, behaviors and events during change programs.

Subtheme 7: Leadership Style

The subtheme of leadership style emerged from Interview Questions 5, 6, and 7. Sahin et al. (2014), posited that leadership style and behavior is vital in determining organizational outcomes and success. The style of leadership adopted by the leader influences organizational change management. Vaccaro et al. (2012), established that to implement organizational change programs, a leader should create an environment of positive change, develop and formulate ideas, and rely on his leadership behaviors to influence his subordinates. Corroborating this view, Fairhurst and Connaughton (2014), postulated that in today's marketplace, the ability of a leader to influence organizational transformation will depend on the behavioral methods he or she adopts. Findings from the interviews indicate that the style adopted by bank leaders have become crucial in managing and achieving organizational outcomes.

PT3 asserted that:

> Their bank runs a participatory leadership style. We create the enabling environment for subordinates to be their best and come up with ideas to run the organization.

PT1 noted that:

> We are mindful that in organizational management, constructive ideas to run the bank do not necessarily come from the top bank leaders, we open up the management space to allow subordinates to make contributions. We have to involve our people in leadership as we need ideas to run the bank. We run a participatory leadership style.

PT29 asserted that:

> The bank runs a transformational form of leadership; everyone is accountable and we address people by their first names to ensure that we do not create hierarchical barriers.

PT7, PT17, and PT22 opined that in the contemporary operating environment, no autocratic leader in the banking industry can survive. They stated that organizational sustainability requires that banks create the enabling environment for subordinates to actively participate in management. PT9 and PT30 asserted that we run a transformational form of leadership in the bank, everyone is accountable and we address people by first names to ensure that we do not create hierarchical barriers.

Increasingly, bank leaders are using transformational leadership behaviors and attitudes to encourage positive organizational outcomes. This view aligns with the findings of Riaz et al., (2012), who postulated that organizational leaders are employing transformational leadership behaviors in organizational management to cope with the demands of globalization. Supporting this findings, Sadeghi and Pilie (2012), posited that transformational leaders employ of a set of leadership attitudes and behaviors to motivate subordinates to higher performance.

Conceptual Framework and Findings

The conceptual framework of this study was predicated on Bass' (1985), Fielder's (1967) and Hersey and Blanchard's (1982) theories of leadership that established a link among leadership styles, behaviors, and processes and management of change. Bass (1985), posited that leaders adopt transformational leadership style to create the necessary business environment to unlock the creativity of followers and to achieve organizational transformation. Hersey and Blanchard postulated that organizational leaders adapt their leadership styles and behavior to the dynamic and ever-changing situations that occur in a business environment.

The findings of this study are consistent with Bass' and Hersey and Blanchard's findings. Similarly, Sadeghi and Pilie (2012) asserted that leaders employ a set of behavior and attitudes that challenge and motivate subordinates to higher performance. For instance, PT3 and PT18 affirmed Bass, (1985) theory of transformational leadership and Hersey and Blanchard's theory that bank leaders are adopting behaviors and attitudes that encourage subordinates to contribute effectively to the day-to-day operations of their banks.

The study was also based on the conceptual framework of Lewin's (1945) theory of change, which is relevant for organizational leaders executing organizational transformation programs. Lewin postulated that to execute change processes, leaders may have to: (a) confront and challenge existing organizational structures, norms, and beliefs, (b) provide the necessary training and education, and (c) integrate change management elements into the change processes.

The findings of this study are consistent with Lewin's theoretical framework. For instance, PT7, PT19, and PT27 asserted that it is no more business as usual in the banks as old structures, methods and processes of doing banking business are being discarded. They noted that their banks are providing extensive training and re-training to upgrade employee skills and knowledge to cope with increasing demands by customers. Furthermore, they asserted that banks are deploying change champions and models to influence change and to regularly receive feedback on change management performance.

The conceptual framework of this study was also based on Weick and Quinn' (1999) theory of organizational change. Weick and Quinn postulated that managing change requires a three-stage intervention namely freeze, rebalance, and unfreeze. They advocated a learning approach to implement change. This theory is applicable to this study as bank leaders are increasingly emphasizing training and learning as a critical strategy to manage change. PT8 and PT28 confirmed that the bank is continually focusing on organizational learning and knowledge management as a strategy to enhance employees' organizational adaptability and to re-position them for greater productivity resulting in better organizational outcomes.

Summary

Chapter 4 included data analysis from the 30 participants that I interviewed for the study. The participants were drawn from 5 banks in Nigeria. I reported the findings from the qualitative data gathered, organized, coded, and analyzed. I used NVivo10 version and manual techniques to analyze data. I recorded and transcribed all the interviews I had with the research participants. The interview I conducted allowed for depth in the way that I interpreted the information I collected. I grouped the findings into eight themes. I used the framework offered by Maxwell (2013), Patton (2014) and Leedy and Ormrod (2010) for qualitative research, to conduct the analysis of the data.

