

Effect of Leadership Style on Change Implementation A study of travel agencies in Umuahia, Abia State

Aguwa Ijeoma Adanma, Emerole Gideon, A. (PhD)

*Department of Industrial Relations & Personnel Management College of Management Sciences Michael Okpara
University of Agriculture, Umudike, Nigeria*

*Department of Business Administration College of Management Sciences Michael Okpara University of
Agriculture, Umudike, Nigeria*

Corresponding Author; Aguwa Ijeoma Adanma

ABSTRACT: *This study examines the effects of leadership styles on change implementation selected travel agencies in Umuahia. A cross-sectional survey was employed. Target population comprises of ten travel agencies that are registered with Abia State Ministry of Transport. Simple random sampling technique was used. 102 workers were surveyed from the ten travel agencies. Sample size is 81 using Taro Yamane. Both descriptive and inferential statistics were used in this study. Spearman's Rank Order Correlation Coefficient (ρ) was used to test the hypotheses with the aid of IBM SPSS (20.0). The study found that; democratic and autocratic leadership styles have a positive significant effect on change implementation. Secondly, laissez faire leadership style has a negative significant effect on change implementation. The study concludes that leadership styles measured in terms of democratic, autocratic as well as laissez faire has a positive effect on change implementation in the workplace. One of the recommendations is that; managers in travel agencies should employ democratic leadership for effective change implementation in their respective departments*

Keywords: *Leadership style, change, change implementation, democratic, autocratic, laissez faire*

Date of Submission: 20-10-2019

Date of acceptance: 03-11-2019

I. INTRODUCTION

Organization is always undergoing series of transformation that will stimulate its parts for effectiveness and efficiency to be achieved. Without being transformed it will be difficult for organizations to exist amongst its competitors and also serve its teeming customers that want the latest products and services. Change is one variable that is constant in both private and public sector of the economy including other terrestrial habitats. Firms transform their product as a result of demands from its customers in terms of packaging, design, taste, and quality as well as delivery style. Thus, change virtually is a dynamic embryo that gives birth to multiple species of strategies used by organizations to promote their goods and services.

The essence of change is to improve organisational way of doing things. It is like a bulldozer clearing the forest for building to take place. Without clearing the forest it is impossible for roads and buildings to be feasible for use. Organisation transform through the discovery of innovativeness and creativity which leads to change of organisational processes including the behaviour of workplace stakeholders. These transformations are as a result of the introduction of new techniques, leadership style, rules and procedures. An example is when a new manager is introduced into the organization, the manager to interact with all the workers. At the end of the meeting, he/she will explain how he/she will want to run the organization and what the employees are expected to do and not to do. Transformation can be prepared for or unprepared but it must take place for organization to achieve the set goals.

Drawing from the above arguments, leadership styles has both negative and positive effects of organisational change. Managers with theory x assumption will always see employees as those that do not like to work and hence will exhibit coercion and supervision to achieve organisational objectives. Some other managers that view employees with theory y assumptions will always want to encourage employees and care about them. In terms of organisational change, theory y managers will like to involve the employees during decision-making about the introduction of new innovations in the workplace.

Objectives of the study

The broad objective of this study is to determine the effects of leadership style on change implementation in travel agencies in Umuahia, Abia State. Specifically, this study is sought to:

1. Determine the effects of democratic leadership style on change implementation
2. Determine the effects of autocratic leadership style on change implementation

3. Determine the effects of laissez fare leadership style on change implementation

Research hypotheses

From the above specific objectives, the following research hypotheses were formulated.

HO1: democratic leadership style has no significant effect on change implementation

HO2: autocratic leadership style has no significant effect on change implementation

HO3: laissez fare leadership style has no significant effect on change implementation

II. REVIEW OF RELATED LITERATURE

Leadership style

There is a great difference between leadership and leadership style. In this study, researchers' views about leadership styles are hereby presented. Edwin (2006) argued that leadership style is the characteristic way in which a leader interacts with others across in various situations and occasions. Edwin's submission implies that leadership style comprises of the way in which a leader discuss with other people in different scenarios at different place in time. Archibong (2014) perceived it as the pattern of behaviour an individual leader uses across the full range of leadership situations. This definition simply means that leadership style is the behaviour that a leader displays at a particular situation. Ng'ethe et al., (2012) in their own arguments viewed leadership style as that particular behaviour applied by a leader to motivate his subordinates to achieve the objectives of the organization. In another development, Ushie, et al. (2010) asserts that leadership style entails those characteristics of individual leaders which are typical across situations. Finally, Suleiman (2015) contended that leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Suleiman's submission seems to be defining leadership as a concept instead of the behaviour of a leader. However, in this study, we perceive leadership style as a behaviour that a leader uses to influence his followers to achieve the objective that was set.

