EFFECTS OF STRATEGIC LEADERSHIP ON CHANGE MANAGEMENT IN PRIVATE UNIVERSITIES: NAIROBI COUNTY, KENYA

DIANAH GAKII IMARI

AN APPLIED RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION IN THE BUSINESS SCHOOL OF AFRICA NAZARENE UNIVERSITY.

JUNE 2023

DECLARATION

I declare that this applied research project is my original work and that it has not been presented in any other university for academic credit.

Name: Dianah Gakii Imari Student No: 15S03DMBA015

Signature: dianahgakii……. Date: 13/06/2023

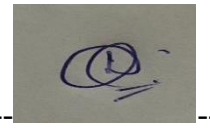
SUPERVISORS DECLARATION

This applied research project is submitted for examination with our approval as the university supervisors.

Name: Dr. Lucy Kirima

Signature:  Date: 14/06/2023

Name: Dr. Lucy Kinyua

Signature: ----------------Date: 14/06/2023

Africa Nazarene University

Nairobi, Kenya

DEDICATION

This research project is dedicated to my husband Mr. Martin Mwenda and children Blessing, Precious and Victory Martins for their support and encouragement during the research project period.

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First, I thank God for providing me with strength and resources throughout my academic course. Secondly, I express my sincere appreciation to my two supervisors Dr. Lucy Kirimi and Dr. Lucy Kinyua for their continued support, invaluable advice, and tireless guidance in carrying out this project. Finally, I would like to thank Africa Nazarene University, School of Business for allowing me to go through such a worthy learning experience.

ABSTRACT

The study focused on determining the effects of strategic leadership on change management in Private Universities in Kenya, Nairobi County. The study was guided by the specific objectives on institution's mission, decision making process, and administrative measures. The study used situational leadership and strategic leadership theories to ascertain and validate the findings of the study. The study targeted a population of 350 with a sample size of 292. The study adopted a descriptive research design. The study used stratified random sampling procedure. In this sampling technique, the population was divided into smaller groups known as strata. The respondents were randomly sampled from each stratum in order to reduce amount of tension and suspense of respondents towards the study. Data was collected from 15 private universities in Nairobi county. Pilot study was conducted at 10% of the target population. The pilot study helped to inform the researcher on the strength or weakness of the study. The researcher made 292 questionnaires for distribution to the respondents. The response obtained from the respondents was 257 which was sufficient to analyse. A multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS Version 25) to code, enter and compute the measurements of the multiple regressions. The most significant correlation was between institution's mission and administrative measures with a coefficient value of 0.925 (at significant level of 0.05). Decision making and change management practices also was shown to contribute up to 83.6% (at a significant level of 0.05) of strategic leadership in private universities in Kenya, Nairobi County. Similarly, a strong correlation existed between institution's mission and change management practices with a coefficient value of 72% (at a significance level of 0.05). Decision making process and change management practices exhibited a correlation at a coefficient value of 67.2% (at a significance level of 0.05). The findings revealed there is no significant relationship between the effect of mission and change management in private universities in Nairobi County, Kenya and no significant relationship between decision-making process. Similarly, change management in private universities in Nairobi County, Kenya were highly accepted at 92.5% by the respondents at a significant level of 0.05 while hypothesis on there is no significant relationship between the effect of administrative measures and change management in private universities in Nairobi County, Kenya was rejected as an effective strategic leadership on change management in private Universities in Kenya, Nairobi County.The study recommends that future academic researchers to understand and interpret the findings of this study in order to contribute to the body of knowledge. The study suggests areas for further study should be carried out in other counties in Kenya to determine if the effect of strategic leadership on change management in private universities in Kenya is comparable. Different variables on the same study should be used to investigate the actual source of change management for informed decisions to be made.

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DEFINITION OF TERMS

Administrative measures: Management of the affairs of an organization such as institution or business.

Change management: Refers to the process, tools and techniques used by people to achieve a required results.

Culture: is a way of life of a group of people; the behaviours, beliefs, values and symbols that they accept , generally without thinking about them.

Decision making process: Refers to the process through which managers identify organizational problems and attempt to resolve them.

Leadership: Is a process by which an excecutive directs, guides and influences the behavior and work of others.

Management: A set of principles relating to the functions of planning, organizing, directing and controlling, and the application of these principles to achieve the organizational goals.

Mission: A Mission statement defines the company's business, its objectives, and its approach to reach those objectives.

Policy: This is a set of general guidelines that outlines the organization’s plan for tacking an issue.

Regulation moderating factor: Policies and regulations that directly or substantially affect procedural or substantive rights and duties of individuals that interact with the University.

Strategic Leadership: The ability to influence others to voluntarily make decisions that enhance the prospects for the organization's long-term success while maintaining short-term financial stability.

ABBREVIATIONS

ANU: Africa Nazarene University

CM: Change Management

CUE: Commission for University Education, Kenya

NACOSTI: National Commission for Science, Technology & Innovation

PM: Performance Management

SL: Strategic Leadership

SLT: Situational Leadership Theory

TMT: Top Management Teams

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter covered the background of the study, statement of the problem, the purpose of the study, objectives of the study, research hypothesis, significance of the study, scope of the study, delimitation and limitations of the study, assumptions of the study, theoretical review and conceptual framework of the study.

1.2 Background of the study

Strategic leadership is a practice in which executives, using different styles of management, develop a vision for their organization that enables it to adapt to or remain competitive in a changing economic and technological climate. Strategic leaders are able to use this vision to motivate employees and departments, fostering among them a sense of unity and direction in order to implement change within their organization. The main objectives of strategic leadership are to streamline processes, boost strategic productivity, promote innovation and cultivate an environment that encourages employees to be productive, independent and to push forward their own ideas. Strategic leaders sometimes make use of reward or incentive programs to encourage employees and help them reach their goals.

In the early stages of development, strategic leadership concepts revolved around microeconomics. As the theory of firm addresses the question of why firms exist and what determines their scale and scope, other theories also revolved around this basic theme. The initial answer was in terms of the neoclassical theory of perfect competition that considers the firm as a combiner of inputs to produce desired outputs. Firms aim at achieving the least among the cost combinations of inputs in the production process, equating the marginal cost to the marginal revenue to determine the level of output that maximizes profit. The inherent and highly restrictive assumptions are that resources are perfectly mobile and the buyers and sellers have all necessary information. Most importantly, firms are small in size and produce single products, and hence all firms are assumed to be identical. The firm's size is determined by technological and managerial factors.

Increasingly, studies have realized that these highly restrictive assumptions may not be applicable in real life. Some degree of monopoly power exists in industry. The firms that have monopoly power are capable of restraining output to maximize their profits. When power gets diluted, which can be seen in terms of low industry concentration, firms compete for market share and engage in different strategies depending on the context and purpose. The industry structure (called ***structure)*** as determined by the number of buyers and sellers, entry barriers, product differentiation, and proportion of fixed to variable costs sets the tone for the strategy (called ***conduct),*** which may be seen in advertisement wars and price wars between firms. Performance is a close combination of these forces' structure conduct. Therefore, subsequent scholars (e.g., Berly, 2016) in strategic management focused on examining the structure-conduct-performance relationship. Mulcaster (2019) typifies strategic management as looking out, looking in, and looking ahead. “Looking out” means exploring further than the boundaries of your organization to set practicable objectives, identify important stakeholders, and make room for change. “Looking in” involves critically reviewing and reinforcing your systems and structures for managing human resources, investments, and other indispensable resources. Lastly, “looking ahead” entails working out your strategy with structures and resources to attain your policy goals, while keeping an eye on your progress and adjusting your approach as needed.

Globally, the study by Wheleen and Hunger (2017) in the United States on strategic leadership found that the basic processes of strategic management consist of environmental scanning, strategy formulation, strategy implementation, evaluation, and control. Thus in formulating strategies leadership can inspire and motivate the people to bring change as people always resist change. And therefore to achieve this, there is a need for leadership to work to find out the gaps by carefully scanning the environment both internally and externally (Ascar, 2018). Leadership is one of the main factors in bringing positive change to the organization, if there is no strategic leadership in the organization, the change will not be in the direction desired (Hatluak & Rashad 2017). When an organization lacks leadership it means that its leaders are neglecting leadership roles and responsibilities. It is leadership that is missing, not leaders. If every manager understood and fulfills his or her leadership responsibilities, there would be no problem with good leadership. It is the attention of managerial and leadership responsibilities that convert competent administrators to effective leaders, thus those appointed to a position of responsibilities need to appreciate what

leadership is expected of them. Everything is brought into being with a changing nature; the ages themselves soaring in constant movement (Germaine, 2016).

To be an effective leader one must be open to change, influencing, and setting objectives is about change, effective leaders realize the need for continual change to improve performance. Perry and Brad (2018) opine that change must be well managed and it requires not only good management but good and effective leadership. Burnes (2017) asserts that change management is based on two approaches that are planned and emergent change approach. Burnes (2017) further argues that planned change is suitable in a predictable and stable environment, where the change process is consciously planned by taking the organization from a stable state to another stable state.

Change is an inherent characteristic of all organizations and whether public or private organizations must change to remain relevant (Tamimy, 2015). Organizational change can be described as the process of implementing new policies and procedures intended to realign an organization with the changing demands of its business environment (Bolman & Deal, 2017). It is, therefore, necessary that organizations attempt to implement effective changes and reform the procedures commensurate with current conditions (Malhotra & Hinings, 2015). In making organizational change, employees must embrace the change. To embrace the change as an element of the behavioral and personal structure of employees, there is a need to provide the needed readiness to employees and make them ready for change (Holloway, 2017). This, therefore, means that to manage the change and to survive in the changing world market situation technology, government laws and regulations, and economic factors are some of the external forces that bring change, while corporate strategy workforce, technology and equipment, and employee attitude are internal forces of change (Richman, 2018).

The study that was done in the US by Morrell, (2017) on the strategic leadership and nature of its work, alludes that the success of strategic leadership may require new thinking about how to use the resources of the universities to its full capacity. Further Morrell, (2017) affirms that strategic leadership involves having a vision of what the university can and should become, and offering new ways of understanding the challenges and opportunities. In most universities and colleges, the emphasis is put mainly on management but not on leadership which is understood as a process that involves setting directions, motivating others, and coping with change. Further, Morrell (2017) emphasizes that there is a need for strategic

leadership and the capacity to work in structured group processes. This in addition involves scanning the internal and external environments for trends, patterns, and factors that may influence the work (Bergen & Ruckert, 2019). This, therefore, means that creating in a collaborative way a common and shared understanding among different individuals having different perspectives. Suzanne (2017) concurs that there are multiple responsibilities for university strategic leaders which include: Vision: Setting the vision may be the single most important responsibility of leaders. Further, Suzanne (2017) argues that the alignment process builds commitment to the vision and the strategic plan. Strategic leadership of the universities helps to bridge the gap between strategy formulation and strategy implementation by putting an equal emphasis on pathfinding and culture-building and delivery of value to the customer.

Executives in organizations have progressed because they have strong operational skills and effective strategic leadership (Bergen & Ruckert, 2019). And therefore a strategic leader accomplished this while maintaining relatively smooth day-to-day operations. (Glenn & Mehdi, 2017) alludes that the presence of strategic leadership leads to a number of outcomes for universities for example; building university resources, capabilities, and competencies in order to gain appropriate sustained competitive advantages. Strategic leaders know that focusing on the short term and forgetting about core competencies is likely to lead to organizational failure. And therefore current universities need to develop to enhance long-term university viability, and short-term financial stability (Randall, 2018). Strategic leadership skills are necessary and the six skills of strategic leadership include the skill of anticipating sudden events, ability to face challenges, interpreting various important matters, taking a decisive decision in aligning conflicting views, and learning new ideas in doing things in universities (Paul et al., 2018). The function of university leadership is to make decisions and prevent those without strategic leadership from happening what might occur ordinarily (Bryson, 2016). The current messiness situation in universities can be addressed only by strategic leadership planning and reform aimed at different parts of the university value chain (Savedoff, 2018). Universities must be able to determine how the future will be and how to achieve the desired future goals (Bryson, 2016). The studies done on turnaround leadership for sustainability in Higher Education by Scott, et al. (2016), show that a university leader is not only a leader for today but for tomorrow with a vision and that can overcome the challenges of the 21st century and produce graduates with the capacity expected to be realized.

