



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

**The Impact of Strategic Leadership on Organizational
Change: - the case of Cooperative Bank of Oromia (S.C)**

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DECLARATION

I, hereby, declare that, this project work titled “the impact of strategic leadership on organizational change: - the case of Cooperative Bank of Oromia” has been written by myself and it has been submitted in partial fulfilment of the requirement for Degree of Masters in Business leadership in Addis Ababa University school of commerce and that all sources of material used have been properly acknowledged. No part of this work has been presented in any previous application for another degree or diploma at any institution.

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ENDORSEMENT

This project work has been submitted to Addis Ababa University College of Business and Economics School of commerce office of graduate studies Master of Arts in Business Leadership Coordination Office for Examination with my approval as a candidate's advisor.

Advisor _____

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Statement of certification

We, the under signed Examiners, certify that this research project prepared by Guta Emana Beyene, entitled “The Impact of Strategic Leadership on organizational change in the case of Cooperative Bank of Oromia” submitted in partial fulfilment of the requirement for Degree of Masters in Business Leadership complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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Acronyms/Abbreviations

CBO = Cooperative Bank of Oromia

BOD = Board of Directors

NBE = National Bank of Ethiopia

S.C. = Share Company

FY = Fiscal Year

AB = Awash Bank

BOA = Bank of Abyssinia

HO = Head Office

SMART = Specific, Measurable, Attainable, Reliable, Time bound

HC = Human Capital

KPI = Key Performance Indicator

CEO = Chief Executive Officer

TMT = Top Management Team

Abstract

The modern business environment is highly dynamic due to numerous forces that interact with each other to affect organizations. The extremely competitive business environment, rapidly changing customer preference, continuously changing technology factors and highly diverse work environment have made change a dominant characteristic of modern organization. Firms respond to these changes resulting in change programmes which affect the whole organizations as a system, so strategic leadership is ultimate for success of change program as they are the one who to anticipate, envision, maintain flexibility and empower others to create strategic change as necessary, and also they are the one who direct all organization resources toward a common goal by effectively motivating employees to achieve a desired common vision. This study focuses on the impact of strategic leadership on organizational change of Cooperative Bank of Oromia and how strategic leaders ensure effective management of strategic change program and the study employed descriptive research design with a sample of 110 respondents drawn by purposive sampling techniques including all executive management members, department directors at HO, district directors, senior managers at district level and higher grade branch managers working in and around Addis Ababa. Primary data was collected by using self-administered questionnaires and the data was analysed using SPSS software. Descriptive analysis and frequencies (Percentage, Frequencies, and averages) are used to show the results and data presentation are on bar graphs and tables.

Key words: - Strategic leadership, organizational change, Leaders, bank

Introductions

This chapter deals with the overall nature of the research work and the study focuses on the “impact of strategic leadership on organizational change in the case of cooperative bank of oromia S.C”, so ,under this chapter a lot of topics were discussed very well, back ground of the study, statement of the problem, research questions, research objectives: - both the general objective and the specific objective, significance of the study, scope of the study, limitation of the study, organization of the study and definition of key terms are well illustrated.

1.1 Background of the study

Organizations are operating in an increasingly Complex environment in which an adaptation to environment change is an imperative, the attempt by an organization to align its mission, goals and strategies with external environment is really the essence of strategic (Upper level) or corporate management which is the domain of strategic leadership, so effective strategic leadership shapes the formulation of strategic intent and strategic mission and further influence successful strategic actions in order to bring the desired organizational change.

The study and scope of strategic leadership focuses on small group of executives referred to as the chief executive officers (CEO), top management teams (TMT) and the board of directors who have the overall responsibilities of an organization (Lord et al, 2016; strand, 2014). Bass (2007) defines it as a group of chief executive officers who set overall policies for acquiring and integrating resources for an organization. Ireland & Hit (1999) also conceptualize it as a set of unique capabilities of anticipating, envisioning, maintaining flexibility, thinking in strategic way, and empowering employees to generate innovative ideas that lead to high performance. House & Aditya (1997) define it as an activity that is directed towards giving purpose to organizations. Boal & Hooijberg (2001) views it as the ability to create and maintain absorptive and adaptive capacities and the ability to discern environmental opportunities through their managerial wisdom. Organizational change is also defined also from different views ranging from individual to broad and to the system perspectives. From an individual view, Van de Ven & Poolc, (1995) define it as the difference in form and quality over a period of time as an organization aligns with its external environment. Cummings & Worley, (2008) view it as a system of technical and managerial innovations as social organizations involve and transform over a prolonged period of time. The systems component view sees organizational

change as a planned realignment of the entire system, influencing all the critical elements such as strategy, structures, people and process (Zhang & Rajagopalan 2010), another scholastic definition also classifies it in terms of the business and people dimension (Hiatt, 2006) which the business dimension involves change in strategy, business process systems, structure implementation and the post implementation phase and the people's dimension of change involves the alignment of the organizations culture, values beliefs and behaviour that encourages desired results, so Hiatt & creasey, (2012) argue that successful organizational change is when employees embrace the business dimension of change by being aware , have the desire , the knowledge, the requisite ability and the right behaviour to reinforce and implement those changes. So therefore Change management is a systematic process by which the company can predict and respond to the changing business environment in a way that ensures achieving organizational goals efficiently and effectively (Robbins & Judge, 2013), and leaders in modern organizations consider change as a constant and continuous factor that can be utilized to enhance organizational performance from finance, customer satisfaction, internal process, and learning and growth perspectives. Globally the study on strategic leadership becomes one of the concerns of many companies and leaders, and many studies are emerging from time to time, and in Africa and east Africa specially Kenya many organization are adopting the strategic leadership concepts,

In Ethiopia the strategic leadership concepts are new and there are only limited or few studies are made on the area but recently there are an emerging studies are beoing conducted by different scholars. Neway M., 2020 : Leaders role focus, ‘an empirical evidence from Ethiopian private commercial banks”, are one of recent studies made that focuses on what leaders has to do or what their roles are as a strategic leaders. Nigusu A., (2019), “the effect of leader’s member exchange leadership on employee’s readiness for organizational change”, in the case of East African bottling Share Company”, is also another study made in recent time. organizations in Ethiopia especially the financial sectors are implementing the strategic leadership concept by formulating strategies, writing a clear vision, mission statement and core values and are leading their company toward success, but, as the concept is new in Ethiopia and there are also few studies are found in the area, I am very much interested to focus on the strategic leadership concept and tried to show the impact of strategic leadership of cooperative bank of oromia on organizational change observed and as well to show the clear gaps of strategic leaders of the bank that enables the bank identify its gaps on this regard and move on the right track.

1.2 Statement of the problem

Strategic leadership plays a significant role on organisation to bring a meaningful change that can benefit all its stakeholders of the organization, Strategic leaders are the one that are mainly responsible for strategic formulation, implementation, evaluation and control of companies' strategy. So, effective strategic leadership is considered as a major ingredient for the successful performance of any organization operating in the ever dynamic and complex environment of the 21st century. In the context of information, uncertainty and resource scarcity, strategic leadership is required to confront the reality of environment turbulence and continuous needs for appropriate organizational change in order to achieve performance goals. In contrast to some of the theories within the realm of leaders such as the trait approach and skills approach, and so on, the strategic leadership perspective is not as well developed even globally, furthermore there is lack of agreement regarding what strategic leadership is and also a lot of definitions are given by different scholars, and also as new and emerging discipline strategic leadership discipline is not grown well and many executives are still concentrated on the art and techniques of management.

It is the same is true in Africa, but recently a lot of researches and articles are also emerging in on the strategic leadership of different organization like in Kenya, South Africa but still needs a lot of journey is a head to apply on the ground.

In Ethiopia there are few studies found on strategic leadership concept especially in the financial sector's but in recent years a lot of researches are emerging to avoid the research gaps found in this area by Addis Ababa University school of commerce , researchers like Neway M., 2020, on his study on "empirical study on leaders role focus" tries to put clearly what roles leaders has to accomplish while leading those financial sector companies as he studied on some selected commercial banks of Ethiopia, but still long journey is a head to effectively practice or apply the strategic leadership concept on companies other than a paper work especially on financial institutions ,so as many banks are to think and act strategically, there are failuarities in achieving their vision within the strategic period , but with the opportunity of an exploited resource in the country the banking sector is not still advanced well .so as there is a lot of Under banked and totally unbanked society in our country, so as strategic leader must apply the science and art of strategic leadership by identifying their competitive advantage area and exploit those resource so this study somehow clearly shows the impact of strategic leaders

of cooperative bank of oromia in order to bring a meaningful organisational change on the organization, so cooperative bank of Oromia S C with a vision of to be the leading private bank in Ethiopia by 2025 GC is far from its vision with only few years remaining for the strategic period, so a gap on the strategic leadership of the bank contributes a lot for the such an acceptable performance or achievement.

1.3 Research questions

- Is there clear and manageable or achievable strategic planning frame work?
- ii) How strong/effective is the bank in developing strategic leaders?
- iii) How capable has been the strategic leadership of coop bank to bring changes?
- v) How participative of employees is the change process in coop bank?
- vi) What are the major problems / gaps in strategic leadership of the bank?

1.4 Research objectives

1.4.1 General Objectives: -

This study intends to assess the strategic leadership gaps and change efforts and outcomes of the bank

1.4.2 Specific Objectives:-

- i) To clearly show the strategic planning framework of the company
- ii) To clearly put how the bank develops its strategic leaders
- iii) To show clearly how capable has been the strategic leadership of coop bank brings a change
- iv) To clearly put how participative of employees is the change processes in coop bank
- v) To identify the major problems/gaps in strategic leadership of the bank

1.5 Significance of the study

This study focuses on the impact of strategic leadership on an organizational change observed in cooperative bank of oromia, strategic leaders is the one that anticipate, envision what will be in the future and where an organization has to reach in the near future in this turbulent environment, and it is clear that the relationship between strategic leadership and change observed in as a result of effective leadership, so, the study have huge significance and many benefits to different stake holders.

1.5.1 Strategic leaders of the bank

Strategic leaders of the bank are one beneficiary of the study that they can clearly know what gaps are observed on the area strategic leadership of the bank in order to bring the desired change and what leaders have to improve in their side to leased the bank, and what kind of timely corrective actions has to be taken to lead the bank on the proper track way.

1.5.2 Cooperative Bank of Oromia

Cooperative bank of Oromia is one of beneficieries from the study that it can clearly see its own gaps in the area of strategic leadership position of the bank and know the gaps observed in the change process as compared to its competitors in the industry, in order to achieve the desired organizational goal and exploit huge resource found in the market.

1.5.3 Bank Sector

Ethiopian banking sector are one beneficiaries of the study, as there are millions of Ethiopian are still under banked or unbanked as a society and as well billions of ETB are found on the hands of individuals, the strategic leadership in the banking sector needs attention to exploit such a resources exhaustively that plays a major role in the booming of economy of the country

1.5.4 Policy Makers.

Policy makers are also one beneficiary of the study that they can grasp a knowledge how the strategic leadership of the finical sector of the country or more specifically the banking sector are bringing a change in order to boom the country's economy and take the appropriate action or regulations in the finical flow if necessary.

1.5.5 Researchers

Researchers can benefit from the study that they can expand their knowledge on the area of the impact of strategic leadership in the banking sector more specifically on cooperative bank of oromia how it helped the industry in order to bring the desired change. .

1.6 Scope of the study

The scope of these study or project focuses on the concept of the study that it is on the strategic leaders of the bank on their impact on the change processes, area where the study were conducted or geographically covered, what methodologies are employed to conduct the study and time it takes to conduct this project.

1.6.1 Concept

Conceptually this study focusses on the banking industry of Ethiopia, especially on the private banks focusing on the strategic leadership impact on the organizational change process of cooperative bank of oromia S.C.

1.6.2 Area

The study bases on sample bank leaders found at different level were selected in a convenient basis, and geographically the study is confined itself to Addis Ababa and its surroundings on those target leaders found in the city and its surrounding that include leaders at HO level (the senior executive managers and HO directors), at district level (directors and senior managers) and branch managers of the highest grades found in the city.

1.6.3 Methodology

The study is more descriptive in its design with case study as it is one method of descriptive research design in order to explain the casual relationship of variables to be studied.

1.7 limitations of the study

There will be some limitations or constraints while conducting this research project, constraints like money, time as we have given only short period of time to complete the research that may affect us to some extent.

1.8 Organization of the study

This study is organized in five chapters, Chapter one presents about the scope of the study, statement of the problem, research questions, and research objectives, significance of the study, scope of the study, potential limitations and definition of key terms. Chapter two is all about the literature related to strategic leadership and organizational change the theoretical and empirical studies and as well as conceptual frame works. Chapter three is all about the methodology employed, about research design , description of study variables , sampling techniques, sampling methods and sample size, data collection instrument, source and types of data , data analysis model , reliability and validity and ethical consideration. Chapter four is all about data analysis and presentation using frequencies, percentages, mean, correlations, and regression, finally the last chapter contains findings, conclusion and recommendation followed by references and annex.