Leadership is very important in the workplace due to several reasons. www.managementstudyguide.com highlighted the following seven importance of leadership in the workplace.

1. **Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
2. **Motivation-** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
3. **Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
4. **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
5. **Building morale-** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
6. **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
7. **Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

The concept of change

Change occurs when there is an alteration in the organisational processes. It can also be referred to as the shift in organisational status quo. It therefore means that whenever there is a shift in the way of doing things in the workplace change emerges. Organizational change is about reviewing and modifying management structures and business processes (Chirantan, 2016). Organizational change is both the process in which an organization changes its structure, strategies, operational methods, technologies, or organizational culture to affect change within the organization and the effects of these changes on the organization (www.study.com).

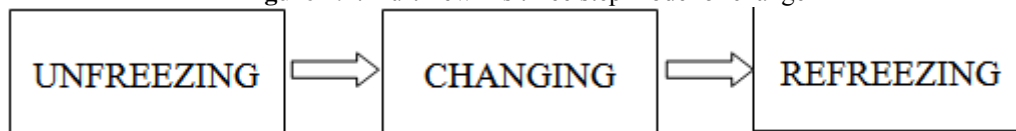
Change is also termed as the introduction of new techniques, innovation, idea or leadership. Organisation is guided by strategic intents that keep them on track to enable it achieve the set objectives. Whenever these objectives are truncated, then change has occurred. Chirantan (2016) emphasized that some of the drivers of change in the organization are the competitive environment, new technologies, consumer demand, economic conditions and government policy actions. Change comes into the workplace in the form of planned

and unplanned. Change is planned when it is anticipated while an unplanned change occurs without the knowledge of the organization. Planned change comes in the form of shift in the organisational structure, communication channels, technological advancement as well as leadership. Unplanned change emerges from the external work environment. These include change in political arena, legal, competition, economic disturbance, change in the global markets, as well as government policies.

Change implementation

Since the emergence of change, scholars has come up with available options, strategies, approaches on it can be implemented successfully. Kurt Lewin came up with a three-step change process which are unfreeze, changing (movement) and refreeze as shown in figure 1.1 below. According to Lewin, unfreeze refers to a situation whereby an organization creates an environment that will enable change to take place. In this first stage, workers' are motivated to embrace the new change that is coming and hence, the need for employees to welcome change. The second stage of change implementation is movement or changing state. This is the learning stage were employees' tries to pay adequate attention to incoming change and how it can be applied to their workplaces. The last stage is the stability stage. At this point, employees are encouraged to display the change behaviour they have learned and put them to work by exhibiting the new virtues of change. Kurt Lewin's three step model of change is hereby represented below.

Figure 1.1: Kurt Lewin's three step model of change



Effects of leadership styles on change implementation

The type of leadership styles adopted by managers will determine the behaviour of its employees. For change to be implemented successfully in the workplace, leadership style to a very great extent has an effect on how it will be implemented. A manager that usually exhibits an autocratic style of leadership may be successful to some extent in persuading the employees to embrace change by force. This can only happen in a hostile business environment where there is high rate of unemployment because employees' has no alternative source of job. But in an environment that job is available, that style of leadership cannot sell through because employees will quit their jobs and move to the nearest organizations that their skills are needed. In another angle, democratic leadership manager will succeed in implementing change since democratic approach of leadership entails consultations, roundtable discussions, problem-solving and employee involvement in absorbing as well as implementing the change.