Internationally, the study done by Mutuku (2015) on strategic change management at East African Breweries Limited, Kenya eludes that the meddling of the government in organizations' management hinders success in change management. And in the study done on the Egyptian universities on strategic leadership by Miller, (2018) reveal that there is a need to apply a style of leadership strategy to avoid the weakness of interest involving faculty members, administrators, and students in the strategic planning process and limiting it to academic leaders. In a case done in Nigeria by Umashankar and Dutta (2017), strategic management practices found that organizational problems originate from lack of strategic planning, mediocre organization structure, poor recruitment, and retention of staff, ineffective internal control, and deficient communication.

Locally in Kenya, the Universities are authorized to operate works under the Commission for University Education (CUE) which was established under the Universities Act, No. 42 of 2012, as the successor to the Commission for Higher Education. It is the Government agency mandated to regulate university education in Kenya. The Universities Regulations, 2014 were gazetted on 12th June 2014 and are currently in force. The chancellor appoints and dismisses, Vice-chancellors. The government also nominates most members of the university councils (CUE, 2017). Government involvement in universities' affairs has also extended to administrative matters as well as the admission of students. Government direct intervention in university affairs is carried out in the backdrop of the fact that in Kenya as in other Commonwealth African countries, an intermediary body, the Commission for Higher Education (CHE) was established in 1985 to handle matters relating to university development. There are university acts and statutes which are expected to direct the development and governance. And according to the Commission of Higher Education (CHE), there are seven public universities and seventeen private universities that have university charters and six that have interim letters of authority in Nairobi County Kenya (CUE, 2017). Liu (2018) argues that in spite of the rapid growth, public universities in Kenya have enrollment beyond their capacity to plan and finance, fiscal challenges beyond control, a decline in quality beyond their anticipation, and weak management practices beyond their level of training.

1.2.1 Change Management

Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change. Change management is defined as an approach to transitioning individuals and teams in organizations to a desired future state. Ruben, DeLisi, and Gigliotti, (2016) assert that strategic change is the difference in the form, quality, or state over time in an organization's alignment with its external environment. However there are five stages of change which include: gaining attention and clarification for the need for a change, the engagement of relevant internal and external stakeholders, receiving a general acceptance of the proposed direction, the critical stage of commitment which must translate into action where many leaders tend to begin, yet are often met with great resistance and must be accepted and fully integrated into the very fabric and culture of an organization, or else it lingers and ultimately fades from practice (Ruben, De-Lisi, & Gigliotti, 2016). Change management can also be defined as the methods and manners in which a company describes and implements change within both its internal and external processes. This includes preparing and supporting employees, establishing the necessary steps for change, and monitoring pre- and post-change activities to ensure successful implementation.

1.2.2 Strategic Leadership

Strategic leadership refers to the ability a leader has to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland, & Hoskisson 2018). Strategic leadership has many phrases, which encompasses managing through others, for organizations to adjust with the changing world business matrix. Robbins and Judge, (2016) elude that strategic leadership can create visions, set goals, and inspire the followers in achieving the visions. This implies that strategic leadership covers the ability to create visions and direct resources and energy to prepare for the achievement of this vision of organizational culture to achieve organizational goals effectively and efficiently. And therefore strategic leadership combines the concept of Robbins and Judge (2016), Hitt, Ireland, and Hoskisson (2018), and Knudson, Meyer, and Kearns (2019) whereby the leader's strategic leadership style would lead to organizational effectiveness. Therefore to be goal-oriented, administrators should re-evaluate the goal as well as the values of the organization

to be successfully implemented, and empower the practitioners to apply creative thinking (Krejcie, 2018). To be effective in strategic leadership there are six components of effective strategic leadership which include: setting goals or vision of the company; exploiting and maintaining core competencies; developing human assets; maintaining an effective organizational culture; emphasizing ethical practices; and establishing balanced organizational control (Ireland & Hitt, 2018).

1.2.2.1 Organizational Mission

An organizational mission, also known as a mission statement, is a brief, broad statement about an organization's goals and how it intends to meet those goals. It often addresses what the organization offers and how it hopes to serve its customers, community, employees, investors or other stakeholders. Some mission statements may also include explanations of the principles that the organization values and hopes to abide by throughout its existence. A Mission statement defines the company's business, its objectives, and its approach to reach those objectives while a vision statement describes the desired future position of the company (Oxford dictionary 2020). In strategic leadership, there is a need to focus on the journey of leadership and the team to be led without which a leader will lose track. Leadership requires a vision as the vision guides everyone in an organization to walk the same path and to walk at the same pace (Hitt, Ireland, & Hoskisson, 2018). The vision statement inspires leadership and team players to achieve the set targets of the organization (Taiwo, Agwu, & Lawal, 2016). In general terms, strategic leadership requires a vision statement as it will aid in having a culture in the organization in terms of service delivery. An organizational mission is a statement directed both internally and externally, so it helps inform how stakeholders at all levels perceive the organization.

1.2.2.2 Decision-Making Process

Quite literally, organizations operate by people making decisions. A manager plans, organizes, staffs, leads, and controls her team by executing decisions. The effectiveness and quality of those decisions determine how successful a manager will be. Managers are constantly called upon to make decisions in order to solve problems. Decision making and problem solving are ongoing processes of evaluating situations or problems, considering alternatives, making choices, and following them up with the necessary actions. Sometimes the decision-making process is extremely short, and mental reflection is essentially

instantaneous. In other situations, the process can drag on for weeks or even months. The entire decision-making process is dependent upon the right information being available to the right people at the right times.

Decision-making refers to the process through which managers identify organizational problems and attempt to resolve them. The term decision making refers to the process of deciding about something important, especially in a group of people or in an organization (Oxford Advanced Learner's Dictionary, 2020). Decision-making involves an act of identifying and ably selecting among an array of alternatives based on the inclination. Decision-making includes a variety of processes that are all intermediate steps between thought and action which are the precursors to behavior (Sagwa & Ross, 2018). Therefore a strategic decision is a process to contribute to finding ways to improve the organization's performance which is characterized by novelty, complexity, and open-mindedness, by the fact that the organization usually begins with little understanding of the decision situation it faces or the route to its solution, and only a vague idea of what that solution might be and how it will be evaluated when it is developed.

1.2.2.3 Administrative Measures

The administrative measures in strategic leadership in change management may include; organizational capability, organizational culture, management commitment, and organizational strategy (DeBono, 2019). Further, DeBono, (2019) asserts that the conception of organizational capability is related to human resources which consist of tangible efforts that workers give their employ years as far as the daily business operations are concerned. According to Armstrong (2016), human resources are the human abilities both acquired or innate attributes whose value could be harnessed and developed by appropriate investment developments. Chumpton (2016) assert that on employees' perceived performance management effectiveness and challenges there was a strong correlation that existed among performance attitudes evaluation and performance management efficiency.

1.3 Statement of the problem.

Statistics show that, in the past one decade 57% of youthful population from developing countries pursue tertiary education outside their home countries (UNESCO, 2014). This implies that there is a high demand for quality tertiary education among the youth in developing countries. In Kenya, the high demand for university education piles pressure on

public universities leading to the establishment of private universities to accommodate students who miss chances in public universities.

The high demand for university education has presented private universities with high turnover of human capital, inadequate research resources, inadequate learning infrastructure and inadequate well trained human resource, inadequate resources to manage recurrent expenditure and quality control concerns. These factors have led to low academic performance that contravenes high performance of education outcomes as set by the Kenya government under the Commission of University Education (MoEST, 2015). Literature of this study has shown that strategic leadership in any organization determines the success and the achievement of its objectives effectively and efficiently. The emergence and establishment of private universities have also not adequately invested in science, engineering and technology programmes because of the heavy capital investment required. Since these fields are essential for economic development, especially in a knowledge economy, this lack of investment will have a long-term impact on Kenya's advancement (GOK, 2019). However, there is dearth of research in Kenya to show the relationship between strategic leadership and organizational performance particularly in private universities.

Leadership is the one of the administrations' functions that stills concern managers that working with organizations in addition to researchers and academics that interested in leadership kinds in organizations through studding their characteristics, their advantages, their methods, and their accomplishments (Sadq, 2019). Universities providing higher learning are no different, in the Indian context, these institutions have been controlled by the government and hence at times strategic management and its derivative tenets are not so visible in the initiation and operation of such institutions. Deal (2017) in a study Analysis of the Role of Strategic Leadership in Strategy Implementation in Kenya Private Universities: A Case of Kabarak University found that organizations need competent leaders with capabilities to develop appropriate competencies to achieve planned objectives. Deal concluded that strategic leadership is just one factor of implementing strategic direction of an organization. The study recommends further research on the following areas: To determine factors that affect implementation of research activities in universities since research is its core objective, The effect of the balanced scorecard and software solution to gather information and track actual performance and Lastly, the effect of top managements teams (TMT) and staff turnover on strategy implementation in private universities because of high

attrition rate.

Based on the World Ranking of Universities (2016), Kenyan universities were not favorably ranked especially private universities, therefore there is need for a rescue mechanism to address the gap why ranking does not place them favorably because the strategic leadership theory which underpins this study holds that organizations are reflections of their top executives. Gaps have been identified in policy adherence and enforcement areas necessary to improve processes, university boards have not lived to the expectations hence management gaps on the best practices on human resource management and financial resource mobilization for a sustainable growth and survival and a dearth of research in leadership role in universities. Thus from the literature documented, it shows that organizations need competent leaders with capabilities to develop appropriate competencies to achieve planned objectives, further strategic leadership in any organization determines the success and the achievement and that Strategic leadership is just one factor in implementing the strategic direction of an organization knowledge gap, which warrants the study on the effect of strategic leadership on change management in private universities in Kenya to fill the knowledge gap.

1.4 Purpose of the study

The purpose of the research was to address the weaknesses in the management of strategic planning and implementation processes to enhance performance in private universities in Nairobi County, Kenya.

1.5 Research objectives

The research objectives are comprised of general and specific objectives.

1.5.1 General objective

To examine the effect of strategic leadership on change management in private universities in Nairobi County, Kenya.

1.5.2 Specific Objective

i. To assess the effect of institution mission on change management in private universities in Nairobi County, Kenya,

ii. To establish the effect of the decision-making process on change management in private

universities in Nairobi County, Kenya.

iii. To examine the effect of administrative measures on change management in private universities in Nairobi County, Kenya.

1.6 Research hypothesis

A research hypothesis can be defined as a proposal expressed for practical testing or an uncertain descriptive statement that labels the association between two or more variables (Cooper & Schindler, 2014). It is a tentative, yet testable, statement that predicts what a researcher expects to discover in the empirical data (Malhotra & Hining, 2019). The following hypotheses guided the study:

i. HO_1 There is no significant relationship between the mission and change management in private universities in Nairobi County, Kenya
ii. HO_2 There is no significant relationship between decision-making process affect and change management in private universities in Nairobi County, Kenya
iii. HO_3 There is no significant relationship between the administrative measures and change management in private universities in Nairobi County, Kenya

1.7 Significance of the study

The significance of the study shows how research benefits or impacts others in part or whole (Creswell & Clark, 2017). This study sought to examine the effect of strategic leadership on change management in private universities in Nairobi County, Kenya, and thus expected to benefit the university management since it will give them more insight into the effect of strategic leadership and change management that can be incorporated to meet institutional goals. The study will also benefit the academicians by providing knowledge regarding issues under consideration, especially when planning a successful implementation of strategic leadership management change initiatives.