1.9 Definition of key terms

Strategy = long term plan of an organization

Leadership = the process of leading an organization

Organizational change = change that is observed on an organizations as a result of act of strategic leader

Vision = envisioning the future where an organizations want to be

Strategic leadership = the process of leading or influencing subordinates for a common vision

Strategic leaders = leaders assigned either at top management level or middle management or branch manager

Chapter Two

Review of related literature

2.1 Leadership

Many academics and authors have defined leadership in various situation, According to Burns (1978) leadership is one of the worlds most well-known yet little understood phenomena. A leaders is a change agent who can take initiative and bring change to an organization (Senior & Fleming 2006). Similarly Hassan also by referring in to Mullins stated a leaders as someone who delegates or influence others to act in a certain way in order to achieve specific goals (Hassan, 2019). Likewise according to Bunimis opinion leadership is a social influence process in which a leader seeks out subordinates' voluntarily engagement in order to achieve corporate objectives (Bunim, 2007). Furthermore page et al. (2019) defines leadership as the art of identifying elements that motivate a team and using this elements to define a path that the team can follow to make measurable progress. They articulate, "A leaders inspires others to act while simultaneously directing the way that they act. They must be personable enough for others to follow their orders, and they must have the critical thinking skills to know the best way to use the resource at an organizational disposal"

2.1.1 Theories of leadership

There are numerous theoretical approaches to explain the leadership process according to the review of scholarly literatures on the subject. Some scholars view leadership as a personality trait or a behaviour while others examine it through the lens of information processing or interpersonal connections (Peter & Northouse, 2016). Some of the basic leadership theories are great man and trait theories, behavioural theory and contingency theory reviewed

2.1.1.1 Great man and trait theories

The great man approach aimed to find the characteristics that distinguishes leaders from those who were not (Richard, 2008). According to Richard the theory acknowledges the concept that leaders are born with heroic leadership attributes and natural power of authority and influence.

The idea that some people are born with attribute that makes them natural leaders was central to this thought. On the strength of inherited trait, qualities and abilities, leadership was conceived as a single 'great man' who put everything together and inspired others to follow along. Similarly Bass stated that trait theory concentrated on determining the specific trait that clearly differentiate leaders from followers (Bass, 1990). Leaders have particular trait or characteristics such as intelligence or energy that distinguish them from non-leaders and contribute to success (Richard, 2008)

2.1.1.2 Behavioural theories

The behavioural approach focusses exclusively to what leaders do and how they act (Peter & Northouse, 2016) the behavioural approach rather than focussing on an individual personal traits, asserts that anyone who exhibit appropriate conduct may be an effective leader. Various researches were undertaken by Ohio, Michigan and Texas state universities to discover the leadership behaviour that are significant in an organization effectiveness. Accordingly the behavioural approach research culminated in to predominant types of leadership behaviour, people oriented and task oriented (Richard, 2008)

People oriented and task oriented behaviours are important because they capture fundamental underlying aspects of human behaviour that must be considered for organizations to succeed.

Behaviour theory explains how leaders should act in order to effectively assist change inside the organization .to ensure that once the leaders have inculcated the change the employees do not reject it, the leader must exhibit the habit of being concerned with them(Grace , 2019)

2.1.1.3 Contingency theory

The primary concept of contingency theory is that behaviour that is effective in one situation may be ineffective in another. As a result the efficacy of leaders action is dependent on the circumstance of the business these theory describe the connection between leadership style and situational effectiveness. A leadership style that works in one situation might not work in another, i.e. there is no one best way of leadership (Richard, 2008) there have been several models of situational leaderships established, some of the theories include the Fiedler contingency model, Hersey and Blanchards situational theory, the path goal theory and the vroom- jago model of decision involvement.

The study and scope of strategic leadership focuses on small group of executives referred to as chief executive officers (CEO), Top Management Teams (TMT) and the board of directors who have the overall responsibilities of an organization (Lord et al, 2016; strand, 2014). Bass (2007) defines it as a group of chief executive officers (CEO) who set overall policies for acquiring and integrating resources for an organization. Ireland & Hitt (1999) conceptualize it as a set of unique capabilities of anticipating, envisioning, maintaining flexibility, thinking in a strategic way and empowering employees to generate innovative idea that lead to high performance. House & Aditya (1997) define it as an activity that is directed toward giving purpose to organizations. Boal & Hoojiberg (2001) views it as the ability to create and maintain absorptive and adaptive capacities and the ability to discern environmental opportunities through their managerial wisdom. Rowe & Nejad (2009) define it as an activity of communicating the shared values and a clear vision to employees, and the ability to make decisions with minimum organizational control. Review of literature on the various definitions of strategic leadership reveals that different roles played and the unique capabilities strategic leadership possesses for accomplishing organizational tasks that are beyond that of one individual, micro level or what meindl & ehrlich (1987) refer to as heroic leadership. Beyond heroism defining strategic leadership from the perspective of an organizations macro level or the top management team. Specifically it concerns integrating the micro and macro perspectives of leadership and the organizational context (Crossan et al., 2008; Boal& Hooijberg, 2001) conceptualizing strategic leadership from a macro view highlights how the two levels are integrated. Strategic leadership is concerned with capabilities of creating a sense of purpose and direction, critical enablers that allow interaction with key internal and external stakeholders in pursuit of high performance (House & Aditya 1997). Carter& Greer (2013) view of strategic leadership is anchored on the thinking and visionary capabilities of strategic leadership whose aim is to create an organization that is transformative. Shoemaker & Krupp(2015) argue that strategic leadership is not only concerned with the possession of unique abilities that allows from the absorption and learning of new information and ideas , but having the adaptive capacity to appropriately respond to the dynamism and complexity of external environment . They further posit that such abilities allow strategic leaders to continuously and tactically adjust the organization in response to the uncertain environments, scholars have

generally enriched the quality of strategic leadership with insight from charismatic, transformational, visionary, adaptive, transactional, servant, reflective, transcendental and empowered leadership respectively (Bass,1985;waldman et al.,2001;castelli, 2016;crossan et al.,2008). Specifically strategic leadership has been described by most scholars as encompassing a core of critical practices which include determining the long term goals of the organization, exploring and exploiting an organization core capabilities, managing the human and social assets inculcating a sustainable organizational culture, emphasizing ethical values, and formulating and implementing balanced control system that will not hinder continuous transformation but at the same time ensure organizational stability (Ireland & Hitt 1999;Hagen et al.,1998). Most recent studies on the influence of strategic leadership on performance suggests that it is substantial (Quigley & Graffin, 2017). Thus it is critical for scholars to pinpoint essential strategic leadership behaviours or practices that will lead to high level of performance (Mutia 2015;Jansen et al.,2009; Jouste & Fourie 2009).

2.2 Organizational change

Organizational change is of interest of scholar's even though it has not been well defined due to its multi faced nature (Kanter et al.,; 1992) however scholars have defined it from different views ranging from individual to broad and to the system perspectives, from an individual view, Van de Ven & Poole, 1995) define it as the difference in form and quality over a period of time as an organization aligns within its external environment. Broadly Cummings & Worley, (2008) view it as a system of technical and managerial innovations as social organizations evolve and transform over a prolonged period of time. The system component view sees at as a planned realignment of the entire system, influencing all the critical elements such as strategy, structure people and processes (Zhang & Rajagopalan 2010). Kezar (2001) suggests that when defining organizational change, the values and the perceptions of the organizational participants should be examined. In support, Cao et al., (2000) opine that organizational change is a phenomenon more characterized by subjectivity rather than objectivity. Despite this lack of consensus in the definition, park & Kim, (2015) see changes as complex process of transforming the entire organization focusing on the critical and interactive nature of the organization components. Unfortunately a critical review of the definition on organizational change indicates different perspectives by various scholars and

practitioners (Cao et al., 2000). Cao et al., (2000) defines change as an approach incorporating diversity through interaction of critical organizational change components which include process, structure, culture and political.

Organizational change whether it is continuous or discontinuous large or small in scale and scope, rapid or slow will determine the suitability of approaches to be used in organizational change .most scholars agree that when analysing organizational change, the focus should be on the rate or patterns of activities at the work place (Van de Ven & Poole 1995; Weick & Quinn 1999). Thus organizational change can be perceived differently based on how it has been analysed (Cao et al., 2003). First change has been classified by scholars as episodic, radical, first order, large scale, intentional, dramatic, strategic, bold stork, systemic, formal, and planned which implies it is infrequent and discontinuous. (Kanter et al., 1992; Burnes, 2009). Secondly other scholars have classified it as incremental, small scale, second Oder, long march, piecemeal, operational, reactive, informal and emergent which implies it is ongoing, evolving, cumulative, frequent and transformational. It is change driven by organizational unpredictability that requires quick responses to the global and local eventualities on a daily basis (Brown & Eisenhardt, 1997; Reigeluth & Garfinkle, 1994). Organizational change can also be classified in terms of the business and people dimension (Hiatt, 2006). The business dimension involves change in strategy, business process system, structure implementation and the post implementation phase. The people's dimension of change involves the alignment of the organization culture, values, beliefs and behaviour that encourages desired results (Hiatt, 2006). Hiatt & Creasey, (2012) argue that successful organizational change is when employees embrace the business dimension of change by being aware , have the desire, the knowledge , the requisite ability and the right behaviour to reinforce(ADKAR) and implement those changes. Though Scholars have categorized organizational change differently, the general consensus is that the planed and emergent approaches and the business and people dimensions of change are the acceptable frame works in understanding the nature of organizational change (Hiatt & Creasey, 2012; Burnes, 2004a). An organizational variable which is viewed as important in determining how organizational change enhance performance is strategic leadership (Zhang & Rajagopalan, 2010; Virany et al., 1992). Scholars have also argued that the specific ways through which strategic leadership influence organizational change and performance are still under developed (Jansen et al., 2009).

Hence most studies have failed to provide insights in to the actual behaviours of strategic leadership and their failure to link them with organizational change and performance (Wren & Dulewicz, 2005) .other possible explanation

2.2.1 Change management concepts and models

Lewin defined change management as a process that includes creating a perception that change is required, then transforming toward favourable behaviour, and then maintaining the favourable behaviour so that it becomes a habit (Lewin, 1947)

The implementation of process and instruments to manage the human resource side of change from the current situation to the desired one in a way that ensures the achievement of the results expected through that change (Hiatt & creasy, 2012). It is a holistic approach adopted in organizations to transform the organization from a particular situation to a desired one through structured coordination process with the stake holders (Dalcher, 2019), change management is also defined as a comprehensive approach that refers to preparing , directing and supporting organizations employees and groups to achieve organizational change (Burke, 2017)

2.2.1.1 ADKAR MODEL

Jeffrey Hiatt the successful entrepreneur and the founder of prosic learning centre introduced ADKAR model of change management in 2006. Hiatt argued that individual resistance to change can be handled through five stages: - **awareness, desire, knowledge, ability and reinforcement**. According to Hiatt the first challenge that managers should overcome is the situational resistance of employees against the change. In principle employees show resistance to change regardless of its nature. That is why managers should first create atmosphere of awareness regarding the inevitability of the change and its importance for all organizations stakeholder including the employees. Creating such atmosphere is not enough to make change accepted by employees, manager's needs to motivate employees to accept the change by referring to the benefit of implementing the change or by declaring the harm that could be caused in case change is not going to occur. After having employees acceptance managers still have to support the employees with the necessary knowledge to ensure that change will continue smoothly. Further managers should enhance employee's knowledge by commencing the required training programme that enable the employees to apply the new knowledge they

have in the organizational context. Finally managers need to reinforce the change process by implementing a comprehensive control and evaluation system that can point out challenges faced by all stakeholders in the organizations , the employees particularly , so they help them overcome these challenges and motivate them keep engaged in the change process. (Hiatt J., 2006)



Diagram 1:- ADKAR model of change management

2.2.1.2 Kurt Lewins change management model

In 1947 lewin the social psychologist introduced his three stages model of change process: - unfreeze, change, refreeze. Lewin argued that change starts first in unfreezing the status quo. In this stage employees will recognise the new condition in their work place environment. Managers in this stage should attract their employee’s attention to the necessity of change through announcements, meetings, and other communication channale.in the second stage lewin suggested that employees will be a part of the change process, in this stage manager should engage employees in the change process effectively so that they can enhance the change process. In the final stage lewin introduced that employees will be part of the targeted change, manager in this stage needs to ensure that the employees are an effective participant and the change achieved is the targeted one (Hussain, et al., 2018)

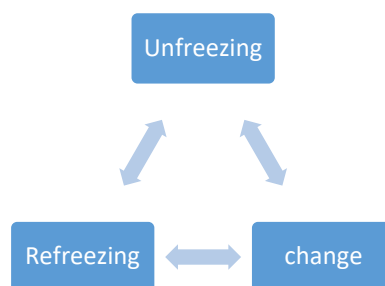


Diagram 2: kurt Lewins model of change management

2.2.1.3 Kotters 8 steps Change Management Model

In his book leading change the emeritus professor in change management at Harvard University

Kotter provided his change management model that consists of eight steps: creating urgency, forming a powerful guiding coalition, creating a clear vision for change, communicating the vision, empowerment action, achieving wins in the short run, building on the change base reached, making change stable. (Kotter J., 1996). In the beginning managers need to create a kind of change urgency among all stakeholders where they should focus on the powerful stakeholders such as top and middle level managers which will help them market the change idea among other stakeholders starting by employees (Kotter J., 2008). After marketing the change idea managers should create a well-defined vision of change so that all stakeholders can understand the change required and help in achieving the change effectively. After that employees should be empowered in order to be an active part in the change process where most effective employees should be rewarded. This will enhance their motivation and enhance their effective participation, finally managers should commence new systems based on the change reached to that all upcoming plans and activities be related to change reached which makes the change achieved stable one (Kotter J., 1996)

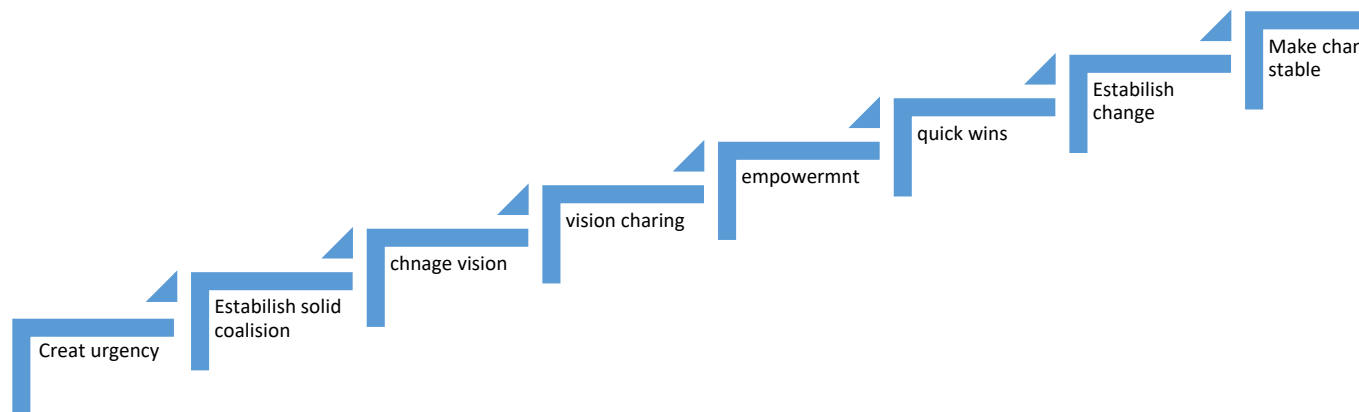


Diagram 3:- kotter's eight steps change management model

2. 2.1.4 MCKINSEY 7S MODEL

Introduced by Waterman, Peters and Phillips in 1980, the McKinsey 7S model analyses organization from seven perspectives: - Strategy, Structure, System, Skills, Staffs, Style, Shared Values. Considering the first three ones as hard Ss and other four ones as soft Ss. McKinsey 7s Model is an effective analysis tool that enables managers determine the consistency level among organizations main dimensions and specify the change needed.