However, it should be noted that some managers that adopt democratic leadership style sometimes fail in the implementation of change. This is because, over familiarity the managers has with the employees can hinder the implementation of change in the areas where they are needed. But in the case of autocratic leadership, some situations can give room for managers to employ it in change implementation. The reason is simply, there are some situations that warrant coercion which is one strategy to overcoming resistance to change. Coercion can be used to implement certain important change that will benefit the organization such as new product design, change in organisational culture which come as a result of transfer of one manager to another branch or division of the same organization.

For the laissez faire leadership style which is the 'I don't care style' can work in an environment where the subordinates feel they are in charge of organizational functions. But this is rare to see in an ideal work environment. But where it happened, managers can employ laissez faire leadership style to achieve the objectives that is needed by the organization. This has been the reasons behind some managers who always avoid giving hard instructions to the employees probably the employee is his/her close associates e.g. family relatives, girl friend, boy friend or one who knows the secret about the manager. In order for such manager to functional effectively, the best leadership style to use is laissez faire because; orderliness and carefulness must be maintain to save his/her face from being humiliated by the subordinates.

Research Methodology

This study employed a cross-sectional survey. Target population comprises of ten travel agencies that are registered with Abia State Ministry of Transport. This selection was done using simple random sampling technique. 102 workers were surveyed from the ten travel agencies. Sample size is 81 using Taro Yamane. Out of 81 copies of questionnaire distributed, 72 copies were retrieved and used for data analysis. Indicators of leadership styles were measured with 15-items on a 5-point Likert scale ranging from 1=strongly agree, 2=agree, 3=strongly disagree, 4=disagree, 5=undecided. Change implementation was measured with 5-items on

the same five point Likert scale. Descriptive statistics was used to analyse the respondent’s profiles while Spearman’s Rank Order Correlation Coefficient (rho) was used to test the hypotheses with the aid of IBM SPSS (20.0).

III. DATA ANALYSIS

Table 1.1 Gender of Respondents’

Gender	Respondents	Percentage (%)
Valid Male	30	42
Female	42	58
Total	72	100

Source: Field survey (2017)

Table 1.1 above shows the gender of 72 respondents’ from selected travel agencies in Umuahia. 30 respondents representing 42% were males, while 42 respondents representing 58% were females. This implies that 42 out of 72 respondents from the selected travel agencies in Umuahia were females. This implies that 42 respondents’ out of 72 were mostly females.

Table 1.2 Age of Respondents’

Age	Respondents	Percentage (%)
Valid 20-35	10	14
35-45	48	67
45&above	14	19
Total	72	100

Source: Field survey (2017)

Table 1.2 above shows the age brackets of 72 respondents’ from selected travel agencies in Umuahia. 10 respondents’ representing 14% were between the ages of 20-35 years. 48 respondents’ representing 67% were between the ages of 35-45 years. 14 respondents representing 19% were between 45 years and above. This means that 48 out of 72 respondents were between the ages of 35-45 years.

Table 1.3: Educational Qualifications

Education	Respondents	Percentage (%)
Valid OND/HND	22	31
B.Sc/B.A.	34	47
M.Sc/MBA	13	18
Others	3	4
Total	72	100

Source: Field survey (2017)

Table 1.3 above shows the educational qualifications of 72 respondents’ from selected travel agencies in Umuahia. 22 respondents’ representing 31% hold OND/HND diploma certificates. 34 representing 47% were holders of B.Sc/B.A degrees. 13 respondents’ representing 18% were holders of M.Sc/MBA degrees. 3 respondent’s representing 4% were holders of other certificates not captured in the questionnaire. This means that 34 out of 72 respondents’ in the selected hotels hold B.Sc/B.A degrees.

Test of Hypotheses

Spearman’s Rank Order Correlation Coefficient (rho) was employed to test all the hypotheses with the aid of SPSS (20.0).