1.8 Scope of the study

According to Bell, Bryman & Harley (2018) the scope of the study refers to the geographical area within which the study was conducted. This study was conducted in fifteen private universities in Nairobi County, Kenya. The study was only carried out in private universities because they operate under self-generated resources unlike public universities which are funded by the government.

1.9 Delimitations of the study

Delimitations are characteristics that limit the scope thus defining the boundaries of the study (Peterlin, 2017). The study covered universities that are listed in the Commission for University Education, Kenya 2020. The study was restricted to private universities that are actively involved in the provision of services up to the year 2020.

1.10 Limitations of the study

Limitations are possible shortcomings or influences that can affect the study and are not under control of the researcher. These limitations limited the extent to which a study can go and affected the end results of the study (Paul, Shoemaker & Samantha, 2018). The researcher was limited to getting the required information from the sampled universities due to fear of giving out information to competitors but the researcher informed the respondents that the information is for academic research and sought for approvals before the data collection schedule. Due to bureaucracy, the researcher faced some challenges that are associated with too long procedures that must be followed in order to secure the required opportunity or chance to carry out the study. In order to make entry, the researcher made necessary arrangements for abiding by the set rules by the institutions so that accessibility is obtained. On the other hand, there was lack of cooperation by some of the respondents who showed intention to reject the researcher's project to include them in the study citing lack of basic knowledge regarding the purpose of the study. In order to counter this, the researcher needed to enlighten them and explain the relevance of the study for them to give their contribution towards the study. As per the new normal times when universities are working online, the researcher requested the respondents to fill the questionnaires online and arrange for an online interview.

1.11 Assumptions of the study

The study is based on the assumption that there is no relationship between the effect of strategic leadership and change management in private universities in Nairobi County, Kenya. And those respondents gave the required information in a transparent and truthful manner. Also, the time and resources available were sufficient for the study. And finally, it was assumed that the distribution of scores were sufficiently large to form a normal distribution curve and was homogeneous.

1.12 Theoretical Review

A theoretical review is a comprehensive summary of previous research on a topic. The literature review surveys scholarly articles, books, and other sources relevant to a particular area of research. The theoretical literature review enumerates, describe, summarize, objectively evaluate and clarify the previous research for the current study (Mugenda & Mugenda, 2013). The study reviewes situational leadership and strategic leadership theories.

1.12.1 Situational Leadership Theory

Situational leadership theory (SLT) Hersey, Blanchard & Johnson,(2018) states that a leader applies different leadership styles according to a follower's maturity level. Osano (2017) alludes that the task-relevant maturity level of the follower is compared to the major situational determinant of leader behavior. Leadership behavior is situational in many ways and maturity is relative thus the same person can be very mature in teaching but not in working as marketing personnel.

The theory states that successful leaders should change leadership styles based on the maturity of the people they are leading (Thompson, & Vecchio, 2019). In using this theory, leaders should place less emphasis on the task and put more emphasis on the relationship with the people they are leading. Therefore situational leadership theory is applicable to the study in examining the effect of strategic leadership on change management in private universities in Nairobi County, Kenya. In this situation, the management leader employs distinctive working relationship styles according to the worker's maturity level in training and experience.

A Situational Leadership model is helpful to leader's in diagnosing the demands of situations as the model is based on the task behavior and the relationship behavior of a leader and the level of readiness of the follower, which is applicable in the study of examining the effect of strategic leadership on change management in private universities in Nairobi County, Kenya.

1.12.2 Strategic Leadership Theory

Strategic leadership is about forming great leaders who accept responsibilities for the organizations that seek to learn and embrace information and knowledge acquisition (Cader, 2019). Strategic leadership theory states that top leaders' values, cognitions, and personalities affect their field of vision, selective perception of information, and interpretation of information (Cader, 2019). According to Beatty and Hughes (2017) the autocratic leader

makes more decisions for the group, laissez-faire allows people within the group to make all decision, and while democratic leader guides and encourage the group in decision making.

The leader and employees' relationship will be one of inspiration, consideration of individual needs, and intellectuals (Beatty &.Hughes, 2017). The transformational leadership style brings about continuous learning, innovation, and change. It has been shown to contribute to leader effectiveness, leader and follower satisfaction, follower efforts, and overall organizational performance (Robert & Lussier, 2019). Strong, inspiring visions have been associated with higher organizational performance and greater employee motivation and satisfaction (Cader, 2019).

A leader's behavior influences the motivation of subordinates when it makes the satisfaction of their needs contingent on successful performance. In this theory, a leader's behavior falls into four basic categories; Role classification, supportive, participative, and autocratic. Role classification lets subordinate know what is expected of them, give guidance as to what should be done and schedules and coordinates work among the subordinates, and maintain definite standards of performance. Participative leadership involved consulting with subordinates and asking for suggestions in decision-making processes. Autocratic leadership comes from a leader who gives orders that are not to be questioned by a subordinate (Beatty & Hughes, 2017). Thus, strategic leadership theory is dealing with the style of leadership which is applicable in the study of examining the effect of strategic leadership on change management in private universities in Nairobi County, Kenya.

1.13 Conceptual framework

According to Ravitch and Matthew (2017), a conceptual framework represents the researcher's blend of literature on how to explain a phenomenon. It maps out the actions required for the study given the researcher's previous understanding of other researchers' view point and observations about the study. In other words, the conceptual framework is the researcher's understanding of how the variables in the study connect with each other. It is the researcher's "map" in pursuing the investigation. The term conceptual framework can be basically "elementary or elaborate, theory-driven or rational, descriptive or unpremeditated". The goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them. Figure 1.1 below shows the relationship between independent and dependent variables.

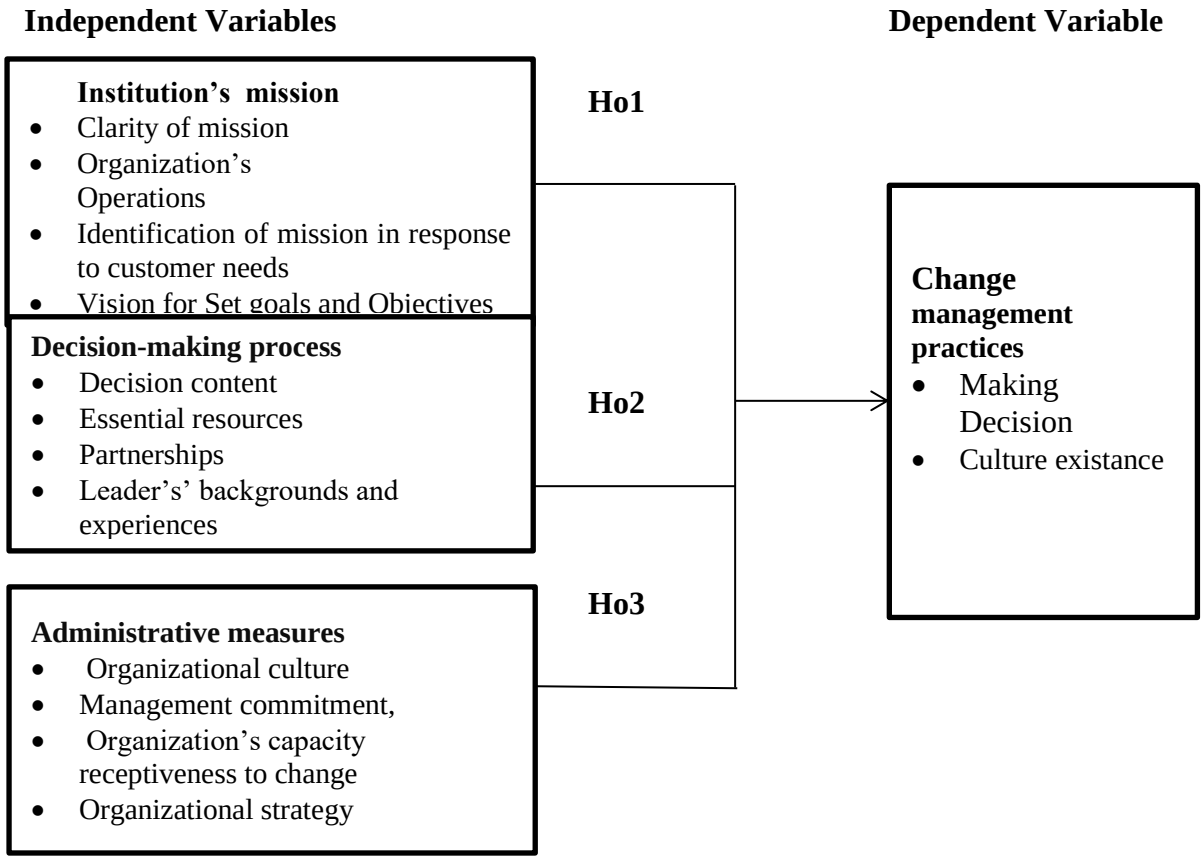


Figure 1.1 Conceptual framework

Source: (Researcher 2023)

The researcher conceptualized a framework consisting of the dependent and independent variables. This guided the researcher to achieve the research objective on effects of strategic leadership on change management in private Universities in Kenya. In the above conceptual framework in figure 1.1 the independent variables which include: institution's mission, decision-making process, and administrative measures form a phase to affect dependent variable of change management in the study. The study applied the situational leadership theory and strategic leadership theory to be able to explain the relationship in the conceptual framework between the effect of strategic leadership and change management, in private universities.

The independent variables had an influence on the dependent variable. Change management pracices were determined by the decisions made by the leaders involved in strategic decisions in private Universities. Maximizing the existing culture in private universities was determined to be an indicator influencing change management practices. Institution's mission objective contributed to the findings on change management practices. Overall scope and clarity of institution's mission was key. Identification of the mission is one thing. Executing is another.

The mission was determined to be aligning with the customer needs and well as set goals and objectives of the organization.

Decision making process is an objective that determines change management practices in private Universities in Nairobi County. The variable was achieved through the indicators of decision content, essential resources, partnerships, leaders' background and experience. Administrative measures was an objective used to determine change management practices in private Universities in Nairobi County. Administrative measures focused on the indicators of organizational culture, management commitment, capacity receptiveness to change and strategy used for effective strategic leadership in private Universities in Kenya.

Strategic leadership is critical to institutional development, universities must evaluate what can be done to improve the overall learning outcomes in the institutions. According to Schoemaker and Krupp (2017), the following six attributes anticipated by strategic leaders which are crtical: tracking industry trends that pose threats or opportunities for your organization; foreseeing the changing needs of customers or endusers; see their evolving needs sooner than they will themselves; anticipating the moves of competitors and their likely reactions to new initiatives, products, or services; seeing market uncertainty as a source of potential advantage because they are better informed, scout more broadly and look under many rocks, gathering information from a wide network of experts and other sources both inside and outside their function or industry and thinking in terms of multiple futures and new business models, different from today, by studying innovators inside and outside their industry.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focused on the literature reviewed on examining the effect of mission, establishing the effect of the decision-making process, and examining the effect of administrative measures in strategic leadership and change management in private universities in Nairobi County, Kenya, and summary and research gap of the effect of strategic leadership change management in private universities.