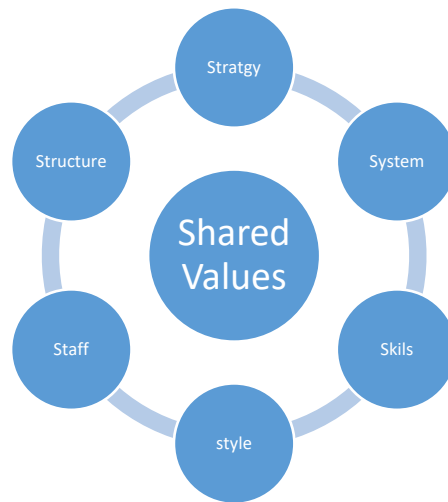


Diagram 4:- Mckinsey 7s Model of change management

Strategy refers to the company's long run plan to survive and achieve the organizations vision. cost leadership, differentiation and innovation are popular strategy by which companies can define their mission and draw their long run plan to reach aligned strategic goals structure refers to the approach by which the company functions and divisions are combined , it could be functional , divisional or matrix . Systems indicate the core policies and standard operations procedures through which the company operates. Staff refers to the human resource capacity in terms of different human resource management functions such as recruitment, selection, placement, training and motivation. Skill determine the distinct skills that company's employees have. Style refers to the company's top manager's leadership style. Finally shared values refers to the core values that build the companies culture and guide it toward achieving strategic goals (waterman, peters, & Phillips, 1980)

2.3 Empirical Reviews

Different studies have been conducted regarding the relation between leadership and organizational change (Voet, 2013, Al-Hilali, 2012, Naeem and Yasir, 2014, Hopkins 2007Howrathand Rafferty, 2008, khan, 2016, Long and Mao, 2008)

As a general rule organizational change initiative should come from the top management level and it is high level management who should create platform of change. Managers are catalysts of change and are responsible for managing and succeeding the change process (Nizharadze et.al, 2020)

Titus Mabururu Nyonga'a, 2019. Influence of strategic leadership on strategy implementation at Kenya revenue authority, southern region in Kenya: volume 3 issue 5, pp. 128-159 for

masters of business administration Kenyatta University, Kenya Rugami Maina, was studied with a conclusion that strategic leadership has a positive and significant relationship with strategy implementation, the study also concluded that management commitment, participative leadership, employee motivation system and delegation as strategic leadership practice have a positive and significant effect on the implementation of strategy at the Kenya Revenue Authority

(Voet, et.al 2014) conducted a study to assess to what extent employees willingness to change is explained by transformational leadership and different change approaches in public organization. His study examined to what extent these relationships are affected by the bureaucratic organizational structure that normally characterizes public organization, the results indicates that transformational leadership behaviour of direct supervisors contributes little to planned process of change but transformational leadership style is important in emergent process of change in non-bureaucratic context

The other important empirical study done by (Long et. al., 2008) with the aim of testing the influence of leadership on organizational change management

Holten & Brenner (2015) conducted a study on leadership style and the process of organizational change in two Danish organizations. The goal of the study was to identify factors that might contribute to people's favourable reactions to change. They found out that leadership style which are transformational and transactional and followers change appraisal become highly related both directly and indirectly through manager engagement.

The findings of the research shows that leadership style and manger engagement are crucial in promoting such appraisal and consequently supporting positive processes and outcomes of change.

On the same theme the study conducted by Ememe J. (2017) on leadership strategies for managing change in Nigerian banking industry. The goal of this study was to learn about Nigerian bank leader's real life experience regarding strategies and change management practice in the banking business. The data was gathered through document analysis and semi structured interviews with 30 Nigerian banking practitioners who have experience of managing organizational change in the banking industry. Out of 24 banks operating in the country five were selected to participate. The participating banks had to meet a number of criteria including having a capitalization of Naira 100 billion, being in business for at least 20 years and undergoing tangible organizational reform or innovation in terms of structure, technology,

business expansion, and so on. 6 respondents was chosen from each of the bank using purposive sampling. The study used a qualitative phenomenological design to answer the research questions. Thematic analysis discovered eight strategies: improved staff training, effective communication, culture reorientation, customer service quality, cost t optimization, deployment of change champions, and transformational leadership style adoption.

Furthermore the study revealed a good number of banks are adopting transformational leadership and recommended the adoption to create an enabling environment and to encourage subordinates to be involved in the day to day running of the organization.

2.4 Conceptual frame work

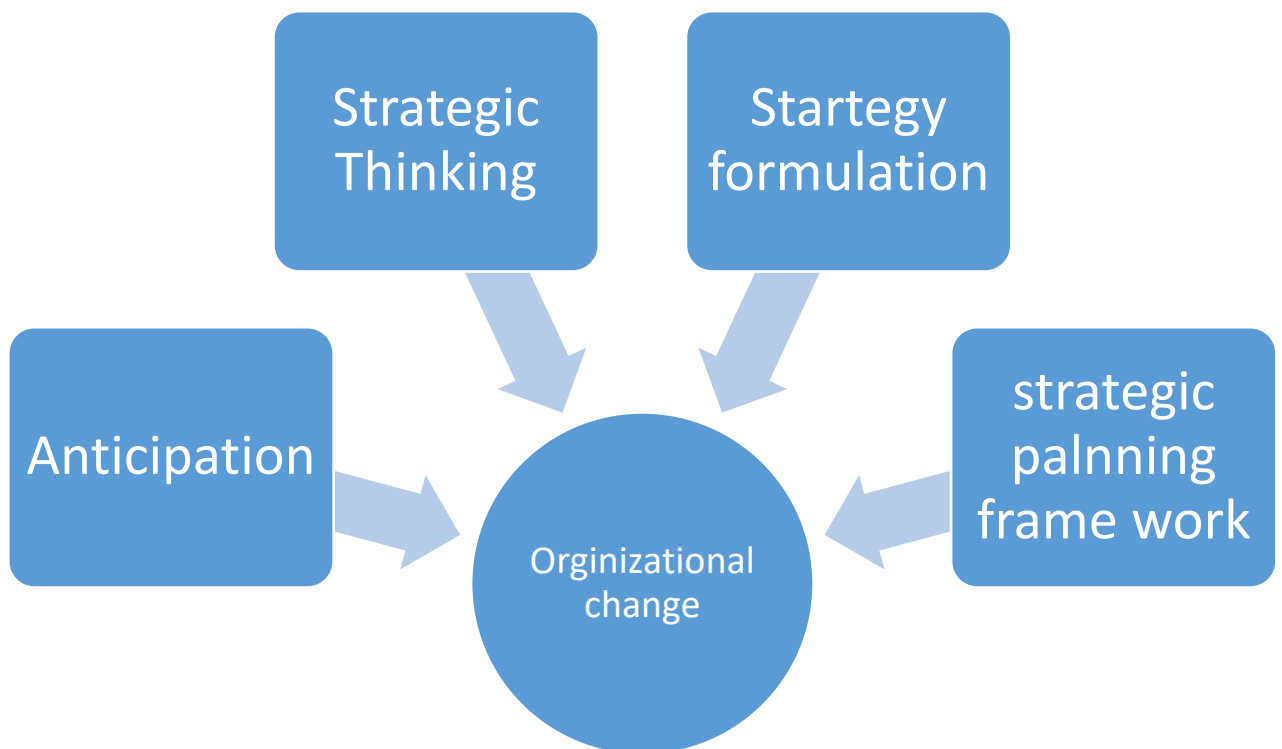


Diagram 5:- the conceptual frame work of the study

Chapter Three

Research Methodology

This chapter discusses the research methodology used for conducting this research. It is about the design. The population and sample of the study, the type of data collected and instrument used, method of data analysis and finally ethical issues related to the study are explained and justified

3.1 Research design

The study is mainly a descriptive research design to establish the cause and effect of the variables to be studied, and describes the characteristics of variables and analyse and explain why or how things has happened, and this type of research design helps to understand phenomenon by discovering and measuring casual relations among variables through cross sectional descriptive study method i.e. one time measurement , including a sample survey where the emphasis is placed on a large representative sample. So this descriptive research since it tries to look in to the interaction of strategic leadership and organisational change in the bank industry, so it studies the correlation among variables to trace relationship among the strategic leadership and organizational change observed, and it emphasize detailed contextual analysis in order to show its impact as a case study, and the study used primary qualitative data collected through using self-administered questionnaires.

3.2. Description of study variables

The research is essentially descriptive to describe the extent to which the impact of strategic leadership on organizational change are demonstrated and how it affects the organizational development or change in Cooperative bank of Oromia and also an explanatory to explain the strategic leadership on organisational change observed. The strategic leadership are the independent variable and organisational change is the dependent variable of the study.

3.3. Description of Study area and target population

As the study is conducted on the impact of Strategic leadership and organisational change observed in the case of cooperative bank of oromia, the main target population for the study are those strategic leaders found at the top level management, middle level managements of the bank and branch managers found in and around Addis Ababa city, so senior executive management members, HO directors, district directors district senior managers of the bank

3.and branch managers found in Addis Ababa city and the surrounding areas are the target population which the study were conducted on.

3.4. Sampling techniques/methods and sample sizes

From the population 150 people or strategic leaders of the bank as a population of study or the universe of study that are found in and around Addis Ababa city that includes all executive management members, all directors at HO, directors of five district offices in Addis Ababa, all senior managers at district level, branch managers in Addis Ababa and its surrounding which are selected using non probability sampling techniques called deliberate or purposive sampling for the study and the sample size became 110 selected respondents for the study that were believed to represent the universe and was determined by using Yamane's model of sample size calculation or determination.

$$n = \frac{N}{1+N(e)^2}$$

3.5. Data Collection /Source/Types/Instrument/etc.

To conduct this project primary data's are basically used and the study depends on primary data collected through self-administered questionnaires , as questionnaires' are mostly applied usually for descriptive research designs and used to identify and describe variables in different phenomena the researcher used a self-administered and well-designed questionnaires and it was tested in advance before distributing to the respondents.

3.6 Data analysis- Model/techniques, software etc.

With regard to data analysis the study utilizes both descriptive statistical data analysis and multiple regression analysis, since data collected is qualitative in nature, it is analysed using descriptive analysis techniques such as frequency (Number) and percentage, correlation and regression analysis was used. Descriptive statistics used mainly to organize and summarize the demographic data of the respondent as well as their overall perceptions of the impact of strategic leadership on organizational change. In order to do so SPSS software version 23 is employed, and in order to taste the reliability of the instrument Cronbach's alpha test were used, at the end the analysed data is presented by using table and figures.

3.7. Reliability and validity

Validity and reliability of the measures need to be assessed before using the instrument of data collection (Hair et al., 2003).

Validity concerns whether an instrument can accurately measures, while reliability pertains to the consistency in measurement.

3.7.1 Validity

Is defined as the degree to which a measurement represents characteristics that exists in the phenomena under investigation (Malhorta & Birks, 2007). It is the degree to which a measure accurately represents what it is supposed to and also is concerned with and how well the concept is defined by the measure, Validity is the criteria for how effective the design is in employing methods of measurement that will capture the data to address the research questions (Kazi, 2010)

3.7.2 Reliability

The reliability of a measure indicates the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Zikmund, 2003), it is the extent to which a measurement reproduces consistent results if the process of measurement was to be repeated (Malhorta & Birks, 2007).

Cronbach alpha is a widely used in educational research when instruments for gathering data have items that are scored on a range of values , i.e. different items have different scoring points or attitude scales in which the item responses are in the continuum (Oluwatayo, 2012). This coefficient varies from 0 to 1 and a value of 0.6 or less generally indicates a poor level of internal consistency (Malhorta & Birks, 2007), the closer cronbach's alpha coefficient to 1.0 shows greater internal consistency of the item in the scale

In attempt to get more realistic tools the researcher used a standard tool developed using likert scale with values 1= strongly disagree, 2=disagree, 3=neutral, 4= agree, 5= strongly agree and the reliability of the instrument is checked for internal consistency and the studies appropriateness of the methodological procedures and how the researcher questions could be answered according to the research design.