Hypothesis one: democratic leadership style has no significant effect on change implementation

Correlations

		Democratic leadership style	Change implementation
Spearman's rho	Democratic leadership style	1.000	.722**
			.000
	N	72	72
Change implementation	Change implementation	.722**	1.000
		.000	
	N	72	72

** . Correlation is significant at the 0.05 level (2-tailed).

SPSS output above shows that the correlation between democratic leadership style and change implementation in travel agencies. The output revealed that democratic leadership has a positive significant

effect on change implementation. Thus, alternate hypothesis is hereby accepted and null hypothesis rejected. This implies that, as democratic leadership style increases, change implementation becomes successfully.
 HO2: autocratic leadership style has no significant effect on change implementation

Correlations

		autocratic leadership style	Change implementation
Spearman's rho	autocratic leadership style	Correlation Coefficient Sig. (2-tailed) N	1.000 .832** 72
	Change implementation	Correlation Coefficient Sig. (2-tailed) N	.832** .000 72
			1.000 .000 72

** . Correlation is significant at the 0.05 level (2-tailed).

The above result shows the correlation between autocratic leadership style and change implementation. Autocratic leadership has a positive significant effect on change implementation in travel agencies in Umuahia. This implies that as autocratic leadership style increases, change implementation increases.
 HO3: laissez faire leadership style has no significant effect on change implementation

Correlations

		Laissez faire leadership style	Change implementation
Spearman's rho	Laissez faire leadership style	Correlation Coefficient Sig. (2-tailed) N	1.000 -.516** 72
	Change implementation	Correlation Coefficient Sig. (2-tailed) N	-.516** .000 72
			1.000 .000 72

** . Correlation is significant at the 0.05 level (2-tailed).

The result above shows the correlation between laissez faire leadership style and change implementation in travel agencies in Umuahia. Laissez faire leadership style has a negative significant effect on change implementation. This means that as laissez faire leadership style decreases, change implementation also decreases.

IV. FINDINGS

Based on the results above, the study found that;

1. Democratic leadership style has a positive significant effect on change implementation.
2. Autocratic leadership style has a positive significant effect on change implementation.
3. Laissez faire leadership style has a negative significant effect on change implementation.

V. CONCLUSION

This study concludes that leadership styles measured in terms of democratic, autocratic as well as laissez faire has a positive effect on change implementation in the workplace.

RECOMMENDATIONS

From the conclusion, the following recommendations were made.

1. Managers in travel agencies should employ democratic leadership for effective change implementation in their respective departments.
2. Organisational leaders should use autocratic leadership style in a situation where the employees cannot do their jobs unless they are coerced.
3. Managers as well as business practitioners should not embrace laissez faire leadership style since it has not proven to be effective leadership style in any way.

REFERENCES

- [1]. Archibong, K. (2014). Leadership styles of nurse managers and nurses job satisfaction in university of Nigeria teaching hospital Enugu. M.Sc Thesis, Department of Nursing Sciences, Faculty of Health Sciences and Technology, College of Medicine, University of Nigeria, Enugu campus.
- [3]. Chirantan, B. (2016). What Is the Meaning of Organizational Change? Retrieved from <http://smallbusiness.chron.com/meaning-organizational-change-35131.html>.

- [5]. Edwin, H. (2006). Influence processes in leadership–followership: inclusion and the idiosyncrasy credit model. In Douglas A. Hantula. *Advances in Social and Organizational Psychology: a Tribute to Ralph Rosnow*. Mahwah, NJ: Lawrence Erlbaum Associates Publishers.
- [6]. <http://study.com/academy/lesson/what-is-organizational-change-theory-example-quiz.html>
- [7]. https://managementstudyguide.com/importance_of_leadership.htm
- [8]. Ng 'ethe, J.M., Namasonge, G.S. & Mike, A.I. (2012). Influence of Leadership Styles on Academic Staff Retention in Public Universities in Kenya. *International Journal of Business and Social Science*, 3 (21), 297- 302.
- [9]. Suleiman, A.Y. (2015). Leadership styles, types and students' academic achievement in Nigeria. A Ph.D Thesis, Faculty of Technical and Vocational Education, Universiti Tun Hussein Onn Malaysia.
- [10]. Ushie E.M., Agba, A.M., Ogaboh, A.M., Agba, M.S., & Chime, J. (2010). Leadership Style and Employees' Intrinsic Job Satisfaction in the Cross River Newspaper Corporation, Calabar, Nigeria. *International Journal of Development and Management Review*, 5 (1), 61-73.
- [11].
- [12].
- [13].

Aguwa Ijeoma Adanma" Effect of Leadership Style on Change ImplementationA study of travel agencies in Umuahia, Abia State"International Journal of Business and Management Invention (IJBMI), vol. 08, no. 10, 2019, pp 22-27