2.2 Empirical Literature Review

The empirical review section presented the reviewed literature linked to the problem and objectives of the study. This section was categorized according to each specific objective in order to ensure reliability to the study problem. Empirical review gave an outline of the other researchers who did studies related to the subject stating what they observed and concluded so as to identify the gap left unstudied so as to be covered by this current study. Empirical review is the assessment using observed evidence. It is a way of gaining knowledge by means of direct and indirect experience (Mugenda and Mugenda, 2013). The researcher reviewed the ultimate objectives/variables to this study.

2.2.1 Effect of Institutional Mission on Strategic Leadership

The late 1980s period witnessed the emergence of studies of how mission statement influences the organization's corporate image. Achua and Lussier (2016) defines organization mission statement as an enduring statement of purpose that distinguishes one organization from the other similar enterprises. It describes the business the organization pursues, and it is well explained and designed to provide many benefits to an organization, including providing direction and focus, forming the basis for objectives and strategies, inspiring positive emotions about the organization, ensuring unanimity of purpose, and helping resolve divergent views among managers (Deal, & Kennedy, 2017). There are two components in the mission statement; the core values and the core purpose. Korrapati (2018) submits that universities are therefore compelled to chart a new strategic direction guided by a shared

vision, strategic thinking and agility, taking cognizance of an increasing importance of its position in a worldwide context led by strategic leaders for organizational effectiveness. Globalization has brought changes in higher education with dimensions of diversification on services and products, provision of more heterogeneous services, new funding arrangements, increasing focus on accountability and performance, global networking, mobility, collaboration and strategic leadership issues (Lemaitre, 2019). These changes have confronted institutional management with the need to revise and specify institutional mission statements, assess impact of new sources of funding, meet requirements for accountability, consider participation and international competition and the requirements for national, regional and international integration for their success (Spendlove, 2015). There is no doubt that higher education is facing escalating expectations and demands while at the same time experiencing serious economic shortfalls.

In strategic leadership, a mission statement is seen as a description of what the organization does to achieve its vision. Laufs (2017) on mission vision statements and their potential impact on employee behavior and attitudes the case of public but profit-oriented tertiary institution reveals that mission statements are indispensable in the strategic leadership management processes. Gharieghi, Nikbakht, and Bahar, (2016) on the impact of mission statement and performance an exploratory study in Jordanian North America, alludes that a mission statement is a formalized document that defines an organization's unique and enduring purpose. The mission statement identifies the scope of the organization's operations in terms of products and or services to be offered and the market to be served (Candemir & Zalluhoglu, 2017). And because leadership strategy is important that is why a mission statement is developed to guide all the processes of strategic leadership planning and explain what organizations want to be and who will be their end-users (Mann, 2018).

Studies were done by Shuria, Linge and Kiriri, (2016) on the influence of strategic planning and forecasting on humanitarian aid delivery in Somalia opines that strategic planning is a process that devises how an organization's mission can be accomplished by setting out strategies that allocate resources optimally. This is therefore in line with the study in examining the effect of strategic leadership on change management more precisely on the effect of mission on strategic leadership and change management in private universities in Nairobi County, Kenya. According to Mbaka and Mugambi, (2018) in examing factors affecting successful strategy implementation in the water sector in Kenya whereby focused

on strategy formulation process adopted, the relationship among different units and different strategy levels, and models applied which requires common strategy, reveals that Strategic Planning is the process of formulating, implementing and evaluating decisions that enable the organization to achieve its goals. Therefore, forecasting the effect of mission on strategic leadership and change management is a clear way of converting available information and proposed strategy with regards to examining the effect of strategic leadership on change management in private universities in Nairobi County, Kenya.

Other studies by Jooste and Fourie (2019), on strategic leadership and change management at the Kenya wildlife service and alludes that strategic leadership practices are key to driving change management hence have a significant relationship with performance. Similarly, a study by Nganga (2016) on strategic leadership and performance of manufacturing firms in Kenya and observed that strategic leadership was having high correlation significant relationship with performance. Thus knowledge gap warrants the study on assessing the effect of institution's mission on change management in private universities in Nairobi County, Kenya.

2.2.2 Effect of Decision-Making Process on Change Management

While leadership is a combination of several things, the description of any particular leader and his leadership effectiveness is often a reflection of the decisions he made or did not make. Decision-making is the process of defining problems and choosing one best alternative from a set of alternative options as a means of providing a solution to an identified defined problem. Opportunities exist within the competitive external environment of every organization and great responsibility lies on the shoulders of management to determine what to do with available resources, in order to capitalize on these opportunities to the organization's advantage. This necessitates a decision on how best to effectively and efficiently allocate and utilize available organizational resources to ensure goal realization (Eromafuru & Griffin, 2016).

Decision making, one of the essential duties of every manager in every level of an organization plays important roles in determining what an organization has to do or is able to do. Increasing effectiveness in decision making is therefore, an important part of maximizing organizational performance. In talking about strategic decision making, Wilson (2017) states

that the heart of strategy lies in decision making, such that having analyzed the environment, assessed organizational capabilities and investigated technological shifts, managers have to take preferred courses of action, after examining possible alternatives. Being a set of decisions that drive or shape most of an organization's actions, strategic decisions, Wilson further states, are not easily changed once they are made and they also have great impact on organizational performance. Weihrich, Cannice and Koontz (2018) are of the opinion that decision making is the conscious process of making choices among alternatives with the intention of moving toward a desired state of affairs. These authors introduce the concept of consciousness, implying that management decisions should be made while in the right frame of mind. That is to say that the decision maker has knowledge of the prevailing problem and is responding by making a choice from a list of alternative solutions to it.

In strategic decision-making, management team leaders influence the implementation of strategies and enhance the survival of the organization. Strategic decision-making in an organization has been based on decision content, core resources, and network relationships (Williams & Grégoire, 2017), The decision-making behaviors of organizations are influenced by the investment environment factors, and personal factors among team members such as the personality traits, thinking logic, and cognitive understanding of leaders. Several studies have analyzed the selection of business strategies based on the characteristics of management teams or risk perception (Bembom & Schwens, 2018). However, few studies have explored the effect of strategic leadership on change management in private universities.

Leaders' backgrounds and experiences influence the strategic decisions they make (Kouamé, Oliver, & Poisson-de-Haro, 2017). In addition, leaders apply mental models to comprehend various situations and predict strategic decisions (Bembom & Schwens, 2018). Therefore there is leaders’ experience interpreting objective environmental situations and subsequently determining the relationship between these characteristics. The team member's leader's limitation of being able to selectively perceive or remember only certain information causes decision-makers to perceive risk differently from one another. Therefore leads to examining the relationship between the effect of strategic leadership and change management in private universities.

The studies done by Magee (2017), on Non-Governmental organization leadership and

Development, opines that Corporate Communication by leaders motivated employees and also led to a well-engaged society in a proactive and positive way. Similarly, the study by Johansson, Miller, & Hamrin, (2018) on conceptualizing communicative leadership as a framework for analyzing and developing leaders' communication competence. Corporate Communications asserts that there is a relationship between communication by leaders and performance in organizational changes. Thus knowledge gap and warrants the effect of the decision-making process on change management in private universities in Nairobi County, Kenya.

2.2.3 Administrative Measures and Change Management

Administrative measures is guiding and influencing process on the activities and tasks required of members of the working groups (Ahmed et al, 2017). It is a complex phenomenon that has three dimensional since they formed in their operations and their effects leader - subordinates – positions (Sadq, 2017). On his part, Karim et al (2018) believes that leadership is "a kind of interaction that an individual (the leader) will be able to encourage or stimulate group to do a job that suited to the expectations of the leader. Leadership also can be defined as the interaction between the characteristics of the leader as well as the characteristics of subordinates in addition to the situations they are going through individuals or groups towards achieving the desired goals (Sadq et al, 2019). It is the ability to direct others in order to achieve certain goals. It is the process of the impact of the leader on the behavior of subordinates by making them performing the work assigned to them efficiently in addition to achieve common goals toward a certain situation or a certain subject. It is the art of influencing subordinates to accomplish the tasks assigned to them in an enthusiasm and sincerity way that it is the ability to motivate and encourage individuals to accomplish what the leadership wants to achieve (Ali et al, 2019).

Administrators in organizational culture share elementary assumptions which are learned by an organized group for solving their problems for internally integrating and externally adopting strategies that have worked well in the past to be assumed as valid and therefore transferred to any new members for the adaptation in the organization(Ng'ang'a & Nyongesa, 2017). The success in organizational and strategic change management is influenced by the structure of the organization and culture, especially if the culture is well aligned with the organization's mission and vision (Schein, 2019). According to Schein (2019), organizational cultures are the practices and behaviors of the employees in a given organization. Though

culture is resistant to change, it also makes it possible for an organization to embrace change regardless of how fast a product needs to be developed or whether there is an organized reduction in costs. And when organizations incorporate the ideas and energy aimed at change management, and then as long as the changes structures are culturally aligned, the initiatives become more sustainable.

Magee (2017) concur that experienced leaders responsible for facilitating the change process are often aware of how to manage the change and the best practices of the organizations, and therefore, they do their best to maximize the company's existing culture. It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the members of an organization that evolves over some time (De Bono, Jones, & Van Der Heijden, 2019). Organizational culture is also referred to as a set of important assumptions (often unstated) that members of an organization share in common (Morrel, 2017). Every organization has its culture. Numerous and diverse organizational culture type classifications can be found in the literature (Deal & Kennedy, 2017). According to Desson and Clouthier (2018), there are five basic features of organizational culture which include: a shared understanding of the organization's mission; values that guide decision-making and activities; the focus and management style of senior officers; how employees think of their relationships with management, and how an organization conducts its day-to-day business. Organizational culture characterizes a setting and is taught to newcomers as the proper way to think and feel communicated by myths and stories people tell about how the organization came to be the way it is as it solved problems associated with the external adaptation and integration (Schein, 2019).

Because organizational culture shapes basic assumptions and values, it is considered to guide life in organizations (Schneider, Ehrhart, & Macey, 2016). Johnson and Scholes, (2019) assert that organizational culture can shape an organization's capacity and receptiveness to change. Further, to transform a public service that by and large is characterized by corruption, low productivity, inefficiency, lack of transparency and accountability into an accountable, responsive, functioning, and performance-based one, there must be a change of both behavior and culture of the society (Lankeu & Maket, 2017). To utilize the poignant energy, leaders need to identify cultural aspects of the organization that have been incorporated in the changes then draw attention to them as well as those that will be affected in whatever way by the changes (Aguirre & Alpern, 2018). The main justification for this change that is being

experienced in organizational culture is the fact that universities operate in a highly dynamic environment on both the local and international fronts.

Change management has been implemented in full force in major organizations; a majority of leaders are trained in such a way as to operationalize the requirements for change to avert distractions. According to Llopis (2019), in several organizations, attentiveness starts at the top management hence facilitating outright transparency in the emphasis of purpose; there could also be an orientation in strategic resolution and philosophy. Organizational strategy refers to getting the relevant people with the correct mix of emotional commitment and the right skill set. And, thus increased urgency should inform the strategic focus of an institution (Kotter, 2016). This will in turn inspire people to make real and relevant goals and objectives. Because of this, the structure of the organization should include many individuals with these qualities and skills just to ensure their communication translates to greater results for the benefit of the organization. Osano (2017) affirms that there exist tough financial times that institutions face during turbulence and to manage in such times and remain profitable; one needs clear strategies and efficient plans that will guarantee great changes. Besides Osano (2017) states that there exists a technological role in finance however it presents threats and opportunities.