The below table indicates the excellent internal consistency of the item in scale. Therefore the research instrument is reliable to measure the intended target.

Table 3.1 Reliability statistics

Cronbache's Alpha	No of Items
0.900	65

S/N	Variables of the study	Cronbache's Alpha	No of items
1	Anticipation	0.896	5
2	Strategic thinking	0.890	5
3	Strategy formulation	0.892	5
4	Strategic planning framework	0.893	5
5	Employees Empowerment	0.891	5
6	Process	0.896	5
7	Structure	0.895	5
8	People	0.885	5
9	Leaders capability	0.890	5
10	Participation	0.899	5
11	Flexibility	0.888	5
12	Culture	0.888	5
13	Behaviour	0.895	5

Source: - study result

3.8 Ethical consideration

In the context of research ethics is defined as the appropriateness of the researcher's behaviour in relation to the rights of the participants or subject of the research work (Saunders, Lewis, & Thorn hill, 2009). Therefore his study was governed by the general rules of research ethics in such a way that respondents were requested to provide information on a voluntary basis, there was prior communication about the purpose of the study and confidentiality of the information was guaranteed. Moreover, the researcher to his best level was abided by the rules and regulations of the university and has conducted the study on the basis of objective judgement.

Chapter Four

Data analysis and interpretation

4.1 Introduction

Under this chapter the results and discussions of the study based on theoretical frame work presented and the primary data gathered from the sample selected bank leaders is discussed and presented. Relevant data through survey from executive management (President, vice president and chiefs and functional department directors and branch managers is collected using standard questionnaire and analysis conducted by using SPSS version 23. First demographic characteristics of the study sample are described followed by the analysis of descriptive statistics of impact of strategic leadership on organizational change, the core variables to be measured for strategic leadership on organizational change (Anticipation, Strategic thinking, strategy formulation, strategic planning, process, employees empowerment, structure, people, leaders capability, participation, flexibility, culture, behaviour) are discussed.

4.2 Response rate

The primary source of data was collected from the leaders (executive management and department directors and branch managers) of the bank in and the surrounding Addis Ababa towns by distributing 110 questionnaires , among those targeted questionnaires 102 of them responded the survey questionnaires , the remaining were unable ,there for the response rate are 92.7% which is believed to be an acceptable response, the un responded questionnaire are because of the reason that some of the executive management of the bank was busy for the bank work at the time of data collection that they were on customer session or meetings with customer at different part of the country and finally the analysis is based on the response of 102 respondents out of 110 distributed questionnaires from 150 targeted population.

4.3 Demographic characteristics of the respondents

A total of 102 leaders (Executive management, functional department or HO directors, district directors and senior managers and branch managers of Addis Ababa city area) of the bank were participated in the study. Out of the 102 respondents 14(13.7%) were females and 88(86.3%) were males and this implies that huge gap between female and male leaders in the bank and we can conclude that the gender proportion of the leaders of the bank are male dominant in cooperative bank of oromia, in the age group majority of the respondents are in 31-40 age

group which is 72 in number and constitutes (70.6%) of the total respondents, age group 25-30 are 14 in number and constitutes (13.7%) of the respondents, 41-50 age group is 12 in number and constitutes (11.7%) of the respondents and, >50 only four respondents which is (3.9%) of the total respondent, so we can see from their age group most of the respondents are in the age group of 31-40 and this implies they are on the middle age that can enable them the energy to lead, learn and work for change and we can say most leaders in cooperative bank are on the age that can enable them to work hard, the educational back ground of the respondents are 27(26.5%) have BA/BSc,75(73.5%) of the respondents possess MA/MSc/MBA from the total respondents, and this implies that the majority of the banks leaders are well educated and can easily understand their internal and external environments of the bank. Position of the respondents in the bank describes that executive managements were 7 (6.9%), department or sub process directors management were 35 (34.3%) which we can categorise as middle level management members and branch managers were 60 (58.8%) from different randomly selected branches from Addis Ababa.

Table 4.1 Demographic characteristics of the respondent

Gender		Frequency	Percent
	Female	14	13.7%
	Male	88	86.3%
	Total	102	100
Age		Frequency	Percent
	25-30	14	13.7%
	31-40	72	70.6%
	41-50	12	11.8%
	>50	4	3.9%
	Total	102	100
Education		Frequency	Percent
	BA/BSC	27	26.5%
	MA/MSC/MBA/MBL	75	73.5%
	Other	0	0.0%
	Total	102	100
Position		Frequency	Percent

	Executive management	7	6.9%
	Directors	35	34.3%
	Branch managers	60	58.8%
	Total	102	100

Source: - study result

4.4 Strategic leadership

The study and scope of strategic leadership focuses on small group of executives referred to as chief executive officers (CEO), top management teams (TMT), and the board of directors who have the overall responsibilities of the organization (Lord et al, 2016 Strand. 2014). Despite of its importance to performance strategic leadership researchers and practitioner are yet to agree on common definition (Allio, 2013). Irrespective of the diverse terminologies and disconnected constructs used in past strategic leadership studies, Bass(2007) defines it as a group of chief executive officers (CEO) who set overall policies from acquiring and integrating resources for an organization.

Ireland & Hitt (1999) conceptualize it as a set of unique capabilities of anticipating, envisioning, maintaining flexibility, thinking in a strategic way, and empowering employees to generate innovative idea that lead to high performance.

A review literature to different strategic leadership definition reveals the different role played and the unique capabilities strategic leadership possesses for accomplishing organizational tasks that are beyond that of one individual. So this paper adopts Ireland & Hitt (1999) and Hagen et al's.,(1998) conceptually accepted and empirically validated definition of strategic leadership that is based on the unique abilities of anticipating, envisioning, maintaining flexibility, thinking strategically ,and empowering employees to create new inventions that leads to organizational transformation or changes and ultimately improvement in performance.

4.4.1 Anticipation

Anticipation promotes ‘‘pivoting’’, and because change is constant and no future environment is assured, anticipation enables individuals and companies to prepare for the worst in their decision making so that they can move forward rather than being paralysed in shock, in the

Event of what others might see as catastrophic, so successful anticipation requires the ability to look ahead to see things others do not see and then developing solutions or gaining leverage needed for success.

Table 4.2 Anticipation

Anticipation		SD	D	N	A	SA	MEAN	SD
Leaders anticipation of the future	Frequency	0	43	20	29	10	3.06	1.051
	Percentage	0.0%	42.2%	19.6%	28.4%	9.8%		
Leaders envisioning of the future	Frequency	0	36	22	29	15	3.23	1.089
	Percentage	0.0%	35.3%	21.6%	28.4%	14.7%		
Leaders are committed for the vision of the bank	Frequency	4	33	45	14	6	2.85	0.916
	Percentage	3.9%	32.4%	44.1%	13.7%	5.9%		
Leaders have vision in mind always	Frequency	0	36	31	23	12	3.11	1.024
	Percentage	0.0%	35.3%	30.4%	22.5%	11.8%		
Coop bank vision is ‘‘SMART’’	Frequency	0	1	5	23	73	4.65	0.624
	Percentage	0.0%	1.0%	4.9%	22.5%	71.6%		
N = 102, Aggregate mean = 3.38 , S.D = 0.941								

Source: - study result

As clearly shown in the table 4.2 above respondents were indicated in their response with the largest mean value of 4.65 with the detail of the responses that 73(71.6%) said they strongly agreed with the question, 23(22.5%) said they agreed with the question, 5(4.9%) of the respondents were neutral on the questions and only 1(1%) from the total respondents disagree with the response for the question that says ‘‘coop bank vision is ‘‘SMART’’ and the lowest mean value of the variable is 2.85, for the question that says ‘‘leaders are committed for the vision of the bank’’ , for this question 4(3.9%) says they strongly disagree with the question,

33(32.4%) said they disagree with the question 45(44.1%) are abstainers to agree or disagree, 14(13.7%) agreed with it and only 6(5.9%) strongly agrees with the question. , and the other responses have a nearly average responses with the following mean values on leaders anticipation and envisioning question of the variable ‘leaders anticipation of the future’ has a mean value of = 3.06, the respondents that disagree with the question are 43(42.2%) , respondents that are neutral about the question are 20(19.6%), respondents that agrees with it 29(28.4%) and 10(9.8%) of the respondents strongly agree with it . as anticipation is one of few unique skills of a strategic leaders as most leaders lack the ability of scanning their environment and predicting the future as it has to bring a positive fortune for their organization, the other is ‘leaders envisioning of the future’ with a mean score of 3.23, from the total respondents 36(35.3%) disagreed with the question in their response ,22(21.6%) their response was neutral on the question, 29(28.4%) of the respondents agreed with the question and 15(14.7%) strongly agreed with the question and it is known that great leaders envision their goals , dreams and futures , they acknowledge and appreciate an organizations past and then imagine the exciting possibilities for what it can become, ‘leaders have vision in mind always’ scored a mean of = 3.11 , the percentage of the respondents were 36(35.3%) were responded as disagree, 31(30.4%) were responded as neutral, 23(22.5%) were as agreed about the question and 12(11.8%) responded strongly agree with the question and an overall mean score for all the five responses were 3.38 which the responses are near to neutral, so this indicates that in respective of the banks vision or how ‘SMART’ is the vision of the bank, leaders commitment, having vision in mind envisioning and anticipating qualities of the leaders are bottleneck to the company in order to achieve its vision or to bring a change, from this we can grasp that if there is no shared vision among all employees or leaders in the bank , it is difficult for the bank to achieve all its goals and objective. Leaders sometimes lacks commitment toward the vision of companies for many reasons, but what is to be understood is that there must be shared vision among all individuals and leaders of the bank in order to achieve its vision.

4.4.2 Strategic Thinking:-

In this very changing, turbulent environment we must be prepared to think consciously and deliberately about where we want to go and how we can shape the future. Thinking strategically means having the capacity to anticipate the discipline to prepare now and the ability to position yourself to compete and win in the future. When leader is able to consider strategic thinking,

They gain an important skill. They are able to work through unknown situations and gain abilities to reason learn and make decision that enable employees to push forward in the face of setbacks.

Table 4.3 Strategic thinking

Strategic thinking		SD	D	N	A	SA	MEAN	SD
Leaders are always ready to learn new things	Frequency	0	39	29	27	7	3.02	0.965
	Percentage	0.0%	38.2%	28.4%	26.5%	6.9%		
Leaders seek advice on new issues	Frequency	0	31	39	26	6	3.07	0.893
	Percentage	0.0%	30.4%	38.2%	25.5%	5.9%		
Leaders are risk takers	Frequency	0	35	31	26	10	3.11	0.994
	Percentage	0.0%	34.3%	30.4%	25.5%	9.8%		
Leaders never forget organizational purpose	Frequency	0	32	33	28	9	3.14	0.965
	Percentage	0.0%	31.4%	32.4%	27.5%	8.8%		
Leaders always identifies opportunities	Frequency	6	34	13	36	13	3.16	1.192
	Percentage	5.9%	33.3%	12.7%	35.5%	12.7%		
N = 102, Aggregate mean = 3.1 , S.D = 1.002								

Source: - study result

In the strategic thinking table above respondents on strategic thinking of the leaders in coop bank, the average or aggregate mean of the variable is 3.1 and there mean score of almost all question is ranging round 3.00 , to see each relatively the highest mean score was given for the question that says "leaders identifies opportunities" which is = 3.16 and the respondents on this question said 13(12.7%) of them strongly agreed with the question, 36(35.5%) of the respondents agreed with the response, 13(12.7%) were neutral about the question, 34(33.3%) disagrees with the question and 6(5.9%) were strongly disagree with question in their response , and the lowest MEAN score for was given for the question that says "leaders are always ready to learn new things" which is = 3.02, from the total respondents 7(6.9%) strongly agreed with the question, 27(26.5%) agreed with the question, 29(28.4%) were neutral about the question 39(38.2%) dis agreed with the question and there were 0 response for the strongly dis agree alternatives, and the other MEAN scores was 3.07, for the question that says "leaders seek advice on new issues" and the respondents responded as 6(5.9%) strongly agreed with

that, 26(25.5%) agreed with the question in the response, 39(38.2%) were neutral on their response, 31(30.4%) dis agreed with the response for these question, the other mean score was 3.11 for the question that says ‘‘leaders rare risk takers’’, and 35(34.3%) of the respondents disagreed with question,31(30.4) of the respondents were responded as neutral on the question, 26(25.5%) agreed on the question with their response and 10(9.8%) strongly agreed with the question, the other mean score was 3.14 for the question that says ‘‘leaders never forget organizational purpose’’, and the respondents answer were 32(31.4%) were disagreed with it , 33 (32.4%) were neutral about the question , 28 (27.5%) were agreed with response and 9 (8.8%) strongly agreed , so this indicates whatever the responses is as it became nearer to average leaders need to increase their readiness to learn new things, must take advises whenever needed on new issues , they must be risk takers depending on and to the extent of the risk appetite of the bank , they never forget the organizational purpose, and they have to identifies the banks opportunities to grow and change.

4.4.3 Strategy Formulation

Strategy formulation is a process by which an organization chooses the most appropriate course of action to achieve its defined goals. Strategy formulation is concerned with developing the corporations mission, objectives, strategies and policies, begins with situation analysis SWOT factors that are determined from environmental analysis.