Chapter 5: Discussion, Conclusions, and Recommendations

This chapter presents an overview of how and why I conducted this study. It includes my interpretation of the data and my conclusions based on the results presented in Chapter 4. I also include the implications for social change by showing the ways in which effective leadership strategies can be used in reducing bank mortality. In addition, I provide recommendations for further investigations of key areas that may need more exploration in change management systems. In the last section of this Chapter, I provide the summary and study conclusions.

Interpretation of Research Findings

The results of this study may be used to develop strategies to be adopted by Nigerian banks to manage change in the Nigerian banking industry. Bank leaders may gain a better understanding of strategies for bank sustainability and survival, which may help them manage and respond to the challenges of change implementation. According to findings, banks may have to emphasize technology as a major resource in managing change. Many participants asserted that any bank that is not repositioning for global competitiveness by digitalizing its systems, structures, and methods of operations is on its way out. Over 80% of the participants emphasized the importance of leveraging technology as a critical tool for banking survival.

Goh and Kauffman (2013), posited that to survive and remain competitive in the global environment, the use of digital technology has become imperative. PT5 reported that a major revolution is taking place in the Nigerian banking industry, and few can dispute the drastic transformation, triggered by technology that is currently taking place. Bank customers are seeking nontraditional means of undertaking banking transactions. Technology has become a competitive tool and strategy to ensure customer loyalty and patronage. It may be necessary for bank leaders to invest in technology and to regularly upscale their operating systems to remain competitive and achieve organizational transformation.

Training and learning has become an important strategy in managing the challenges of change brought about by globalization. Training equips subordinates with the skills, knowledge, abilities, and understanding required to function effectively and for the organization to operate efficiently. From the findings of the study, training plays a vital role in organizational success and performance and ultimately puts the organization in a position to remain competitive and achieve sustainability. When banks provide training opportunities, employees feel that the organization cares about their future and that of the organization. Bank leaders may have to use training and learning as an HR tool to increase employee loyalty and to secure the future of the organization (Nwokocha & Iheriohanma, 2012). Ashar et al. (2013), added that organizational learning and training gives employees a sense of emotional attachment to the organization making the subordinates loyal and committed to the pursuit of organizational interests.

Previous studies have indicated that the behaviors and attitudes of organizational leaders have become crucial in achieving desired organizational outcomes. Over 75% of the participants in this study asserted that their banks are conscious of the fact that leadership style is vital in creating an environment for subordinates to operate and participate effectively in running the organization. A good number of the banks are adopting the transformational leadership style. PT3, PT10, and PT29 recommended the adoption of transformational leadership style to create an enabling environment and to encourage subordinates to be involved in the day- to-day running of the organization. Fairhurst and Connaughton (2014), corroborated this view, noting that in today's marketplace, organizational leaders may have to use their style of leadership to influence organizational transformation and to achieve desired organizational outcomes. It may be necessary for bank leaders to use their behavior and attitude as a tool to achieve organizational success and transformation cannot be over emphasized.

In the contemporary business-operating environment, the ability to contain and manage operational costs has become a crucial factor for organizational survival. Participants in the study noted that in an environment where revenues and business opportunities are dwindling, reducing operational costs has become an issue among Nigerian banks. Strategic cost management is now a competitive tool. With increasing adoption and application of technology, banks are realigning operational processes, reducing costs, and improving efficiencies. Gatzert and Wesker (2012) and Said (2012), suggested that organizations should focus on improving operational efficiencies to positively influence organizational growth and transformation.

Another important strategy for managing change is the implementation of an effective communication system. Participants in the study indicated that every change process not adequately supported by effective communication is not likely to succeed. Effective communication has become the backbone for implementing organizational change (Goldlink & Pardasani, 2012). Communication serves as a tool not only to mobilize stakeholders in readiness for change, but also to boost employees' confidence and morale. When employees feel that they are well-informed about organizational change direction and vision, they are more likely to feel secure, resulting in increased positive organizational outcomes (Benavides-Velasco et al., 2014). Bank leaders may have to regularly disseminate information and keep subordinates well informed as a tool to manage organizational transformation.

Implications for Social Change

The findings of this study contribute to social change by adding to knowledge about the strategies that could help bank leaders in Nigeria manage the challenges of change management brought about by globalization. Bank leaders may gain a better understanding of ways to manage change and to develop strategies to respond to the challenges of globalization. Inability to manage change ultimately leads to bank mortality. Bank mortality leads to job and business losses that affect individuals, families, communities, organizations, and the economy. Implementing strategies to respond to the challenges of change can help individuals, employees, and their families and can reduce unemployment rates in the Nigerian economy.

Recommendations for Action

Globalization and the consequent technology-related changes are affecting the operations of the Nigerian banking system ((Dandago & Rufai, 2014; Muhammad et al., 2013; Uduji, 2013). In managing organizational complexities brought about by globalization, it may be necessary for banks to develop processes, skills, and structures to manage change to remain competitive (Jenkins, 2012; Ng et al., 2011). Bank leaders may have to develop and implement strategies to respond to the challenges of change to enhance bank sustainability.