The study by Passenheim (2017) on establishing the relationship between control activities and organizational performance in Jaffna District, Sri Lanka, alludes that control activities and organizations performance were statistically significant in determining performance and hence positive relationship between control activities and performance. And in the study by Ogbo, Onekanma, and Ukpere (2018) on the relationship between an effective system of inventory management and organization performance in the seven-up bottling company Nile Mile Enugu, found that flexibility in inventory control management is insignificant in achieving organizational performance. Thus knowledge gap and warrants the study to find out the effect of administrative measures on change management in private universities in Nairobi County, Kenya.

2.3 Summary of the Reviewed Literature

In effect of institutional mission on strategic leadership the literature reviewed indicates that the mission statement identifies the scope of the organization’s operations in terms of products and or services to be offered and the market to be served. In the decision-making

process on strategic leadership and change management, it was established that leaders' backgrounds and experiences influence the strategic decisions they make.

In administrative measures and change management, it was established that control activities and organizations performance were statistically significant in determining performance and hence positive relationship between control activities and performance

The current research focused on the theoretical framework underpinning strategic leadership in the effect of mission, decision-making process, the effect of administrative measures, and the effect of policy and regulatory moderating factors on change management practices in private universities.

2.4 Knowledge Research Gap

The literature reviewed confirms that organizations are in continual strategic realignment to meet the market demands and hence end-user satisfaction. For instance, the study by Ongong'a (2017) on the factors influencing strategy implementation at Kenya commercial bank limited in Kenya. The study found that the role of leadership in strategic planning and management is a factor influencing strategy implementation, organizational culture, technology, employees' training among others. But the study did not address the assessment of the effect of institution mission on change management in private universities in Nairobi County, Kenya.

The study by Muleteer (2018) on the strategic role of leadership in strategy implementation in Zimbabwe's state-owned enterprises, the study revealed a relatively low leadership involvement in strategy implementation leading to partial strategy success, and that leadership has been failing to role model the ideal behavior necessary for successful strategy implementation. The absence of a well-crafted strategic vision and the lack of communication were also identified. But the study did not address the establishment of the effect of the decision-making process on change management in private universities in Nairobi County, Kenya.

The study by Robins, Judge & Campbell (2019) on the role of strategic leadership in effective strategy implementation: perceptions of South African strategic leaders, the study found that lack of leadership and specifically strategic leadership, at the top of the organization is a major barrier to effective strategy implementation. But the study did not address finding out the

effect of administrative measures on change management in private universities in Nairobi County, Kenya.

A study by Creswell & Clark (2018) on factors influencing strategic plan implementation in the newly established public Universities. The studies indicate that there are a number of factors influencing the direction of meeting strategy leadership planning and implementation. But the study did not address determining the effect of policy and regulatory moderating factors in strategic leadership and change management in private universities in Nairobi County, Kenya.

From the studies done by these scholars, it is evident that little research has discussed the effect of strategic leadership on change management in private universities in Nairobi County, Kenya; a gap that is to be filled by this study. Further, there is no clear documented literature available showing how the mission affects strategic leadership and change management, the effect of the decision-making process on strategic leadership and change management, administrative measures in strategic leadership on strategic leadership and change management, and policy and regulation moderating factor on strategic leadership and change management.

That is why this study sought to establish the effect of strategic leadership on change management in private universities in Nairobi County, Kenya by addressing the study independent variables and the dependent variables of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the methods to be used in undertaking the study. It contained research design, target population, sample size and sampling procedure. It also contained research instruments, data collection procedures and data analysis used.

3.2 Research Design

Research design is a plan that guides the researcher on ways of collecting, measuring, and analyzing data in order to provide solutions to a problem (Kothari 2017). The study adopted descriptive research design to accurately portray the respondents in the various strata in the target population. The purpose of descriptive research design was to determine and report accurate statistical information about aspects of change management in private Universities in Kenya. Further, descriptive design was used to collect information about people's attitudes, opinions or habits. The design was used to allow researcher gather, present and interpret information for this research.

3.3 Research Site and Rationale

The study was conducted in private universities in Nairobi County, Kenya as in the Commission for University Education, Kenya (CUE) list of 2020.

3.4 Target Population

Singh (2017) describes a target population as a large set of individuals, entities, or items that are of interest to research. The target population of this study comprised of 15 private Universities that exihibit strategic leadership and change management while participants of the study constituted the top management, administrative staff, teaching staff and head of various departments of the universities. The target population therefore comprised of 350. This study target population operated under similar conditions making it easily accessible and easy to collect data and analyze.

Table 3.1 Target Population

	Grouping	Target Population	Valid Percent	Cumulative Percent
Valid	Top Management.	30	9.0	9.0
	Administrative Staff.	150	43.0	52.0
	Head of Departments.	70	20.0	72.0
	Teaching Staff.	100	28.0	**100.0**
	Total	**350**	**100.0**	

Source: Researcher (2023)

3.5 Study Sample

The researcher used a smaller set of data to choose or select from the larger population through the use of stratified random sampling procedure.

3.5.1 Sampling Procedure

The study used stratified random sampling procedure. In this sampling technique, the population was divided into smaller groups known as strata. The strata comprised of the top management, administrative staffs, head of departments and teaching staff drawn from the fifteen private universities in Kenya, Nairobi County. In addition, the respondents were randomly sampled from each stratum. The stratum reduced the amount of tension and suspense of respondents towards the study hence provided honesty and reliable information. Orodho, (2014) noted that stratified random sampling method involves dividing research population into homogenous sub group and then taking the simple random sample in each sub group. Orodho noted that the sample is selected in such a way that certain sub groups in the population are represented in the sub group in proportions to their number in

population.

3.5.2 Study Sample Size

Sampling is the selection of a portion of the population that truly represents the said population. The study adopted (Slovins, 2018) formula to calculate the size of the sample necessary to achieve the confidence interval when sampling a population as illustrated below:

$n= N/(1+Ne^2)$

n= Sample size

N= Population size (350)

e= Margin of error (0.009)

$n= 350/(1+350(0.009^2))=350/(1+(350X0.009^2))$

n=350/1.2

n=291.6

n= Sample size

n= 292

Sample size of the study is 292.

Table 3.2 Sample Size of Private Universities in Kenya, Nairobi County

	Grouping	Target Population	Sample Size	Valid Percent (%)	Cumulative Percent (%)
Valid	Top Management.	30	25	9.0	9.0
	Administrative Staff.	150	125	43.0	52.0
	Head of Departments.	70	59	20.0	72.0
	Teaching Staff.	100	83	28.0	**100.0**
	Total	**350**	**292**	**100.0**	

Source: Researcher (2023)

3.6 Data Collection

Data collection is the process of gathering and measuring information on targeted variables in an established system, which then enables one to answer relevant questions and evaluate outcomes.

3.6.1 Data Collection Instrument

Data was collected from 15 selected private Universities in Kenya, Nairobi county. Top management, administrative staff, head of departments and teaching staff were issued with structured questionnaires to enhance the process of data collection. The structured questionnaire were subdivided into six main sections. Section one was a collection of demographic information of the respondents. The rest of the sections collected data based on the independent and dependent variables of the study. Questionnaire as a method of data collection was preferred over the other methods due to its flexibility and easy to administer to the respondents.

3.6.2 Pilot Testing of Research Instruments

Pilot study was conducted at Mount Kenya University to determine the feasibility of conducting a large-scale study. The pilot study was held in Mount Kenya University, an area other than the actual private Universities for final data collection. The pilot study helped to inform the researcher on the strength or weakness of the study. Pilot testing was established to assist in determining accuracy, clarity and suitability of the research instrument. The pilot testing ivolved 35 respondents (10% of the target population) who filled the questionnaires and accuracy was tested. The 35 respondents were not involved in the final study to ensure non-compromise of the research data. The respondents helped to estimate the time needed to fill the questionnaires and identified errors to be corrected. Pilot of research instruments was done one week before actual data collection exercise. Research assistants were engaged to carry out the exercise. The pilot study was conducted at Mount Kenya University which was not part of the list of private Universities for actual data collection. This helped the researcher to avoid sampling the same respondents in piloting the main study.

3.6.3 Instruments Validity

Validity is the extent to which an instrument measures what it is supposed to measure and perform as ascertained by the use of test-retest techniques (Mugenda & Mugenda, 2019). The researcher sought the assistance of the supervisors in checking the quality and clarity of the questions. The pilot study helped to establish whether the items in the instrument were well understood by the target population. The supervisor's comments were used to enhance the research instrument for data collection.

3.6.4 Instruments Reliability

Internal consistency of reliability was tested using Cronbach's alpha (α) where an alpha score of 0.7 and above was considered satisfactory (Mugenda & Mugenda, 2019) for the 292 questionnaires. This was achieved by testing the reliability of all the questions in the questionnaire which assisted in determining erroneous mistakes and thus mitigated on the areas that required attention.

3.6.5 Data Collection Procedure

The researcher sought a research permit from the National Commission for Science,

Technology & Innovation (NACOSTI), and a research authorization letter from the Africa Nazarene University. Research assistants were engaged in data collection process. Data was collected from the respondents through structured questionnaires.

3.7 Data Analysis and Presentation

Data analysis began upon inspection of data collected to identify spelling errors, wrong responses and blank spaces left by the respondents. The data collected was coded and analyzed mainly by the use of descriptive analysis and inferential statistics to test relationship between dependent and independent variables through means of SPSS version 25 program and presented using tables from frequencies and percentages of responses.

Quantitative analysis was used and involved statistical analysis and interpretation of data by use of inferential statistics that relied on numerical values, which was computed. Data was coded and frequency tables produced as well as other analysis processes with the help of SPSS version 25 computer program. This produced quantitative data values that interpreted for meaning qualitatively and quantitatively. The data was synthesized into coherent description of what was found out. Correlation analysis was run and correlation coefficients (R) values was provided for understanding of the relationship that exist between the variables concerned. Qualitative analysis was also used to deduce meaning from written literature by the respondents.

3.8 Ethical Consideration

Research ethics is defined as the appropriate behaviour of research relative to the norms of society (Zikmund, 2018). For this study, permission to carry out the study was sought from the university, Commission for University Education, Kenya (NACOSTI), and other relevant institution administrators like the county government and the Ministry of education. The researcher ensured accuracy in data collection and analysis to provide a true picture of the effect of strategic leadership on change management in private universities in Nairobi County, Kenya. The researcher acknowledged all sources of information from other scholars and assured all respondents that the information to be obtained will be kept confidential and anonymous and used for academic purposes only.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter discussed the major findings of the research project. The researcher utilized a quantitative approach to analyze data. The output was presented in table form, explained and summarized in percentages, frequencies, descriptive statistics and Pearson correlation coefficient.

4.2 Reliability Results

The study sought to ascertain the reliability of the research instrument. The results are as shown in table 4.1

Table 4.1 Reliability Results

Variable	N of Items	Cronbach's Alpha
Institution's Mission	4	.713
Decision Making Process	4	.706
Administrative Measures	4	.730
Change Management	2	.802

Source: Researcher (2023)

The researcher analyzed 257 questionnaires that were successfully filled and returned by the respondents. Cooper and Schindler, (2016) indicated that the alpha coefficient values were described as excellent (0.93–0.94), strong (0.91–0.93), reliable (0.84–0.90), robust (0.81), fairly high (0.76–0.95), high (0.73–0.95), good (0.71–0.91), relatively high (0.70–0.77), slightly low (0.68), reasonable (0.67–0.87), adequate (0.64–0.85), moderate (0.61–0.65), and satisfactory (0.58–0.97). From the table above it was observed that the individual Cronbach's alpha coefficients for each variable individually ranged from 0.706 to 0.802 revealing the

high degree of reliability. Since all the reliability results exceeded 0.70 threshold, the internal consistency reliability of the measures used for the study was considered very reliable to sufficiently measure the study variables.