Table 4.4 Strategy formulation

Strategy formulation		SD	D	N	A	SA	MEAN	SD
The strategy is important for the bank	Frequency	0	0	2	34	66	4.63	0.525
	Percentage	0.0%	0.0%	2.0%	33.3%	64.7%		
The strategy is executable	Frequency	0	15	12	41	34	3.92	1.021
	Percentage	0.0%	14.7%	11.8%	40.2%	33.3%		
There is enough orientation on the strategy	Frequency	0	17	30	33	22	3.59	1.008
	Percentage	0.0%	16.7%	29.4%	32.4%	21.6%		
Stake holders are participated on the formulation	Frequency	0	23	23	44	12	3.44	0.971
	Percentage	0.0%	22.5%	22.5%	43.1%	11.8%		
	Frequency	0	23	33	36	10	3.32	0.935

There is enough time frame for execution	Percentage	0.0%	22.5%	32.4%	35.3%	9.8%		
N = 102, Aggregate mean = 3.78 , S.D =0.892								

Source: - study result

In the table above on the strategy of the bank respondents were gave their response with a relatively higher aggregate mean of 3.78 ,and the responses of the questions are indicated as follows, the higher mean score was for the question that says ‘‘the strategy is important to the bank’’ with a mean score of = 4.63, and the detail response to this question was 66(64.7%) of the respondents strongly agreed with the question in their response, 34(33.3%) of the respondents agreed with the question response, 2(2%) were neutral about the question in their response and no respondent responded with neither of them strongly disagree nor disagree with the question and there was a high mean score of the question other than the others, the other mean score was 3.92 for the question that says ‘‘the strategy is executable’’ and the respondents detail response indicates 34(33.3%) strongly agreed with the question, 41(40.2%) agreed with the questions , 12(11.8%) were neutral about the question, 15(14.7%) disagreed and there was no response for the strongly disagree category. The other mean score was 3.59 for the question that says ‘‘ there is enough orientation on the strategy’’ so the detail response of the respondents indicated 22(21.6%) of them responded as they strongly agreed with the question , 33(32.4%) of the respondents agreed on the question , 30(29.4%) were neutral on the question , 17(16.7%) disagreed with the question and no respondents responded that they strongly disagree with the question the other mean score was 3.44, for the question that says ‘‘ stake holders are participated on the formulation of the strategy’’ and the detail of the respondents shown as 12(11.8%) of them strongly agreed with the question, 44(43.1%) agreed with the question in their response and . 23(22.5%) were neutral about the question and 23(22.5%) disagreed with the question by their response ,the lowest MEAN score for the variable is the question that says ‘‘there is enough time frame to execute the strategy ‘‘with mean score of 3.32, and the highest mean score is 4.63 for the question that says ‘‘the strategy is important to the bank’’, and ‘‘stake holders are participated on the strategy’’ has a mean score of 3.44 with huge gap , so even if all has believed that the strategy of the bank is so important to the bank , some times that time frame allocated to execute the strategy becomes very short , when an organization plans to achieve somewhere in the future there must be enough time to be allocated to achieve the plan , and again there must be almost equal

stakeholders participation on the strategy , unless there will be no shared vision and common goals among the stakeholders , so even if the strategy is believed to be very important to the bank and there must be equal participation of stakeholders and also the aggregate higher mean score also indicates the question that is raised in connection to the strategy of the bank is that the strategy of the bank is very acceptable among all leaders of the bank , and the gap is observed on the execution or implementation of the strategy.

4.4.4 Strategic planning framework

A strategic planning frame work outline how you will conceptually approach your strategic plan. Strategic planning frameworks tend to be visual and detail the activities that are performed Strategic planning framework constitutes many steps that includes determining strategic position, prioritizing of objectives, developing of strategic plan executing and managing of the plan, reviewing many things

Table 4.5 Strategic planning framework

Strategic planning framework		SD	D	N	A	SA	MEAN	SD
There is an effective strategic team	Frequency	0	4	25	56	17	3.84	0.741
	Percentage	0.0%	3.9%	24.5%	54.9%	16.7%		
There is strong evaluation and controlling mechanism	Frequency	0	13	32	50	7	3.50	0.805
	Percentage	0.0%	12.7%	31.4%	49.0%	6.9%		
All KPIs are cascaded to all processes timely	Frequency	2	44	31	20	5	2.82	0.938
	Percentage	2.0%	43.1%	30.4%	19.6%	4.9%		
All KPIs are cascaded fairly to all organ	Frequency	7	43	29	21	2	2.69	0.944
	Percentage	6.9%	42.2%	28.4%	20.6%	2.0%		
All KPIs are achieved by all processes always	Frequency	13	45	23	21	0	2.51	0.962
	Percentage	12.7%	44.1%	22.5%	20.6%	0.0%		
N = 102, Aggregate mean = 3.07 , S.D = 0.878								

Source: - study result

In the table above respondents gave their response with an average mean of 3.07 , the highest mean score is 3.84 for ‘there is an effective strategic team’ from the total respondents 17(16.7%) were strongly agreed with question, 56(54.9%) agreed with the question, 25(24.5%) were neutral in their response on the question and 4(3.9%) of respondents responded as they

disagree with the question, 3.50 mean score is for the question ‘‘there is strong evaluation and controlling mechanism’’ and from the total respondents 7(6.9%) of them strongly agreed with the question, 50(49.0%) of the respondents agreed with the question in their response, 32(31.4%) were neutral about the response, 13(12.7%) were disagreed on the question. 2.82 is a mean score for the question that says, ‘‘All KPI are cascaded to all process timely’’, and the detailed response is that 5(4.9%) strongly agreed with the question, 20(19.6%) agreed with the question, 31(30.4%) were neutral in their response on the question, 44(43.1%) were disagreed on the question and 2(2.0%) were responded as they strongly disagree on the question. 2.69, is the other mean score for the question ‘‘all KPIs are cascaded fairly to all organ’’ and it scored the lowest mean with the responses as 2(2.0%) of the respondents strongly agreed with question, 21(20.6%) agreed with question, 29(28.4%) were neutral about the question, 43(42.2%) disagrees with the question and 7(6.9%) strongly disagrees with the question. a mean score for ‘‘all KPIs are achieved by all processes’’ was = 2.51 which is again below average 13(12.7%) strongly disagrees with question, 45(44.1%) disagrees with question, 23(22.5%) were neutral about it and 21(20.6%) agrees on the question no one responded as they strongly agree with the question. So with an effective strategic team and a relatively good evaluation and controlling mechanism, there are a very low scores on Cascading timely, fairly of KPI’s and on achieving the cascaded target each year, so this may happen that the strategic team may not be aware of environments around where branches are located to fairly distribute or cascade targets, and again as it is centralised activity is the cascading of targets it becomes a problem to cascade timely.

4.5 Organizational change

Organizational change is of interest of scholar’s even though it has not been well defined due to its multi faced nature (Kanter et al.,; 1992) however scholars have defined it from different views ranging from individual to broad and to the system perspectives .from an individual view, Van de Ven & Poole, (1995) define it as the difference in form and quality over a period of time as an organization aligns within its external environment. Broadly Cummings & Worley, (2008) view it as a system of technical and managerial innovations as social organizations evolve and transform over a prolonged period of time. The system component view sees at as a planned realignment of the entire system, influencing all the critical elements such as strategy, structure people and processes (Zhang & Rajagopalan 2010). Kezar (2001) suggests that when defining organizational change, the values and the perceptions of the organizational participants should be examined. In support, Cao et al., (2000) opine that

organizational change is a phenomenon more characterized by subjectivity rather than objectivity. Despite this lack of consensus in the definition, park & Kim, (2015) see changes as complex process of transforming the entire organization focusing on the critical and interactive nature of the organization components. Unfortunately a critical review of the definition on organizational change indicates different perspectives by various scholars and practitioners (Cao et al., 2000). Cao et al., (2000) defines change as an approach incorporating diversity through interaction of critical organizational change components which include process, structure, culture and political.

Organizational change whether it is continuous or discontinuous large or small in scale and scope, rapid or slow will determine the suitability of approaches to be used in organizational change .most scholars agree that when analysing organizational change, the focus should be on the rate or patterns of activities at the work place (Van de Ven & Poole 1995; Weick & Quinn 1999).Thus organizational change can be perceived differently based on how it has been analysed (Cao et al., 2003). First change has been classified by scholars as episodic, radical, first order , large scale , intentional, dramatic,, strategic ,, bold stork,, systemic, formal, and planned which implies it is infrequent and discontinuous.(Kanter et al., 1992;Burnes , 2009). Secondly other scholars have classified it as incremental, small scale, second Oder, long march, piecemeal, operational, reactive, informal and emergent which implies it is ongoing, evolving, cumulative, frequent and transformational. It is change driven by organizational unpredictability that requires quick responses to the global and local eventualities on a daily basis (Brown & Eisenhardt, 1997; Reigeluth & Garfinkle, 1994). Organizational change can also be classified in terms of the business and people dimension (Hiatt, 2006). The business dimension involves change in strategy, business process system, structure implementation and the post implementation phase. The people's dimension of change involves the alignment of the organization culture, values, beliefs and behaviour that encourages desired results (Hiatt, 2006). Hiatt & Creasey, (2012) argue that successful organizational change is when employees embrace the business dimension of change by being aware , have the desire, the knowledge , the requisite ability and the right behaviour to reinforce(ADKAR) and implement those changes. Though Scholars have categorized organizational change differently, the general consensus is that the planed and emergent approaches and the business and people dimensions of change are the acceptable frame works in understanding the nature of organizational change (Hiatt & Creasey, 2012; Burnes, 2004a). An organizational variable which is viewed as important in determining how organizational change enhance performance is strategic

leadership (Zhang & Rajagopalan, 2010; Virany et al., 1992). Scholars have also argued that the specific ways through which strategic leadership influence organizational change and performance are still under developed (Jansen et al., 2009).

Hence most studies have failed to provide insights in to the actual behaviours of strategic leadership and their failure to link them with organizational change and performance (Wren & Dulewicz, 2005) .other possible explanation

4.5.1 Organizational process

The organizational processes enable all organizational components to work together without any conflict to reach the organizational objectives. It refers to a collection of tasks and activities that enable the organization to reach its goal efficiently and those process may contain many sub processes under them.

Table 4.6 Organizational process

Organizational process		SD	D	N	A	SA	MEAN	SD
Enough process to support the change	Frequency	1	13	31	48	9	3.50	0.865
	Percentage	1.0%	12.7%	30.4%	47.1%	8.8%		
All processes efficiently perform their work	Frequency	19	30	14	27	12	2.83	1.328
	Percentage	18.6%	29.4%	13.7%	26.5%	11.8%		
Processes effectively perform their works	Frequency	10	35	14	29	14	3.02	1.258
	Percentage	9.8%	34.3%	13.7%	28.4%	13.7%		
There is enough alignment among processes	Frequency	1	47	19	25	10	2.96	1.071
	Percentage	1.0%	46.1%	18.6%	24.5%	9.8%		
Branch/Districts/HO alignment is strong	Frequency	10	50	24	12	6	2.55	1.021
	Percentage	9.8%	49.0%	23.5%	11.8%	5.9%		
N = 102, Aggregate mean = 2.97 , S.D = 1.109								

Source: - study result

Organizational process as one variable and as shown in the table above respondents gave their response with an aggregate response mean score of 2.97. so, there is a high mean of 3.50 for question that says ‘‘there is enough process to support the change’’ with detail respondent statistics which indicates 9(8.8%) of the total respondents strongly agreed on it and 48(47.1%) agreed on the question, and 31(30.4%) were neutral in responding the question, while

13(12.7%) were disagreed by the question and 1(1.0%) strongly disagreed on the question. The other mean score is 2.83, for the question that says ‘‘all process efficiently perform their work’’, and in detail ,12(11.8%) strongly agreed on it , 27(26.5%) were agreed on the question 14(13.7%) were neutral on their response, 30(29.4%) were disagreed and 19(18.6%) were strongly disagreed on the question. The other mean score was 3.02 for the question that says ‘‘processes effectively perform their work’’ and the detail of the respondent are 14(13.7%) of the respondents responded as they strongly agreed on it , 29(28.4%) of the respondents agreed on the question 14(13.7%) of the respondents were neutral by their response , 35(34.3%) disagreed on the question and 10(9.8%) strongly disagreed on the question . the other mean score is 2.96 and the question was ‘‘there enough alignments among processes’’ the detail report is 10(9.8%) strongly agreed, 25(24.5%) agreed on the question , 19(18.6%) were neutral on the question and 47(46.1%) disagrees on it and 1(1.0%) strongly disagreed on the question. The final question was ‘‘Branch, districts & HO alignments are strong’’ with the minimum mean score of 2.55 and the respondents responded in detail as 6(5.9) were strongly agreed, 12(11.8%) were agreed on the question, 25(23.5%) were neutral in responding the question, 50(49.0%) disagrees on the question and 10(9.8%) strongly disagreed in their response. So, with is a below average score, of an aggregate mean of 2.97 there is huge gap on the processes of the bank especially on the alignment among processes, branches, districts and HO , so without alignment you cannot work for one goal, even if there is enough number of processes with a relatively high mean number by itself will not give solution , in terms of number there is appropriate number of processes , and if they are not aligned one another and could not support districts and branches it is impossible to achieve the desired goal as a corporate level.

4.5.2 Structure

Mintzberg (1972): organizational structure is a framework of relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. Organizational structure is a set of methods dividing the task to determine duties and coordinates them Hold & Antony (1991): structure is not a coordination mechanism and it affects all organizational process. Organizational structure refers to the models of internal relations of organizations, power and relations and reporting, formal communication channels, responsibility and decision making, delegation is clarified. Arnold and Feldman (1986): helping the information flow in one of the facilities provided by structure for the organization (Monavarian, Asgari& ASheha, 2007). Organizational structure should facilitate decision making, proper reaction to environment, and conflict resolution between the units.