The results from the study suggest that bank leaders should focus on implementing strategies predicated on the following: (a) regularly reviewing and upscaling bank processes and systems by leveraging technology; (b) providing regular training to equip subordinates with knowledge, skills and abilities; (c) improving stakeholders' communication; (d) creating an enabling environment for business by adopting behaviors and attitudes that will encourage participation of subordinates in organizational management; (e) focusing on cost containment in view of competitive pressures brought about by globalization; and (f) ensuring quality in customer service. Bank leaders may have to discard traditional bank approaches. For instance, with increasing globalization and the attendant technological changes, banks may not have to open more branches to reach out to customers. I will disseminate the results of the study to stakeholders at conferences and through the use of bank and business journals and training seminars.

Recommendations for Further Study

The aim of this study was to explore strategies that bank leaders may use to manage change brought about by globalization. Prior to conducting this study, I found that no empirical studies had been done to explore leadership strategies for managing change in the Nigerian banking industry. I recommend that researchers conduct quantitative and mixed-method studies to contribute more findings to fill this gap. Participants in the study noted that investment in technology by banks is on the rise and has become the largest single cost item in the bank cost structure in managing change. However, there has not been any empirical study to address the effect of technology on bank performance in the Nigerian banking industry. I recommend that additional research be conducted in this area.

One limitation of this study was the geographical location of the study, Lagos Nigeria. I recommend further studies in other metropolitan cities such as Abuja, Nigeria. A second limitation was the sample size and population of the study, which were limited to 30 bank participants and five banks. The themes might be different with a larger sample size and population (see Robinson, 2014).

Reflections

In conducting this study, I realized that bank leaders may require a variety of strategies to respond to the challenges of change management. The data I obtained from the interviews, which were supported by findings from other studies, has enabled my understanding of the research problem. I interviewed 30 participants for the study. They were selected based on their professional experience, years of performance in the Nigerian banking industry, and knowledge of the banking industry. The participants responded to the interview questions freely and expressed themselves in such a way that provided insights regarding challenges of change management in the industry. Each participant had a unique perspective on issues raised. Findings from the study dispelled my preconceived ideas and biases because I can now view the research problem through the perspectives of 30 knowledgeable participants.

Summary and Study Conclusions

The high bank mortality rate in the Nigerian banking industry has posed significant challenges to the economy and policy makers. The direct and indirect costs associated with bank failures are harmful to individuals, families, communities and the economy. I conducted semistructured interviews with 30 participants. My aim was to explore strategies bank leaders may use to manage change bought about by globalization. One overarching theme and seven subthemes emerged from the study. I found that banks are leveraging and investing in technology as a major strategy in achieving banking sustainability and survival. In addition, I found that banks are implementing a number of programs including training, communication, cost containment, cultural reorientation, and adoption of transformational leadership behavior and attitudes to respond to the challenges of change brought about by globalization.

The findings corroborate the conceptual framework of Fielder's (1967) and Hersey and Blanchard's (1982) theories of leadership, which established a link among leadership styles, behaviors, and change management. Furthermore, the findings supported earlier research on change management by Lewin (1945) and Weick and Quinn (1999). Thomas (2015) posited that business leaders require a combination of strategies to cope with the complexities of changing times. Bank leaders should implement a combination of strategies such as adoption and application of technology, training and learning, cultural reorientation, adoption of participatory leadership styles, effective communication, use of change champions, and cost containment to ensure bank sustainability.

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Appendix A: Introductory Invitational Letter to Banks

Dear Chief Executive,

My name is Jude Ememe and I am a doctoral candidate at Walden University. I am pursuing a Ph.D degree with a specialization in Leadership and Organizational Change. I am conducting a qualitative, exploratory, phenomenological study titled: Leadership Strategies for Managing Change in the Nigerian banking industry. The purpose of this study is to determine what strategies bank leaders need to manage change brought about by globalization. This study may affect business and banking practice by helping bank leaders to develop strategies that may reduce direct and indirect cost associated with bank failures.

As part of this study, I am requesting authorization from you to conduct semi-structured interviews with open-ended questions with six bank managers in your organization for the purpose of data collection. Interviews will be conducted in person or via telephone. I confirm that employees' participation will be voluntary and at their own discretion. I also confirm that the participants' responses to the interview questions will be confidential. Here are some sample questions that I will ask during the semi-structured interview:

1) What global changes has your bank encountered (would have encountered) in the last 20 years?

2) How did you manage this change?

3) How did the changes affect bank operations?

4) What were the consequences of the changes to bank productivity and profitability?

If you grant me permission to conduct the study using your Bank, please review, sign and email or scan this Letter of Cooperation to me. Should you have any questions or concerns, please contact me at +234-8034030628 or email me,

jude.ememe@waldenu.edu

Sincerely,

Jude Ememe