4.3 Response Rate

The researcher established to get the response rate of the respondents. The results are as shown in table 4.2 below.

Table 4.2 Response Rate

	Grouping	Frequency	Valid Percent	Cumulative Percent
Valid	Response	257	88.00	88.00
	Non-Response	35	12.00	**100.00**
	Total	**292**	**100.00**	

Source: Researcher (2023)

The researcher made 292 questionnaires for distribution to the respondents. From the table 4.2 above, the response rate obtained from the respondents was 257 which represented 88%. 35 out of 292 respondents did not respond to the questionnaires which represented 12%. Nachmias, (2016) observed that a response rate exceeding 50% was believed to be sufficient for analysis and therefore a response rate of 88% was considered to be very good for this study. The response rate obtained was contributed by the clarity of questions and language used for the questionnaires. Research assistants helped respondents to fill questionnaires appropriately.

4.4 Characteristics of Respondents

The characteristics of respondents refers to their gender, age, duration of time serving in University as well as academic qualifications was presented in this section.

4.4.1 Gender of Respondents

The study sought to determine the gender of the respondents. The results are as shown in table 4.3 below.

Table 4.3 Gender of Respondents

	Grouping	Frequency	Valid Percent	Cumulative Percent
Valid	Male	167	64.98	64.98
	Female	90	35.02	**100.00**
	Total	**257**	**100.00**	

Source: Researcher (2023)

According to Table 4.3 above, the number of males who responded to the questionnaires was 167 representing 64.98% while the number of females who responded to the questionnaires was 90 representing a response rate of 35.02%. The number of males who responded to the questionnaires was therefore greater than the number of females. This indicated that majority of the people who work in the University are of the male gender.

4.4.2 Age of the Respondents

The study sought to ascertain the age of the respondents. The results are as shown in table 4.4 below.

Table 4.4 Age of the Respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	below 30	11	4.28	4.28
	30-35	15	5.84	10.12
	36-45	25	9.73	19.85
	46-50	30	11.67	31.52
	51-55	72	28.02	59.54
	56-60	54	21.01	80.55
	61-65	40	15.56	96.11
	above 66	10	3.89	**100.00**
	Total	**257**	**100.00**	

Source: Researcher (2023)

According to table 4.4 above, 4.28% of the respondents were below 30 years, 5.84% of the respondents were age between 30-35 years. Age between 36-45 years were 9.73% while 11.67% of the respondents were age between 46-50 years. 51-55 years of the respondents were 28.02% while 21.01% were age between 56-60 years. 15.56% of the respondents were age between 61-65 years while those respondents above 66 years were 3.89%. This indicated that the respondents were mature enough to provide relevant and reliable information for the study. Majority of the respondents age between 51-55 are involved in strategic decision making in the private Universities representing 28.02% of the respondents.

4.4.3 Academic Qualification

The study sought to determine the highest academic qualifications of the respondents. The results are as shown in table 4.5 below.

Table 4.5 Academic Qualification

Qualification		Frequency	Valid Percent	Cumulative Percent
Valid	KCPE	1	0.39	0.39
	KCSE	1	0.39	0.78
	Diploma	4	1.56	2.34
	Degree	50	19.46	21.8
	Master Degree	112	43.58	65.38
	PhD	88	34.24	99.62
	None	1	0.39	**100.00**
	Total	**257**	**100.00**	

Source: Researcher (2023)

From table 4.5 above, 0.39% of the respondents were KCPE holders, 0.39% were KCSE holders, 1.56% were Diploma holders, 19.46% were Degree holders, 43.58% were Master Degree holders, while 34.24% were PhD holders. There were 0.39% response rate which had none of the academic qualifications. Respondents with Master Degree and PhD were largely involved in the strategic leadership representing 77.82% of the respondents.

4.4.4 Effect of Institution's Mission on Change Management in Private Universities.

The study sought to get answers on the understanding of the respondents regarding the effect of institution's mission as a varible affecting change management in private universities in Kenya. The responses from the respondents were logged on a five-point Likert scale anchored by Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). Table 4.6 displays the responses to statements on effect of institution's mission.

Table 4.6 Institution's Mission

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	**Mean**	**Std. Deviation**
There is clarity of Mission in leadership in my University.	32(12.3)	149(57.9)	4(1.4)	65(25.3)	7(3.1)	2.4897	1.09194
The Mission statement of my University identifies who we are, what we do and make everyone to respond to customers' needs on timely basis.	24(9.2)	75(29.1)	6(2.4)	106(41.1)	46(17.8)	3.2945	1.30644
The vision statement inspires leadership and team players to achieve the set goals and objectives of the University.	68(26.4)	77(30.1)	3(1.0)	106(41.4)	3(1.0)	2.6062	1.28927
The mission statement determines the key performance indicators of the University.	11(4.1)	72(28.1)	4(1.4)	156(60.6)	14(5.8)	3.3596	1.07653
Composite Mean and Standard Deviation						**2.9375.**	**1.191045**

Source: Researcher (2023)

Four statements were developed to measure the effect of institution's mission on change management. As shown in the table 4.6 above, response rate of 70.2% of the respondents

disagreed to the statement position that there is clarity of mission in leadership in my University. This was a representation of 12.3% who strongly disagreed and 57.9% disagreed. There were 1.4% of the respondents who were neutral to the statement position.There were 28.4% of the respondents who agreed with the statement position. This represented 25.3% respondents who agreed while 3.1% strongly agreed. The response statement position that there is clarity of mission in leadership in my University had a mean score of 2.4897 with a standard deviation of 1.09194. This was an indication that the statement position was largely disagreed by the respondents and that there is no clarity of mission in leadership in private universities in Kenya, Nairobi County.

Response rate of 38.3% from the respondents disagreed with the statement position that the mission statement of my university identifies who we are, what we do and make everyone to respond to customers' needs on timely basis. This represented 9.2% of the respondents strongly disagreeing while 29.1% disagreeing. There were 2.4% of the respondents who were neutral to the statement position. Response rate at 58.9% agreed to the statement position representing 41.1% agreeing while 17.8% strongly agreeing. The response statement position represented a mean score value of 3.2945 with a standard deviation of 1.30644. This indicated that the mission statement of private universities in Kenya identifies who we are, what we do and make everyone to respond to customers' needs on timely basis.

Respondents at 56.5% disagreed with the statement position that the vision statement inspires leadership and team players to achieve the set goals and objectives of the University. This was a representation of 26.4% strongly disagreeing and 30.1% disagreeing. There were 1.0% of the respondents who were neutral to the statement position. A representation of 42.4% of the respondents agreed with the statement position. This was 41.4% of the respondents agreeing while 1.0% strongly agreed. This statement position represented a mean score of 2.6062 with a standard deviation of 1.28927. This was an indication that the statement position was disagreed by the respondents.

Response rate to the statement position that the mission statement determines the key performance indicators of the University was disagreed with 32.2%. This represented 4.1% strongly disagreeing while 28.1% disagreed. There were 1.4% of the respondents who were neutral to the statement position. Respondents at 66.4% agreed with the statement position representing 60.6% agreeing and 5.8% strongly agreeing. The statement position had a mean

score value of 3.3596 with a standard deviation of 1.07653. This was an indication that the statement position was largely agreed by the respondents. In comparing the divergent relationships of the developed statements, the researcher computed composite mean and standard deviation. The composite mean score value of institution's mission variable was 2.9375 with a standard deviation of 1.191045. This indicated that institution's mission was highly accepted by the respondents as effective strategic leadership on change management in private Universitie in Kenya, Nairobi County.

4.4.5 Effect of Decision Making Process on Change Management in Private Universities.

The researcher sought to get answers from the respondents on the levels of understanding on effect of decision making process on change management in private Universities in Kenya. The responses from the respondents were logged on a five-point Likert scale anchored by Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). Table 4.7 displays the responses to statements regarding effect of decision making process.

Table 4.7 Decision Making Process.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	**Mean**	**Std. Deviation**
The decision content determines strategies to be used in order for the University to remain afloat.	27(10.6)	88(34.2)	1(0.3)	137(53.4)	4(1.4)	3.0068	1.16652
The core resource allocation is determined by the strategies used by management.	25(9.6)	56(21.6)	4(1.7)	124(48.3)	48(18.8)	3.4521	1.27940
The leaders apply network relationships in various ways to comprehend various situations and predict strategic decisions in my university.	37(14.4)	125(48.6)	4(1.7)	83(32.2)	8(3.1)	2.6096	1.16580
Leaders' background and experiences is given utmost consideration in deciding for the best strategies to be used for change management in my University.	22(8.6)	65(25.3)	10(2.7)	145(57.2)	15(6.2)	3.2705	1.16008
Composite Mean and Standard Deviation						**2.9375**	**1.19295**

Source: Researcher (2023)

Four statements were generated to measure the effect of decision making process on change management in private Universities in Kenya, Nairobi County. Statement position that the decision content determines strategies to be used in order for the University to remain afloat was respondent at a rate of 44.8% disagreeing. This represented 10.6% of the respondents

strongly disagree while 34.2% disagreed. There were 0.3% of the respondents who were neutral to the statement position. Respondents at 54.8% agreed with the statement position representing 53.4% agree and 1.4% strongly agree. The statement position had a mean score value of 3.0068 with a standard deviation of 1.16652. This indicated that the decision content determines strategies to be used in order for the University to remain afloat statement was agreed by the respondents.

Statement position that the core resource allocation is determined by the strategies used by management had a response rate at 31.2% disagreed. This represented 9.6% strongly disagreeing and 21.6% disagreeing. There were 1.7% of the respondents who were neutral to the statement position. Respondents who agreed to the statement position were 67.1% representing 48.3% agreeing and 18.8% strongly agreeing. The statement position had a mean score value of 3.4521 with a standard deviation of 1.27940. This indicated that most respondents agreed to the statement position that the core resource allocation is determined by the strategies used by management.

Statement position that the leaders apply network relationships in various ways to comprehend various situations and predict strategic decisions in my university was disagreed by respondents at a rate of 63%. This represented 14.4% strongly disagreeing and 48.6% disagreeing. There were 1.7% of the respondents who were neutral to the statement position. Respondents at 35.3% agreed with the statement position representing 32.2% agreeing while 3.1% strongly agreeing to the statement position. The statement position had a mean score of 2.6096 and a standard deviation of 1.16580. This was an indication that the statement position was largely disagreed by the respondents.

Statement position that leaders' background and experiences is given utmost consideration in deciding for the best strategies to be used for change management in my University was disagreed at a rate of 33.9% representing 8.6% strongly disagreeing and 25.3% disagreeing.

There were 2.7% of the respondents who were neutral to the statement position. Responses at 63.4% of the respondents agreed to the statement position representing 57.2% agreeing and 6.2% strongly agreeing. The statement position represented a mean score value of 3.2705 with a standard deviation of 1.16008. This was an indication that the statement position was agreed by the respondents. In comparing the divergent relationships of the developed

statements, the researcher computed composite mean and standard deviation. There was a composite mean value of 3.08475 with a standard deviation of 1.19295 indicating that decision making process was highly accepted by the respondents as effective for strategic leadership on change management in private Universities in Kenya, Nairobi County.

4.4.6 Effect of Administrative Measures on Change Management in Private Universities.

The researcher sought to get answers from the respondents on the levels of understanding on effect of administrative measures on change management in private Universities in Kenya. The responses from the respondents were logged on a five-point Likert scale anchored by Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). Table 4.8 displays the responses to statements regarding effect of administrative measures.