Table 4.7 Structure of the bank

Structure of the bank		SD	D	N	A	SA	MEAN	SD
There is enough structure	Frequency	3	17	24	51	7	3.41	0.948
	Percentage	2.9%	16.7%	23.5%	50.0%	6.9%		
Jobs are well defined	Frequency	1	21	38	31	11	3.29	0.950
	Percentage	1.0%	20.6%	37.3%	30.4%	10.8%		
Structures are filled by appropriate HC	Frequency	12	47	24	14	5	2.54	1.031
	Percentage	11.8%	46.1%	23.5%	13.7%	4.9%		
Structures defines who is responsible to whom	Frequency	6	26	21	35	14	3.25	1.156
	Percentage	5.9%	25.5%	20.6%	34.3%	13.7%		
There is a clear job description of employees	Frequency	7	21	21	35	18	3.35	1.191
	Percentage	6.9%	20.6%	20.6%	34.3%	17.6%		
N = 102, Aggregate mean = 3.17 , S.D = 1.0552								

Source: - study result

The table above indicates that respondents gave their response with an aggregate mean of 3.17 to the variable that states about the structure of the bank, with highest mean score of 3.41 for the question that says ‘‘ there is enough structure in the bank’’ the individual responses were 7(6.9%) that responded as strongly agreed, 51(50.0%) of the respondents responded as they agreed on the question, 24(23.5%) were responded as neutral on the question, 17(16.7%) disagreed by their response on the question and 3(2.9%) strongly disagreed on the response. 3.29 mean score is for the question that says ‘jobs are well defined’’ and the detail of the response were 11(10.8%) answered as they strongly agreed on the question whereas 31(30.4%) of the respondents agreed on the question and 38(37.3%) were neutral while answering the question and 21(20.6%) disagreed on the question and 1(1.0%) strongly disagreed on the response about the question. The other mean score were 2.54 for the question that says ‘‘the structures are filled by appropriate human capital’’ so, 5(4.9%) of the respondents strongly agreed on the question, and 14(13.7%) agreed on the question in their response, whereas 24(23.5%) were neutral in their response, whereas 47(46.1%) disagreed on the response while responding and 12(11.8%) strongly disagreed on the question, a mean score of 3.25 for the question that says ‘‘the structure defines who is responsible to whom’’ was as

follows 14(13.7%) strongly agreed on the question, 35(34.3%) agreed in their response, 21(20.6%) were neutral 26(25.5%) disagrees on the response and 6(5.9%) were strongly disagreed on the question. The other mean score is 3.35 for the question that says 'there is a clear job description of employees' and the responses were as follows 18(17.6%) were strongly agreed by their response, 35(34.3%) were agreed on the question by their response 21(20.6%) were neutral by their response, 21(20.6%) disagreed on their response and 7(6.9%) of the respondents were strongly disagreed by their response. Therefore with the lowest mean score for 'the structure is filled by appropriate HC' = 2.54 and the highest mean score for 'there is a clear job description' = 3.35, and average mean of 3.17 that tells the current structure of the bank cannot answer the question of change of the bank, so the bank should redefine the structure in accordance with that it can support the change process accordingly.

4.5.3 Empowering employees

All the present organization requires knowledge and skilled employees to sustain superior performance. More so intense competition in various markets calls for committed employees.. Employee's empowerment is an important success factor for firms. Empowerment enhance employees trust, commitment and productivity (Nwachukwu, 2016) empowerment promotes employees participation in decision making, good idea generation and execution. It has been argued that empowerment serves as guideline that foster effectiveness, productivity and employees satisfaction. By accepting more responsibilities employees can be motivated to grow their competencies and capabilities. Employee's empowerment focuses on sharing power/responsibility and eliciting the commitment of organizations work force. Committed and loyal employees achieve organizational objectives (Locke&Latham, 1990), and are more productive. Possesses higher responsibility and job satisfaction (Karim & Rehman, 2012). Organizations with committed employees experience low labour turnover, satisfied and highly motivated people (Sahoo, Behera & Tripathy, 2010)

Table 4.8 employee's empowerment

Empowering employees		SD	D	N	A	SA	MEAN	SD
There is a practice of empowering employees	Frequency	3	31	26	38	4	3.09	0.976
	Percentage	2.9%	30.4%	25.5%	37.3%	3.9%		
Leaders usually delegates subordinates	Frequency	4	25	29	36	8	3.19	1.022
	Percentage	3.9%	24.5%	28.4%	35.3%	7.8%		
There is succession planning	Frequency	8	48	25	19	2	2.60	0.947
	Percentage	7.8%	47.1%	24.5%	18.6%	2.0%		
Open discussion among employees and leaders	Frequency	1	25	29	44	3	2.90	0.949
	Percentage	1.0%	24.5%	28.4%	43.1%	2.9%		
There is motivating habit of employees	Frequency	7	25	46	19	5	3.23	0.889
	Percentage	6.9%	24.5%	45.1%	18.6%	4.9%		
N = 102, Aggregate mean = 3.00 , S.D = 0.957								

Source: - study result

In the table above respondents gave their response with an average mean of 3.00 for employee's empowerment. The highest mean score is 3.23 for the question that says "there is motivating habit of employees" with response from the respondent were 5(4.9%) strongly agreed on the question, 19(18.6%) agreed on the question in their response, 46(45.1%) were neutral on it, 25(24.5%) disagreed on the question and 7(6.9%) strongly agreed with the question. A mean score were 2.90 is also there for the question that says " there is an open discussion among employees and leaders" with response from the respondent were: - 3(2.9%) strongly agreed on the question, 44(43.1%) were agreed on the question, 29(28.4%) of the respondents were neutral in their response, 25(24.5%) of the respondents disagreed on the question and 1(1.0%) strongly disagreed on the question by their response. The other mean score is 2.6 for the question that says " there is succession planning " and the detail of responses from the respondents were as follows 2(2.0%) were answered as they strongly agree on it, 19(18.6%) answered as they agree on the question, 25(24.5%) of the respondents answered as they are neutral on the question, 48(47.1%) responded as they disagree on it and 8(7.8%) responded as they strongly disagree on the question. The other mean score were 3.19 for the question that

says ‘‘leaders usually delegates subordinates’’ and the respondents replied to the question as follows 8(7.8%) of the respondents strongly agreed on the question, 36(35.3%) of the respondents agreed on the question, 29(28.4%) were neutral on the question 25(24.5%) disagreed on the question and 4(3.9%) of the respondents strongly disagreed on the question. And finally as the mean score of most questions ranging around 3.00 and with an aggregate mean of 3,00 too employees empowerment, like delegation , succession planning were observed as huge gap and the bank will face a problem in developing new leaders in the future..

4.5.4 People

Organizational researchers’ study how individuals and organizations interact with their environment to accomplish both individual and collective, goals, people are able to accomplish goals in an organization that they would be unable to accomplish alone, and they spend large portion of their lives interacting in organizational context.

Table 4.9 People

About people		SD	D	N	A	SA	MEAN	SD
There is appropriate number of human capital in the bank	Frequency	17	37	19	20	9	2.68	1.220
	Percentage	16.7%	36.3%	18.6%	19.6%	8.8%		
There are well-equipped human capital	Frequency	11	40	32	13	6	2.64	1.032
	Percentage	10.8%	39.2%	31.4%	12.7%	5.9%		
There are a well engaged Human capital	Frequency	11	37	29	23	2	2.69	1.005
	Percentage	10.8%	36.3%	28.4%	22.5%	2.0%		
There is enough training programme for HC	Frequency	7	40	32	20	3	2.73	0.956
	Percentage	6.9%	39.2%	31.4%	19.6%	2.9%		
There are fair HC practice in the bank	Frequency	23	29	29	19	2	2.49	1.097
	Percentage	22.5%	28.4%	28.4%	18.6%	2.0%		
N = 102, Aggregate mean = 2.65 , S.D = 1.062								

Source: - study result

In the table above respondents gave their response with an average mean of 2.65 with all responses are below 3.00, a mean score of 2.68 for the question that says ‘‘there is appropriate number of human capital’’ the respondents gave 9(8.8%) strongly agreed on the question, 20(19.6%) agreed on the question, 19(18.6%) were neutral on the question, 37(36.3%) disagreed on the question and 17(16.7%) were strongly disagreed with the question. The other mean score is 2.64 for the question that says ‘‘there are a well-equipped human capital in the bank’’ and the responses of the respondents were 6(5.9%) of them were answered as they strongly agree on it , 13(12.7%) answered as they agree on it, 32(31.4%) answered as they are neutral on the question , 40(39.2%) were answered as they disagreed on the question and 11(10.8%) were responded as they strongly disagreed on the question. The other mean score is 2.69 for the question that says ‘‘there are a well engaged human capital’’ and the responses from the respondents were as follows 2(2.0%) strongly agreed on it, 23(22.5%) agreed on it 29(28.4%) were neutral on the question 37(36.3%) disagreed on the question and 11(10.8%) strongly disagreed on it. ‘‘There is enough training programme for Human Capital’’ which has a means score of 2.73, so the responses were as follows 3(2.9%) strongly agreed on the question, 20(19.6%) agreed on the question, 32(31.4%) were neutral on the question, 40(39.2%) disagreed on the question by their response and 7(6.9%) strongly disagreed on the question. ‘‘there are fair human capital practice’’ has a mean score of 2.49 and the detail of each responses were as follows 2(2.0%) strongly agreed by the question, 19(18.6%) agreed, 29(28.4%) were neutral in their response 29(28.4%) disagreed on the question by their response and 23(22.5%) of the respondents were strongly agreed with the question. So with average mean of the variable which is 2.65 and all scores are below 3.00 there are a huge and questionable gap of human capital practice or all activities in connection to human capital, so the bank should seriously go and investigate in this area that may bring great failure to the organization as a whole in the future.

4.5.5 Leaders capability

Capable leaders are essential to unlock the potential of workforce, in terms of productivity, learning, continuous improvement, quality and customer service. Organizational success depends on leaders who are willing to make the effort to develop their leadership capability. To be good leaders they need to acquire new sets of skills that they may not be equipped with the start of their career. Leaderships often considered as a social exchange process in leaders follower relation

Table 4.10 Leaders capability

Leaders capability		SD	D	N	A	SA	MEAN	SD
Most leaders are capable to bring the desired change	Frequency	7	23	26	29	17	3.25	1.183
	Percentage	6.9%	22.5%	25.5%	28.4%	16.7%		
There is mentoring practice in the bank	Frequency	10	24	32	31	5	2.97	1.067
	Percentage	9.8%	23.5%	31.4%	30.4%	4.9%		
Most Leaders possesses the appropriate leadership skills/quality	Frequency	4	32	34	25	7	2.99	1.000
	Percentage	3.9%	31.4%	33.3%	24.5%	6.9%		
Leaders have matured enough to lead their process	Frequency	5	34	20	32	11	2.75	1.059
	Percentage	4.9%	33.3%	19.6%	31.4%	10.8%		
Most leaders works for continuous improvement	Frequency	6	48	21	20	7	3.10	1.130
	Percentage	5.9%	47.1%	20.6%	19.6%	6.9%		
N = 102, Aggregate mean = 3.01 , S.D = 1.09								

Source: - study result

As it is shown above on leaders capability the aggregate mean score of the respondents are an average amount which is 3.01, so, from the questions the one with the highest mean score was 3.25 for the question that says ‘leaders are capable to bring the desired change’ and the responses given to this question by the respondents were 17(16.7%) of the respondents were strongly agree with the question, 29(28.4%) of the respondents were agreed with the question in their response, 26(25.5%) of the respondents were answered neutral, 23(22.5%) disagreed on by response on the question and 7(6.9%) of the respondents strongly disagreed on the question by the response they gave. The other mean score is 2.97 for the question that says ‘there is mentoring practice in the bank’ and the responses were 5(4.9%) strongly agreed on the question, 31(30.4%) agreed on the question by their response, 32(31.4%) were responded as they are neutral about it, 24(23.5%) were responded as they disagree on the question and finally 10(9.8%) were responded as they strongly disagree on the question by the response they gave. ‘Most leaders possesses the appropriate leadership skills/quality’ is another question in the variable and the mean score was 2.99, the individual responses of the question were 7(6.9%)

responded as strongly agreed, 25(24.5%) as agree on the question, 34(33.3%) neutral, 32(31.4%) disagree on the response, and 4(3.9%) strongly agreed by their response. The other mean score is 2.75 for the question 'leaders are matured enough to lead their process' and the individual responses were 11(10.8%) strongly agreed, 32(31.4%) agreed on the question, 20(19.6%) were neutral on the question, 34(33.3%) disagreed with question and, 5(4.9%) strongly disagreed with the question and finally a mean score of 3.10 for the question that says 'most leaders possess characteristics of role model for their subordinates' and the scores were 7(6.9%) of the respondents answered as they strongly agree, 20(19.6%) answered as they agree on the question, 21(20.6%) also answered as they are neutral on the question, 24(47.1%) of the respondents responded as disagree and 6(5.9%) responded as strongly agree.

4.5.6 Participatory on the change process

Involvement and participation are perhaps the most powerful techniques management can use to gain acceptance of change. Commitment to carry out this decision is intensified. Personal satisfaction derived from the job is increased the extent of personal involvement can range from merely being informed to discussing the problems and voicing opinion and feelings to actually making and implementing decisions.