Table 4.8 Administrative Measures

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	**Mean**	**Std. Deviation**
Organizational culture plays a key role in determining strategies to be used for change management.	67(26.0)	128(49.7)	1(0.3)	28(11.0)	33(13.0)	2.3527	1.32472
Management commitment is a key pillar of rolling out effective strategies for change management.	54(20.9)	117(45.5)	11(4.1	68(26.4)	7(3.1)	2.4521	1.17583
Organization capacity receptiveness to change entails the stability and progress of the University on the basis of effective strategies.	50(19.5)	134(52.4)	3(1.0)	30(11.6)	40(15.4)	2.5703	1.34314
Organizational strategy is the key to success for change management.	47(18.2)	136(53.4)	4(1.4)	30(11.6)	40(15.4)	2.5274	1.33262
Composite Mean and Standard Deviation						**2.4756**	**1.29407**

Source: Researcher (2023)

Four statements were developed to measure the effect of administrative measures on change management in private universities in Kenya, Nairobi County. Statement position that organizational culture plays a key role in determining strategies to be used for change

management was disagreed by the respondents at a rate of 75.7%. This was a representation of 26.0% strongly disagree while 49.7% disagreed. There were 0.3% of the respondents who were neutral to the statement position. The statement position was agreed by the respondents at 24.0% representing 11.0% agreeing while 13.0% strongly agreed. The statement position represented a mean score value of 2.3527 with a standard deviation of 1.32472. This was an indication that the statement position was disagreed by the respondents.

Respondents disagreed with a statement position at 66.4% that management commitment is a key pillar of rolling out effective strategies for change management. This represented 20.9% strongly disagree and 45.5% disagreeing. There were 4.1% of the respondents who were neutral to the statement position. The statement position was agreed by the respondents at a rate of 29.5%. This represented 26.4% agreeing and 3.1% strongly agreeing. The statement position had a mean score value of 2.4521 with a standard deviation of 1.17583 indicating that the statement position was disagreed by the respondents.

Statement position that organization capacity receptiveness to change entails the stability and progress of the University on the basis of effective strategies was disagreed by the respondents at a rate of 71.9%. This represented 19.5% strongly disagreed while 52.4% disagreed. There were 1.0% of the respondents who were neutral. The statement position that organization capacity receptiveness to change entails the stability and progress of the University on the basis of effective strategies was agreed by respondents at 27% representing 11.6% agreeing and 15.4% strongly agreeing. The statement position had a mean score value of 2.5103 and a standard deviation of 1.34314 indicating that respondents largely disagreed with the statement position.

Statement position that organizational strategy is the key to success for change management was disagreed by the respondents at a rate of 71.6% representing 18.2% strongly disagreeing and 53.4% disagreeing. There were 1.4% of the respondents who were neutral to the statement position. Respondents agreed with the statement position at a rate of 27% representing 11.6% agreeing while 15.4% strongly agreeing. The statement position had a mean score value of 2.5274 and a standard deviation of 1.33262 indicating that the statement position was disagreed by the respondents. In comparing the divergent relationships of the developed statements, the researcher computed composite mean and standard deviation. There was a composite mean of 2.475625 with a standard deviation of 1.2940775. This indicated that

administrative measures was higly rejected by the respondents as effective on strategic leadership of change management in private Universities in Kenya, Nairobi County.

4.4.7 Effect of Change Management Practices

The researcher sought to get answers from the respondents on the levels of understanding on effect of change management practices in private Universities in Kenya. The responses from the respondents were logged on a five-point Likert scale anchored by Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). Table 4.10 displays the responses to statements regarding effect of change management practices in private Universities in Kenya.

Table 4.9 Change Management Practices

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	**Mean**	**Std. Deviation**
Making decision of a University requires a strong base of effective strategies.	2(0.7)	62(24.0)	1(0.3)	150(58.2)	43(16.8)	2.3356	1.04060
Culture existance symbolizes effective use of strategies drawn for change management.	51(19.9)	66(25.7)	2(0.7)	106(41.4)	32(12.3)	2.9932	1.40199
Composite Mean and Standard Deviation						**2.6644**	**1.221295**

Source: Researcher (2023)

Two statements were developed to measure the effect of change management practices in private universities in Kenya. Table 4.10 above, respondents disagreed with the statement position that sound decision making of a university requires a strong base of effective strategies at a response rate of 26.0%. This represent 0.7% strongly disagree and 24.0% disagreeing. There were 0.3% respondents who were neutral to the statement position. Respondents agreed to the statement position at a rate of 75% representing 58.2% agreeing and 16.8% strongly agreeing. The statement position had a mean score value of 2.3356 and a standard deviation of 1.04060 indicating that the statement position was agreed by the respondents.

Statement position that maximizing the existing culture symbolizes effective use of strategies drawn for change management was disagreed by repondents at a rate of 45.6%. This was a representation of 19.9% strongly disagreeing while 25.7% disagreeing. There were 0.7% of

the respondents who were neutral to the statement position. Response rate at 53.7% agreed with the statement position. This represented 41.4% agreeing and 12.3% strongly agreed. The statement position had a mean score value of 2.9932 and a standard deviation of 1.40199 indicating that the statement poition was largely agreed by the respondents regarding maximizing the existing culture symbolizes effective use of strategies drawn for change management in private universities in Kenya. In comparing the divergent relationships of the developed statements, the researcher computed composite mean and standard deviation. Change management had a composite mean of 2.6644 and a standard deviation of 1.221295. This indicated that change management practices were highly accepted by the respondents for strategic leadership in private Universities in Kenya, Nairobi County.

4.5 Correlation Analysis

The findings on correlation statistics were summarized and presented in table 4.10

Table 4.10 Variables Correlation Matrix

		Institution's Mission	Decision Manking Process	Administrative Measures	Change Management Practices	
Institution's Mission	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	257				
Decision Making Process	Pearson Correlation	0.000	1			
	Sig. (2-tailed)	0.178				
	N	257	257			
Administrative Measures	Pearson Correlation	0.000	0.000	1		
	Sig. (2-tailed)	0.925	0.122			
	N	257	257	257		
Change Management Practices	Pearson Correlation	0.000	0.000	0.000	1	
	Sig. (2-tailed)	0.720	0.836	0.390		
	N	257	257	257	257	
	Pearson Correlation	0.000	0.000	0.000	0.000	1

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

Source: Researcher (2023)

From the results above, the most significant relationship was between institution's mission and administrative measures with a coefficient value of 0.925 (at significant level of 0.05). Decision making and change management practices also was shown to contribute up to 83.6% (at a significant level of 0.05) of strategic leadership in private universities in Kenya, Nairobi County. Also, a strong relationship existed between institution's mission and change management practices with a coefficient value of 72% (at a significance level of 0.05). Decision making process and change management practices exhibited a relationship at a

coefficient value of 67.2% (at a significance level of 0.05).

The findings revealed that the hypothesis on there is no significant relationship between the effect of mission and change management in private universities in Nairobi County, Kenya and the hypothesis on there is no significant relationship between decision-making process affect and change management in private universities in Nairobi County, Kenya were highly accepted at 92.5% by the respondents at a significant level of 0.05 while the hypothesis on there is no significant relationship between the effect of administrative measures and change management in private universities in Nairobi County, Kenya was rejected as an effective strategic leadership on change management in private Universities in Kenya, Nairobi County.

4.6 Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS Version 25) to code, enter and compute the measurements of the multiple regressions as shown in table 4.12 below.

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812	.671	.631	.88210

a. Predictors: (Constant), Institution's Mission, Decision Making Process, and Administrative measures.

Source: Researcher (2023)

R-Square (coefficient of determination) is a commonly used statistic to evaluate model's goodness of fit. The adjusted R^2, also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. According to the study findings, combined variables had a strong relationship with change management, R^2 (0.671); p <0.05. Adjusted R squared of 0.631 indicates that variability in effect of strategic leadership on change management is attributed to variability in institution's mission, decision making process and administrative measures.

Table 4.12 ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.951	3	33.317	54.206	.000
	Residual	62.027	115	.484		
	Total	148.978	121			

a. Dependent Variable: Change management.

b. Predictors: (Constant), Institution's Mission, Decision making process, and Administrative Measures.

Source: Researcher (2023)

The probability value of 0.000 indicates that the regression relationship was highly significant in predicting how institution's mission, decision making process and administrative measures.influenced change management. The F calculated at 5% level of significance was 54.206 since F calculated is greater than the F critical (value = 2.70), this shows that the overall model was significant.

Table 4.13 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.473	.531		8.828	.001
	Institution's Mission.	.881	.131	.261	3.719	.005
	Decision Making Process.	.683	.283	.194	1.776	.008
	Administrative Measures.	.361	.193	.164	3.110	.004

a. Dependent Variable: Change Management

Source: Researcher (2023)

Table 4.14 shows that when all variables were combined, the relationship between institution's missions and change management, r (0.881); $p < 0.05$, the relationship between decision making process and change management, r (0.683); $p < 0.05$, the relationship between administrative measures and change management, r (0.361); $p < 0.05$. This indicated that all the variables were statistically significant for determining the effects of strategic leadership on change management in private Universities in Kenya, Nairobi County.

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented a summary of the findings of the study, conclusions and recommendations based on the findings against other researchers. The study sought to examine the effect of strategic leadership on change management in private Universities in Kenya, Nairobi County. The study examined three main specific objectives and their effect on change management in private Universities in Kenya. The three main specific objectives used include institution's mission, decision making process, and administrative measures.

5.2 Summary of Major Findings

The findings of the study were established from two hundred and fifty-seven (257) respondents out of two hundred and ninety-two (292) sample size. The study found that gender of the respondents was well distributed with male being the majority followed by the female respondents. Majority of the respondents were master degree holders followed by PhD and Degrees respectively. The respondents were mature enough to provide honesty and reliable information with the majority being between 51-55 years old. The majority of these respondents were involved in strategic decision making.

Findings were recorded on a five-point Likert scale anchored on Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). From the results, the most significant relationship was between institution's mission and administrative measures with a coefficient value of 0.925 (at significant level of 0.05). Decision making and change management practices also was shown to contribute up to 83.6% (at a significant level of 0.05) of strategic leadership in private universities in Kenya, Nairobi County. Also, a strong relationship existed between institution's mission and change management practices with a coefficient value of 72% (at a significance level of 0.05). Decision making process and change management practices exhibited a relationship at a coefficient value of 67.2% (at a significance level of 0.05).

The findings revealed that the objectives of the hypothesis highly accepted by the respondents were between institution's mission and administrative measures at 92.5% by the respondents

at a significant level of 0.05 while the objective of the hypothesis rejected was decision making for effective strategic leadership on change management in private Universities in Kenya, Nairobi County.

5.3 Discussion

Strategic leadership refers to the ability a leader has to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland, & Hoskisson 2018). Strategic leadership has many phrases, which encompasses managing through others, for organizations to adjust with the changing world business matrix. Robbins and Judge, (2019) elude that strategic leadership can create visions, set goals, and inspire the followers in achieving the visions. This implies that strategic leadership covers the ability to create visions and direct resources and energy to prepare for the achievement of this vision of organizational culture to achieve organizational goals effectively and efficiently.

Change management on the other hand refers to the approach to transitioning individuals and teams in organizations to a desired future state. Ruben, DeLisi, and Gigliotti, (2018) assert that strategic change is the difference in the form, quality, or state over time in an organization's alignment with its external environment. The study sought to determine the effect of strategic leadership on change management in private universities in Kenya. The researcher was able to establish the influence of change management by collecting data from the respondents through the use of questionnaires. The respondents were responding to statements positions designed from the key indicators of the independent variables of the study. The study revealed that institution's missions, decision making process, administrative measures, policy and regulations have influence and contribute towards the performance of strategic leadership on change management.

5.3.1 Institution's mission and change management in private universities in Nairobi County, Kenya.

Institution's mission had a contribution on change management analysis of the study. In strategic leadership, a mission statement is seen as a description of what the organization does to achieve its vision. Abatecola (2018) on mission vision statements and their potential impact on employee behavior and attitudes the case of public but profit-oriented tertiary institution

reveals that mission statements are indispensable in the strategic leadership management processes. Agarwal (2017) on the impact of mission statement and performance an exploratory study in Jordanian North America, alludes that a mission statement is a formalized document that defines an organization's unique and enduring purpose. The mission statement identifies the scope of the organization's operations in terms of products and or services to be offered and the market to be served. And because leadership strategy is important that is why a mission statement is developed to guide all the processes of strategic leadership planning and explain what organizations want to be and who will be their end-users (Aguirre, 2019).

The researcher however observed that institution's mission was a contributing variable for change management in private universities in Kenya. The findings were consistent with the situational leadership theory (SLT) which believes that a leader applies different leadership styles according to a follower's maturity level. Bolman (2017) alludes that the task-relevant maturity level of the follower is compared to the major situational determinant of leader behavior. Leadership behavior is situational in many ways and maturity is relative thus the same person can be very mature in teaching but not in working as marketing personnel. The researcher observed that leaders should place less emphasis on the task and put more emphasis on the relationship with the people they are leading.

5.3.2 Decision-making process and change management in private universities in Nairobi County, Kenya.

Decision making process played a role in determining change management in private universities in Kenya. In strategic decision-making, management team leaders influence the implementation of strategies and enhance the survival of the organization. Strategic decision-making in an organization has been based on decision content, core resources, and network relationships (Williams, & Grégoire, 2017). The studies done by Apostu (2017), on Non-Governmental organization leadership and Development, opines that Corporate Communication by leaders motivated employees and also led to a well-engaged society in a proactive and positive way. Similarly, the study by Johansson, Miller, & Hamrin, (2016) on conceptualizing communicative leadership as a framework for analyzing and developing leaders' communication competence. Corporate Communications asserts that there is a relationship between communication by leaders and performance in organizational changes.

The findings were consistent with the strategic leadership theory which states that top leaders' values, cognitions, and personalities affect their field of vision, selective perception of information, interpretation of information and decision making (Bass, 2019). According to Kiarie and Minja, (2016) the autocratic leader makes more decisions for the group, laissez-faire allows people within the group to make all decision, and while democratic leader guides and encourage the group in decision making. The transformational leadership style brings about continuous learning, innovation, and change. It has been shown to contribute to leader effectiveness, leader and follower satisfaction, follower efforts, and overall organizational performance (Johansson, Miller & Hamrin, 2017). The researcher noted that a leader's behavior influences the motivation of subordinates when it makes the satisfaction of their needs contingent on successful performance for effective decision making.

5.3.3 Administrative measures and change management in private universities in Nairobi County, Kenya.

Administrative measures contributed in the findings of change management of strategic leadership in private universities in Kenya. Administrators in organizational culture share elementary assumptions which are learned by an organized group for solving their problems for internally integrating and externally adopting strategies that have worked well in the past to be assumed as valid and therefore transferred to any new members for the adaptation in the organization (Jarrat & Fayed, 2017). The success in organizational and strategic change management is influenced by the structure of the organization and culture, especially if the culture is well aligned with the organization's mission and vision (Armstrong, 2016).

According to Ayiecha and Senaji (2018), organizational cultures are the practices and behaviors of the employees in a given organization. Though culture is resistant to change, it also makes it possible for an organization to embrace change regardless of how fast a product needs to be developed or whether there is an organized reduction in costs. And when organizations incorporate the ideas and energy aimed at change management, and then as long as the changes structures are culturally aligned, the initiatives become more sustainable. Dess and Lumpkin (2018) concur that experienced leaders responsible for facilitating the change process are often aware of how to manage the change and the best practices of the organizations, and therefore, they do their best to maximize the company's existing culture. It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors

shared by the members of an organization that evolves over some time (De Bono, Jones, & Van Der Heijden, 2018).

The study by Cameron and Quinn (2017) on establishing the relationship between control activities and organizational performance in Jaffna District, Sri Lanka, alludes that control activities and organizations performance were statistically significant in determining performance and hence positive relationship between control activities and performance. And in the study by Ogbo, Onekanma, and Ukpere (2016) on the relationship between an effective system of inventory management and organization performance in the seven-up bottling company Nile Mile Enugu, found that flexibility in inventory control management is insignificant in achieving organizational performance.

The findings were consistent with the situational leadership theory (SLT) which believes that a leader applies different leadership styles according to a follower's maturity level. Mapetere et al, (2018) alludes that the task-relevant maturity level of the follower is compared to the major situational determinant of leader behavior. Leadership behavior is situational in many ways and maturity is relative thus the same person can be very mature in teaching but not in working as marketing personnel.

5.4 Conclusion

The results from the study concluded that the most significant relationship was between institution's mission and administrative measures with a coefficient value of 0.925 (at significant level of 0.05). Decision making and change management practices also was shown to contribute up to 83.6% (at a significant level of 0.05) of strategic leadership in private universities in Kenya, Nairobi County. Also, a strong relationship existed between institution's mission and change management practices with a coefficient value of 72% (at a significance level of 0.05). Decision making process and change management practices exhibited a relationship at a coefficient value of 67.2% (at a significance level of 0.05).

The findings revealed that the hypothesis on there is no significant relationship between the effect of mission and change management in private universities in Nairobi County, Kenya and the hypothesis on there is no significant relationship between decision-making process affect and change management in private universities in Nairobi County, Kenya were accepted at 92.5% by the respondents at a significant level of 0.05 while the hypothesis on

there is no significant relationship between the effect of administrative measures and change management in private universities in Nairobi County, Kenya was rejected for effective strategic leadership on change management in private Universities in Kenya, Nairobi County

5.5 Recommendations

Institutions of higher learning must understand the effect of strategic leadership on change management for effective service delivery. It is one thing to develop strategic plans and another thing to execute strategic leadership for actualization. Statistically, the results of the study are significant and must be useful for implementation. Change agents must compare and contrast the effectiveness of the findings of the study. The researcher recommends that future academic researcher to understand and interpret the findings of this study in order to contribute to the body of knowledge. University management should understand the effect of leadership strategies and apply the findings appropriately to enhance competition in the market.

5.6 Areas for Further Studies

Similar study should be carried out in other counties in Kenya to determine if the effect of strategic leadership on change management in private universities in Kenya is comparable. Different variables on the same study should be used to investigate the actual source of change management for informed decisions to be made.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Dear Respondent,

My name is Dianah Gakii Imari of admission number 15S03DMBA015. I am a Masters' student at Africa Nazarene University in Strategic Management and currently undertaking an academic research project on *Effect of Strategic Leadership on Change Management in Private Universities in Nairobi County, Kenya*. This research is a requirement for the award of Master of Business Administration of Africa Nazarene University, School of Business.

I am requesting you to participate in the data collection process by filling out the questionnaires provided. The data collected will be used for academic purposes only and no violation of such data will be witnessed. Your identity and responses will be treated with a lot of confidentiality. Kindly provide as honest and correct answers as possible that will help the researcher to make informed decision during data analysis. This process of filling the questionnaire will take about 5 minutes of your precious time. Please do not write your name on the questionnaire. Kindly follow instructions provided for each section.

Thank you so much for your participation.

Signature (Researcher)……dianahgakii……Date: 22nd January 2022 ……

APPENDIX II: QUESTIONNAIRE

Instructions: Please answer the questions by putting a tick [✔] in appropriate boxes. Please tick one box.

Section A: Demographic Information

1 Gender

Male [ ] Female [ ]

2 Age in years

30 and below [ ] 30-35 [ ] 36-45 [ ] 46-50 [ ]

51-55 [ ] 56-60 [ ] 61-65 [ ] Over 66 [ ]

3 How long have you served in University?

Below 2 years [ ] 2-5 years [ ] 6-9 years [ ] 10-13 years [ ]

14-17 years [ ] 18-21 years [ ] 22-25 years [ ] Over 26 years [ ]

4 What is your highest academic qualification?

KCPE [ ] KCSE [ ] Diploma [ ] Degree [ ]

Master degree [ ] PhD [ ] None [ ]

Others, please specify……

5 What is the name of your University?

African International University [ ] Catholic University of Eastern Africa [ ]

Aga Khan University [ ] Day Star University [ ] East Africa School of Theology [ ]

International leadership university [ ] KAG -EAST University [ ] KCA University [ ]

Kiriri Women's University of Science and Technology [ ] Pan-African Christian University [ ]

Management University of Africa (MUA) [ ] Riara University [ ] Strathmore University [ ]

United States International University [ ] Nairobi Evangelical Graduate School of Theology [ ]

Section B: Institution's Mission

To what extent do you agree with the following statements? Rate in a scale of 1 to 5 (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

	Rating				
Statement	1	2	3	4	5
There is clarity of Mission in leadership in my University.					
The Mission statement of my University identifies who we are, what we do and make everyone to respond to customers' needs on timely basis.					
The vision statement inspires leadership and team players to achieve the set goals and objectives of the University.					
The mission statement determines the key performance indicators of the University.					

Section C: Decision Making Process

To what extent do you agree with the following statements? Rate in a scale of 1 to 5 (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

	Rating				
Statement	1	2	3	4	5
The decision content determines strategies to be used in order for the University to remain afloat.					

The core resource allocation is determined by the strategies used by management.					
The leaders apply network relationships in various ways to comprehend various situations and predict strategic decisions in my university.					
Leaders' background and experiences is given utmost consideration in deciding for the best strategies to be used for change management in my University.					

Section D: Administrative Measures

To what extent do you agree with the following statements? Rate in a scale of 1 to 5 (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

	Rating				
Statement	1	2	3	4	5
Organizational culture plays a key role in determining strategies to be used for change management.					
Management commitment is a key pillar of rolling out effective strategies for change management.					
Organization capacity receptiveness to change entails the stability and progress of the University on the basis of effective strategies.					
Organizational strategy is the key to success for change management.					

Section F: Change Management Practices

To what extent do you agree with the following statements? Rate in a scale of 1 to 5 (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

	Rating				
Statement	1	2	3	4	5
Sound decision making of a University requires a strong base of effective strategies.					
Maximizing the existing culture symbolizes effective use of strategies drawn for change management.					

*****THANK YOU FOR PARTICIPATING*****

APPENDIX III: RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **139878**

Date of Issue: **22/February/2022**

RESEARCH LICENSE



This is to Certify that Ms.. Dianah Gakii Imari of Africa Nazarene University, has been licensed to conduct research in Nairobi on the topic: EFFECTS OF STRATEGIC LEADERSHIP ON CHANGE MANAGEMENT IN PRIVATE UNIVERSITIES: NAIROBI COUNTY, KENYA for the period ending : 22/February/2023.

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Land line: 020 4007000, 020 2241349, 020 3310571, 020 8001077
Mobile: 0713 788 787 / 0735 404 245
E-mail: dg@nacosti.go.ke / registry@nacosti.go.ke
Website: www.nacosti.go.ke

APPENDIX IV: ANU RESEARCH APPROVAL LETTER

18th, January 2022

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 15S03DMBA015

The Director.
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR: DIANAH GAKII IMARI

Ms. Imari is a postgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete her program, Ms. Imari is conducting a research entitled: "**Effect of Strategic Leadership on Change Management in Private Universities: A Case of Nairobi County, Kenya"**

Any assistance offered to her will be highly appreciated.

Yours Faithfully,

For Dr. Kimani Gichuhi,
MBA, Coordinator,
School of Business,
Africa Nazarene University.

APPENDIX V: MAP OF STUDY AREA