Table 4.11 Participatory of change process

Participatory		SD	D	N	A	SA	MEAN	SD
Leaders actively engaged employees for the change process	Frequency	8	31	8	34	21	3.28	1.308
	Percentage	7.8%	30.4%	7.8%	33.3%	20.6%		
The change process is participatory in general	Frequency	15	12	22	31	22	3.97	1.067
	Percentage	14.7%	11.8%	21.6%	30.4%	21.6%		
Change is accepted by most leaders	Frequency	5	19	5	50	23	3.32	1.336
	Percentage	4.9%	18.6%	4.9%	49.0%	22.5%		
Most leaders are on the same page for change	Frequency	13	32	14	30	13	2.98	1.282
	Percentage	12.7%	31.4%	13.7%	29.4%	12.7%		
Most leader are on the frontier to lead the change	Frequency	17	8	38	39	0	3.66	1.165
	Percentage	16.7%	7.8%	37.3%	38.2%	0.0%		
N = 102, Aggregate mean = 3.44, S.D = 1.23								

Source: - study result

As it indicated in the table above respondents gave their response with an average mean of 3.44 for the total responses, with the highest mean score of 3.97 for the question that says ‘the change process is participatory’, so the individual scores indicates that 22(21.6%) were strongly agreed on the question, 31(30.4%) agreed with question, 22(21.6%) were neutral on the question, 12(11.8%) were responded as they disagreed on the question and 15(14.7%) responded as they strongly disagreed on the question. The other mean score is 3.28 for the question that says ‘leaders actively engaged employees toward the change process’, and the individual responses were 21(20.6%) were responded as they strongly agree on it, 34(33.3%) were responded as they agree on the question 8(7.8%) were neutral in their response about the question, 31(30.4%) were responded as they disagreed with the question and 8(7.8%) responded again as they strongly disagree with the question. 3.32 is a mean score of the question that says ‘change is accepted by most leaders’ and the individual responses on this question were 23(22.5%) strongly agreed on the question, 50(49.0%) was agreed on the question in their response, 5(4.9%) were neutral, 19(18.6%) disagrees with question and 5(4.9%) strongly disagrees with question. The other mean score were 2.98 for the question that says ‘most leaders are on the same page for change’ and the respondents gave their response as follows 13(12.7%) of them strongly agreed with the question, 30(29.4%) of the respondents were agreed on the question, 14(13.7%) of the respondents were responded as neutral, 32(31.4%) of the respondents responded as they disagree on the question and 13(12.7%) of the respondents again said they strongly disagree on the question. The last mean score to be viewed from this variable had a mean score of 3.66 for the question that says ‘most leaders are on the frontier to lead the change’ and the individual responses for this question were 39(38.2%) agreed on the question, 38(37.3%) responded as neutral, 8(7.8%) disagreed with their response and 17(16.7%) responded as they strongly disagree with question. So the average mean score of the variable is 3.44 which will be considered as the lowest but few variables have a mean value of above 3.5, and this indicates that even if the change process is participatory and most leaders are viewed or sensed in the frontline as if they are leading the change process, there is huge gap among leaders who are highly engaged and those who pretends as if they are leading, so this will tell us most of the leaders pretend as if they are leading.

4.5.7 Leader’s flexibility

Flexible leaders have the ability to change their plans to match the reality of the situation. as a result they maintain productivity during transitions or period of chaos. Leaders skilled at this

competency embrace change, are open to new ideas and can work with a wide spectrum of people. Tomorrow’s leaders must learn to treat uncertainty and ambiguity as the new normal. Being flexible includes large changes but also trickles down to everyday activities that are subject to change.

Table 4.12 Leaders flexibility

Leaders flexibility		SD	D	N	A	SA	MEAN	SD
Leaders better respond to the changing environment	Frequency	12	43	13	23	11	2.78	1.232
	Percentage	11.8%	42.2%	12.7%	22.5%	10.8%		
leaders possess appropriate flexibility in their leadership	Frequency	12	29	31	21	9	2.86	1.144
	Percentage	11.8%	28.4%	30.4%	20.6%	8.8%		
Leader best understand their subordinates	Frequency	1	33	41	19	8	3.00	0.933
	Percentage	1.0%	32.4%	40.2%	18.6%	7.8%		
Most leaders possess optimistic character	Frequency	6	30	33	26	7	2.98	1.034
	Percentage	5.9%	29.4%	32.4%	25.5%	6.9%		
Most leaders are positive thinkers	Frequency	7	10	38	31	16	3.38	1.081
	Percentage	6.9%	9.8%	37.3%	30.4%	15.7%		
N = 102, Aggregate mean = 3.00 , S.D = 1.085								

Source: - study result

In the table above respondents gave their response with an average mean of 3.00, and with highest mean score of 3.38 for the question that says ‘‘most leaders are positive thinkers’’, with individual responses of which 16(15.7%) said they strongly agree with the question, 31(30.4%) said they agree on the question 38(37.3%) were responded as neutral, 10(9.8) said they disagree with it the question and 7(6.9%) said they strongly disagree with the question. The other mean score was 2.78 for the question that says ‘‘leaders better respond to the changing environment’’ and the individual respondents answer was 11(10.8%) of the respondents strongly agreed on the question, 23(22.5%) of the respondents were agreed on the question, 13(12.7%) were responded as neutral on the question 43(42.2%) disagreed on by their response and 12(11.8%) were strongly disagreed on the response. the other mean score is 2.86 that says ‘‘ leaders possesses the appropriate leadership flexibility’’, and the individual responses on this question was 9(8.8%) of the respondents responded as strongly agree on the question, 21(20.6%) of the respondents responded as they agreed on the question, 31(30.4%) said they were neutral on it

, 29(28.4%) disagreed with the question and 12(11.8%) of the respondents were strongly disagreed with the question in their response. The other mean score is 3.00 for the question that says "leaders better understand their subordinates", the individual responses on this question were 8(7.8%) strongly agreed with the question, 19(18.6%) agreed on it, 41(40.2%) were neutral by their response , 33(32.4%) disagreed on the question and 1(1.0%) strongly disagreed on it the question. 2.98 is a mean score of the question that says "most leaders possess optimistic characteristics" and the individual scores or responses were 7(6.9%) of the respondents were strongly agreed, 26(25.5%) were agreed on the question, 33(32.4%) were responded as neutral on the question, 30(29.4%) disagrees with the question in their response and 6(5.9%) strongly disagreed on the response, as the average mean score for all questions are 3.00 which is equal to average , it indicates that the leaders in the bank lacks appropriate leadership flexibility to respond to the internal or external environment as deemed necessary, so the bank corporate leadership should give emphasis and should work strong to improve on leaders quality in order to gain the appropriate result.

4.5.8 Culture

Organizational members tacitly understand their own culture but usually cannot convey verbally what their culture is and what it means, they just understand how things are done. Trough shared values, heroes and heroines, rituals and ceremonies and a culture network. Organizational culture creates a sense of identity, community and sense of belonging among its members (Deal and Kennedy 1983 and Jordan 2003).

Table 4.13 Culture

Organizational Culture		SD	D	N	A	SA	MEAN	SD
Leaders possess a winning mentality	Frequency	19	29	21	26	7	2.74	1.226
	Percentage	18.6%	28.4%	20.6%	25.5%	6.9%		
There is strong team work among leaders	Frequency	14	31	27	26	4	2.75	1.103
	Percentage	13.7%	30.4%	26.5%	25.5%	3.9%		
Leaders obey the core values of the bank	Frequency	5	41	25	28	3	2.83	0.986
	Percentage	4.9%	40.2%	24.5%	27.5%	2.9%		
There is positive relationship among leaders	Frequency	3	38	26	30	5	2.96	0.994
	Percentage	2.9%	37.3%	25.5%	29.4%	4.9%		

Most leaders play a figure head role	Frequency	12	28	38	20	4	2.76	1.026
	Percentage	11.8%	27.5%	37.3%	19.6%	3.9%		
N = 102, Aggregate mean = 2.81 , S.D = 1.067								

Source: - study result

In the table above respondents gave their response with in connection to culture with an average mean score of 2.81 and this mean score is below average, the highest mean score were 2.96 for The question that says “there is positive relationship among leaders” with the responses from each respondents were 5(4.9%) strongly agreed on it, 30(29.4%) agreed on it, 26(25.5%) were neutral on the question, 38(37.3%) disagreed with their response and 3(2.9%) strongly disagreed on the question by their response. “Leaders possess a winning mentality” with mean score of 2.74 and the response on this question were 7(6.9%) strongly agreed with the question, 26(25.5%) agreed on the question, 21(20.6%) were neutral about the question, 29(28.4%) disagreed with the question and 19 (18.6%) strongly disagreed with the question. The third question says “there are strong team work among leaders” with mean score 2.75,so, the individuals responses were 4(3.9%) strongly agreed on it, 26(25.5%) agreed on it, 27(26.5%) were responded neutral on the question, 31(30.4%) disagreed on the question and 14(13.7%) strongly disagreed on their response. ‘Leaders obey the core values of the bank’ with mean score of 2.83, were another question and the individual responses were 3(2.9%) as strongly agree, 28(27.5%) as agree, 25(24.5%) were neutral by their response, 41(40.2%) disagreed with the question and 5(4.9%) strongly disagreed with the question. “Most leader play a figure head role” with a mean score of 2.76, were individually responded as follows 4(3.9%) strongly agreed, 20(19.6%) agreed on it , 38(37.3%) were responded neutral , 28(27.5%) disagreed on the question and 12(11.8%) strongly disagreed by the question and with an average mean of 2.81 with all the response on the variable that says “culture” the banks needs to strongly work toward the current culture in the organization that all responses are dissatisfying with the question as “cultures eats strategy for breakfast” how much the strategy is “SMART” if the culture is not improved with it will be simply a paper work.

4.5.9 Behaviour

Individual behaviours is the way how a person react, respond and act toward the internal and external stimulus. 'Human behaviour is full of intricacies and is extremely difficult to comprehend it, large number of factors join hands together to determine a peculiar pattern of employee behaviour in every organization'' (Landale,1999). Individual behaviour at work have many impact at the business environment like heredity and diversity ,ability and skills, perceptions , attitudes, personality, expectations and etc. Trust, conflict, commitment, accountability and results.

Table 4.14 Behaviour

Behaviour		SD	D	N	A	SA	MEAN	SD
Leaders behaving as what coop bank is expecting from him/her	Frequency	15	19	27	26	15	3.07	1.276
	Percentage	14.7%	18.6%	26.5%	25.5%	14.7%		
Leaders closely work with subordinates to bring change	Frequency	10	26	22	40	4	3.02	1.099
	Percentage	9.8%	25.5%	21.6%	39.2%	3.9%		
There is strong interpersonal communication among leaders	Frequency	13	36	20	29	4	2.75	1.121
	Percentage	12.7%	35.3%	19.6%	28.4%	3.9%		
Leaders have positive perception for each other	Frequency	3	30	41	23	5	2.97	0.917
	Percentage	2.9%	29.4%	40.2%	22.5%	4.9%		
There are positive conflicts among leaders	Frequency	2	24	30	41	5	3.23	0.932
	Percentage	2.0%	23.5%	29.4%	40.2%	4.9%		
N = 102, Aggregate mean = 3.01 , S.D = 1.069								

Source: - study result

In the table above respondents gave their response with an average mean of 3.01, with highest mean score of 3.23 for the question that says ‘‘there are positive conflicts among leaders’’ and the individual responses as per the likert scale for this response is 5(4.9%) of the respondents strongly agreed on the question, 41(40.2%) agreed on the question, 30(29.4%) responded neutral on the question , 24(23.5%) disagreed on the question and 2(2.0%) strongly disagreed

with the question presented. The other mean score is 3.07 for the question that says ‘‘leaders behave to the level of expectation’’ and the responses are 15(14.7%) of the respondents strongly agreed on it, 26(25.5%) of the respondents were agreed on the question, 27(26.5%) were neutral on the question, 19(18.6%) were disagreed and 15 (14.7%) of the respondents strongly disagreed on the question. The mean score 3.02 for the question that says ‘‘leaders closely work with subordinates to bring change’’ the responses were 4(3.9%) strongly agreed on the question, 40(39.2%) agreed with the question, 22(21.6%) were neutral about the question, 26(25.5%) disagreed and 10(9.8%) strongly disagree with their response, the other mean score is 2.75 for the question that says ‘‘there is strong interpersonal communication were 4(3.9%) strongly agreed on the question, 29(28.4%) agreed on the question ,20(19.6%) were neutral about it , 36(35.3%) disagreed with the question and 13(12.7%) strongly disagreed about the question in their response , the last mean score of this variable is 2.97, for the question that says ‘‘leaders have positive perception for each other’’, and the responses were 5(4.9%) strongly agreed, 23(22.5%) agreed on the question, 41(40.2%) were neutral on the question, 30(29.4%) disagrees with the question and 3(2.9%) strongly disagreed on the question in their response. With an average mean of 3.01 and almost a nearer response for each question s with the lowest mean score cooperative bank of oromia must work strongly how individuals are behaving in their work area in relation to the banks mission, vision and core values

4.6 Correlation analysis

Correlation (r) is a measure of association between two variables. According to Kothari (2004), positive value of r indicates positive correlation between the two variables (i.e. change in both variable take place in the same direction) whereas negative value of ‘‘ r ’’ indicates negative correlation i.e. changes in the two variables taking place in the opposite direction. A zero value of ‘‘ r ’’ indicates that there is no association between the two variables. When $r = (+1)$, it indicates perfect positive correlation and when it is (-1) it indicates perfect negative correlation. In the same way Cohen (1998) cited by warokka et al. (2012), also interpreted the coefficient of correlation between 0 and 1 as in the following manner. The correlation coefficient (r) ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r ranging from 0.50 to 1.00 may be regarded as high degree correlation

Table 4.15: Correlations

		Organizational change	Anticipation	Strategic thinking	Strategy formulated	Strategic planning framework
Organizational change	Pearson Correlation	1	.504**	.595**	.556**	.539**
	Sig.(2-tailed)		.000	.000	.000	.000
	N	102	102	102	102	102
Anticipation	Pearson Correlation	.504**	1	.452**	.427**	.300**
	Sig.(2-tailed)	.000		.000	.000	.002
	N	102	102	102	102	102
Strategic thinking	Pearson Correlation	.595**	.452**	1	.528**	.576**
	Sig.(2-tailed)	.000	.000		.000	.000
	N	102	102	102	102	102
Strategy formulation	Pearson Correlation	.556**	.427**	.528**	1	.620**
	Sig.(2-tailed)	.000	.000	.000		.000
	N	102	102	102	102	102
Strategic planning framework	Pearson Correlation	.539**	.300**	.576**	.620**	1
	Sig.(2-tailed)	.000	.002	.000	.000	
	N	102	102	102	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

Source: - study result

The above table illustrates that correlation between dependent variable organizational change and independent variables (anticipation, strategic thinking, strategy formulation and strategic planning). As it was tested in a two tailed Pearson’s correlation analysis the association of each dependent and independent variables is described below.

With anticipation ($r = 0.504^{**} > 0.29$) shows that there is a high moderate degree of correlation with organizational change. Person correlation coefficient for strategic thinking was 0,595, for strategy formulation 0.556 and for strategic planning 0.539, that all indicates the relationship with organizational change is a high moderate degree with statistical significance of less than 0.05.

4.7 Regression analysis

In regression with single independent variable, the coefficients tells you how much the dependent variable is expected to increase (if the coefficient is positive) or decrease (if the coefficient is negative) when the independent variable increases by one.

Table 4.16 Regressions

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	12.866	4	3.217	23.675	.000 ^b
	Residual	13.179	97	.136		
	Total	26.045	101			

a. Dependent Variable: Org. Change

b. Predictors: (Constant), Strategic planning, Anticipation, Strategic Thinking, Strategy formulation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 ^a	.494	.473	.36860

a. Predictors: (Constant), Strategic planning, Anticipation, Strategic .thinking, Strategy formulation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.383	.295		1.299	.197
	Anticipation	.239	.083	.240	2.870	.005
	Strategic. thinking	.213	.074	.277	2.887	.005
	Strategy formulated	.166	.086	.190	1.928	.057
	Strategic planning	.174	.091	.189	1.902	.060

a. Dependent Variable: Org. Change

source :- study result

As per the linear regression result obtained from SPSS version 23, it reveals that the model is at significant level that suggests that corporate variables included in the analysis are statistically significant in jointly explaining the strategic leadership of the bank.as shown in the result table the adjusted R square is 0.473 reveals that 47.3% of organizational change of the bank is explained by the act of the strategic leaders like strategic thinking, anticipation and envisioning, strategic planning framework and strategy formulation while the remaining are explained by Other factors, and the effect of each individual independent variables are explained here in under.

Anticipation: - Anticipation With (Standardized beta coefficient = 0.240) showed that it had a positive effect on organizational change according to the finding and statistically significant with 0.05% , and this implies as the anticipation as one of a very important quality of leaders can positively and significantly affect the change process of an organization.

Strategic thinking: - Strategic thinking with (a standardized beta coefficient of = 0.277) is another independent variable that shows a positive effect on organizational change with a 0.05% statistical significance, so as the strategic thinking ability of a strategic leader increases it has a positive impact on organizational change or it positively affects the change process of an organization.

Strategy formulation: - strategy formulation with (a beta coefficient of = 0.190) showed that strategy formulation had a positive impact on organizational change, so as shown on the regression analysis however the result is statistically insignificant, it has a positive impact on the change process.

Strategic planning framework: - Strategic planning framework is the other independent variable that had a positive impact on the change process so with a standardized beta coefficient of 0.189, it indicated that it has a positive effect on the organizational change process even if the result is indicated on the regression model is statistically insignificant.

Chapter Five

Summary, conclusion and Recommendation

INTRODUCTION

The purpose of this study was to assess the impact of strategic leadership on organizational change in the case of cooperative bank of oromia in this chapter the major findings (Summary), conclusion, recommendation is presented.

This chapter is divided in to three sections based on the review of related literatures and data analysed.

5.1 SUMMARY

The objective of the study in the very beginning was to assess the impact of strategic leadership on organizational change in the case of cooperative bank of oromia and to answer different research questions listed in the first chapter and to do so a structured questionnaire was designed and sent to 110 leaders of the bank that works at different level and 102 of the questionnaires were managed to be collected, and from the respondents a significant number of the respondents have accumulated experience of 6-10 years in the bank, and their educational back ground in majority is MA/MSC and above , and the data was analysed using SPSS version 23 where frequencies, mean, percentage, correlation and regression analysis were used to arrive at some inferences, and data was presented in tabular means to bring out the findings.

5.2 CONCLUSION

In conclusion out of the review of overall strategic leadership on organizational change in cooperative bank of oromia the following points can be concluded

- Even if there is an effective strategic team in the bank and the evaluation and controlling mechanism is somewhat good as per the response from respondents there are huge gap observed in cascading all KPIs timely, cascading all KPIs fairly, and the cascaded targets were not achieved by the process or sub process, district or branches.
- there are strategic leaders in the bank with lack capabilities to bring the desired change in the bank,
- Huge gaps are observed in mentoring of newly assigned leaders on new position,

-Lack of leadership quality of leaders are observed in the survey and it is one of the biggest challenge of the bank to change.

-Even if the change process is somehow participatory, coop bank is not on good track to achieve its vision in spite of the fact that it has a huge competitive advantage to grow and change rapidly over the other private banks in the country.

-There is no strong team work among leaders, violation of core values of the bank, lack of positive relationship among the leaders makes the bank sacrificing a lot.

- Lack of appropriate leadership flexibility or lack of responding to the changing environment as deemed necessary, and lack optimism by few leaders are the challenges

- Lack of appropriate number of human resource, well equipped human resource, lack of engagement of leaders/employees and unfair practices of human resource practices and absence or minimal of succession planning in the bank are also huge draw backs for the bank to bring change as deemed necessary.

5.3 RECOMMENDATION

Organizational process

- Because there is an observed gap in alignment problem among different processes, sub processes, branches, districts and HO organ the bank must seriously work on.

-The bank must work hard on cascading all targets timely, fairly and also strictly follow the achievability of all the targets and take all the necessary action timely for those who failed to do so.

Leaders Capability

-The bank must strongly work on developing new leaders by implementing succession planning and arrange mentoring programme for newly assigned leaders soon they assume the position and arrange all the necessary leadership training and follow whether there is an improvement on the leadership quality or not.

-The bank must work on developing the capability of existing strategic leaders to increase their capacity and skills by arranging different leadership training given by highly experienced leaders found in Ethiopia or abroad and follow up the implementation whether leaders add value on their existing skill/knowledge or not.

About People/Work force

-The bank needs to seriously work on engagement of employees and leaders in order to bring the desired change within the strategic period

-There must be appropriate number of Human capital in all processes, districts and branches

There must be a fair human capital practices in the bank, and there must be training and capacity development trainings for employees and leaders, Lack of commitments of leaders must be solved

Employee's empowerment

-Lack of delegation of employee, lack of open and free and timely discussion with employees about work, lack of motivating and encouraging of employees must be solved

-Gaps like leadership skill, quality, lack of commitments of leaders, lack of mentoring service to newly assigned leaders are some of the gaps observed and the bank has to improve it.

Culture of the bank

-There must be strong team work the core values of the bank must be obeyed by all organs especially by leaders, and there must be a positive, contractive relationship among all leaders.

-Leaders must closely work with subordinate

-There must be positive conflicts among leaders that may bring positive outcomes

5.4 RESEARCH LIMITATIONS AND AREA OF FURTHER RESEARCH

5.4.1 Limitation of the study

The study used likert scale self-administered questionnaires to collect primary data from the banks leaders in order to address the impact of strategic leadership on organizational change and the data analysis model is used mainly by explaining the frequencies, mean and standard deviation and explained by using table and graphs and as well, correlations of variables and linear regression model are used.

5.4.2 Area of further research

As it is tried to explain in the limitation of the study, and as the concept of strategic leadership is not yet understood by many here in Ethiopia especially in the financial institutions or the bank industry, there must be a further research to be undertaken in the area with more sophisticated research models other than what has been stated in the limitation.

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ADDIS ABABA UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICSSCOOL OF COMMERCE

MASTERS OF BUSINESS LEADERSHIP

Questionnaire to be filled by respondents

Dear Respondent:-

This questionnaire is designed to gather primary data on the impact of strategic leadership on organizational change on the case of cooperative bank of Oromia S.C. The study is conducted for academic purpose for partial fulfillment of the requirements of the degree of Masters in Business leadership.

Dear Madam/Sir it will only take about 15 minutes to complete this questionnaire. Your participation to complete this questionnaire is believed to indicate that you consented to give your personal feeling correctly. We consider it as we have your full attention while filling the questionnaire. Your response will be kept confidential and will be used only for the intended academic purpose.

The questionnaire has three Sections:-

- ✓ Section I:- deals with demographic characteristics
- ✓ Section II:- about strategic leadership and
- ✓ Section III: - deals organizational change.

Please note that:

- No need of writing your name
- Read each statement carefully
- please put your answer by using “√” sign in the corresponding boxes;
- Multiple responses are not possible.

Thank you for your cooperation!

Guta Emanu Beyene: - (Mobile: - +251941436399, e-mail:- mijuguta@gmail.com)

Section I - Demographic Questionnaire

1. Name of your sub-process/district/branch unit you are currently working

2. Gender: Female Male

3. Age

25-30 31-40

41-50 51-60

4. Please indicate your highest level of education

Diploma BA/BSC Degree

Master's Degree and above Other _____

5. Service years in the Coop Bank (if year of service below three years, **skip filling the questionnaire**)

3-5 6-10

11-15 16 and above years

MLQ (multiple factors strategic leadership Questionnaire

Section II- Strategic Leadership questions

Instruction

For the following statements put (√) sign for your level of agreement based on the scales below

Key for Scales: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree 5 = strongly agree

No	<i>Unique ability of Strategic leadership</i>					
	Anticipation/Envisioning	1	2	3	4	5
1	Leaders quality of anticipation of the future					
2	Leaders envisioning of the future					
3	Leaders commitment for the vision of the bank					
4	Leaders have vision in mind always					
5	Coop bank's vision is "SMART"					
	Thinking strategically	1	2	3	4	5
6	leaders are always ready to learn new things					
7	Leaders seek advice on new issues/ideas					
8	Leaders are risk takers					
9	Leaders never forget organizational purpose					
10	Leaders always identifies opportunities					
	Strategy formulated	1	2	3	4	5
11	The strategy formulated is important to the bank					
12	The strategy formulated is executable.					

13	There is enough orientation on the strategy to all stakeholders					
14	All stakeholders are participated on the formulation of the strategy					
15	There is enough time frame for the execution of the strategy					
	Strategic Planning framework	1	2	3	4	5
16	There is an effective strategy team.					
17	There is a strong evaluation and controlling mechanism.					
18	All KPI's are cascaded to all organ timely					
19	All KPI's are cascaded fairly to all organ of the bank					
20	All KPI's are achieved by all processes all the time.					
	Elements of organizational change					
	Organizational Process	1	2	3	4	5
21	There is enough processes to support the change processes					
22	Processes efficiently perform what is expected from them					
23	Processes are effectively perform all its duties.					
24	There is alignment among all processes in coop bank					
25	Branch/District/HO alignments are strong					
	Empowering employments	1	2	3	4	5
26	There is a practice of empowering employees					
27	Leaders usually delegates subordinates					
28	There is succession plan in the bank to develop leaders					
29	Mostly there is an open dialogue between employees and leaders					
30	There is a habit of motivating of employees.					
	Structure of the bank	1	2	3	4	5
31	There is enough structure in the bank to support the desired change					
32	Jobs are well defined in all structures					
33	All structure is filled by the appropriate human resource					
34	Structure defines who is responsible to whom.					
35	There is a clear job description for all employees					
	About People	1	2	3	4	5
36	There is enough human capital in the bank to bring the change					
37	There is a well-equipped human capital in the bank.					
38	There is enough engagement of human capital in the bank					

39	There is enough training and development program in the bank					
40	There is a fair human capital practice in the bank					
	Capabilities of strategic leaders	1	2	3	4	5
41	Most leaders are capable to bring the desired change					
42	There is a mentoring practice in the bank					
43	Most Leaders possesses the appropriate leadership skills					
44	Leaders have the appropriate maturity level to lead their unit					
45	Most Leaders are committed enough for the change process					
	<i>Participation on change process</i>	1	2	3	4	5
46	The change process is inclusive to all					
47	The change processes is participatory					
48	Change is accepted by most leaders of the bank					
49	CBO is on good truck as compared to its vision					
50	CBO has competitive advantage over other banks in the industry					
	Flexibility	1	2	3	4	5
51	Leaders better respond to the changing environment					
52	Most leaders possesses the appropriate flexibility in their leadership					
53	There is positive relationship among leaders in the bank					
54	Most Leaders possesses optimistic characters					
55	Most leaders are positive thinkers					
	Culture	1	2	3	4	5
56	leaders are behaving as expected to bring the change					
57	There is strong team work among leaders					
58	Leaders obey the core values of the bank.					
59	There is positive/constructive relationship among leaders					
60	Leaders are role models for their subordinates					
	Behavior	1	2	3	4	5
61	Leaders clearly know what is expected from them					
62	Leaders closely work with subordinates to shape his/her behavior					
63	There is strong interpersonal communication among leaders					
64	Leaders in coop bank has always positive perception about subordinates					

65	There is positive Conflicts among leaders					
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