Contribution of Leadership Power in Managing Organizational Change in Local Government Authorities: A Case Study of Ubungo Municipal Council, Tanzania

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ABSTRACT

Local Government Authorities (LGAs) play a significant role in enhancing community development. Therefore, leaders of LGAs must possess leadership powers that can enhance their capacity to initiate organizational changes. This study investigated the contribution of leadership powers in managing organizational changes within LGAs, focusing on coercive, legitimate, reward, and expertise powers. The study employed a cross-sectional research design, with the authorities and departments operating under the umbrella of Ubungo Municipal Council LGA as the case study. The study targeted a population of 194 Ubungo Municipal Council employees across various departments. Data were collected from a sample of 80 respondents, including both administrative and non-administrative officers of Ubungo Municipal Council. The study utilized a mixed-methods approach, incorporating both questionnaires and interviews as primary data collection methods. Data from the field were analyzed using both descriptive and content analysis techniques. The study employed Lewin's Change Model and Psychological Reactance Theory to analyze leadership dynamics and change management processes. The findings revealed that while coercive power is utilized, it is perceived as ineffective due to its harshness and tendency to induce resistance. Conversely, legitimate power emerged as effective in suppressing resistance, fostering trust, and facilitating successful change initiatives. Reward power was highlighted as instrumental in driving transformation without resistance and enhancing employee engagement and organizational culture. Additionally, expertise power was valued for its ability to persuade employees to accept changes, thereby inspiring confidence and trust. The study underscores the importance of selecting appropriate leadership powers during organizational changes in LGAs, with legitimate power being the most suitable for suppressing resistance. The findings emphasize the need for leaders to leverage reward and expertise powers effectively to drive successful change initiatives. The study concludes that LGAs play a crucial role in community development, necessitating effective leadership powers for initiating organizational changes. Recommendations include implementing training programs for leaders, establishing guidelines for power application, and promoting participatory decision-making to enhance change management processes within LGAs.

Keywords: *Employee Resistance, Leadership Powers, LGAs, Organization Change*

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I. INTRODUCTION

Understanding the nuanced relationship between leadership powers and the management of organizational change is paramount in enabling leaders to make informed decisions and formulate effective strategies (Zhang, 2019). Throughout history, leadership powers have varied greatly depending on the cultural, political, and social context. In some instances, leaders held absolute power and exerted control over all aspects of society. The adoption of leadership powers in handling resistance and implementing changes can be traced from the early civilization of societies, leadership powers were tied to the leader's ability to protect, govern as well as sustain the growth of the community. Chiefs and Kings in the community as well as their authorities were chosen based on their strength to win battles, wisdom as well as religious significance (Müller & Van Esch, 2020).

In Africa, resistance when comes to organizational changes can be traced back to colonial rule whereby labour of African origin was mistreated, working under hard conditions with frequent oppression and being underpaid. By then there were no labour unions to protect the interest of African workers, thus colonial authorities preferred coercive leadership powers to suppress employee resistance during the colonial rule (Arnéguy et al, 2018). During the colonial period, labour resistances were easily suppressed due to the absence of legal institutions to protect labour rights. Nevertheless, labourers working during the colonial rule specifically those with black ethnicity had less awareness regarding their rights (Arnéguy et al, 2018).

The late 20th century and early 21st century witnessed a shift towards democratization and increased civic engagement across the continent. Leadership powers during this period were influenced by demands for more transparent and accountable governance (Ogothi & Kaumbe, 2020). Right after the independence, Tanzania implemented policies of collectivization, emphasizing communal ownership and self-reliance. The Tanzanian government, under Nyerere's leadership, had significant authority over various aspects of society. This era influenced the centralization of power and leadership dynamics. In the late 1980s and early 1990s, following the political and

economic changes the country introduced multi-party democracy, ending the one-party state system. The shift in leadership powers and dynamics, including the role of political leaders, had a significant impact on governance and management of change in this period (Ogothi & Kaumbe, 2020).

The 1990s marked a period of economic liberalization and political reform in Tanzania. The government shifted from socialist-oriented policies towards market-oriented reforms. This change necessitated a re-evaluation of the role and structure of LGAs (Ambangise, 2019). The introduction of multi-party democracy led to further organizational changes, including the establishment of district councils, which became an integral part of local governance. The 2000s saw the Tanzanian government embark on a series of reforms to decentralize power and improve local governance. One of the significant changes during this period was the Local Government Reform Program (LGRP) launched in 2000. The program aimed to strengthen the capacity of LGAs to deliver essential services, manage resources, and involve citizens in decision-making. It introduced several organizational changes, such as the creation of local government authorities and councils (Nassoro, 2019).

1.1 Statement of the Problem

In today's complex and dynamic public institutions, effective leadership is crucial for achieving organizational goals and ensuring employee satisfaction. However, leaders often face resistance from employees when implementing new strategies or making changes. Persistence of failures to implement changes among the LGAs questions the methods used by the leaders in managing changes and handling resistance. Recently changes in the administrative policies of managing the LGAs have been received negatively by the employees in the LGAs. The ongoing complaints and passive employees' resistance to the new pension policy, salary increments, unsatisfactory working conditions and poor Incentive Management Systems indicate the inefficiency of the existing leadership in using the powers to introduce new changes. Despite the notable passive resistance to the organizational changes introduced in the LGAs, leaders seem to be undermining them as a result there has been low performance of the public servants in the LGAs.

Despite the potential threats caused by the LGA administration's failure to manage changes, the problem has been less discussed by previous scholars. The empirical understanding of the influence of leadership power in the context of LGAs is limited. While there is an acknowledgement of the importance of leadership in managing organisational changes in the public sector, there is a lack of comprehensive research that examines the specific power dynamics and leadership strategies employed in LGAs to implement organizational changes. Previous studies on organizational changes and leadership power did not focus on the influence of leadership powers in managing organizational changes among the LGAs. Therefore, it is crucial to understand how different leadership powers influence the management of organizational changes in the Tanzanian LGAs.

Obina and Adenike (2022) examined how human resource managers can use organizational strategies to manage employee resistance to organisational changes. The scholars found out that a significant number of human resource managers fear employee resistance and do not use resistance as an opportunity to engage and learn. Levay (2010) on the role of charismatic leadership in handling resistance to change found out that charismatic leaders play a significant role in smoothening the administrative transitions during the periods of organizational change. Apart from not showing the correlation between leadership power and implementation of organizational changes, previous studies on organizational changes and leadership power did not focus on the influence of leadership powers in managing organizational changes among the LGAs.

1.2 Research objectives

The study aimed at analyzing the contribution of leadership powers in managing organizational changes among the LGAs. The scholar specifically geared at analyzing the contribution of coercive power in managing organizational changes among the LGAs as well as analysing the role of legitimate power in managing organisational change among the LGAs. The scholar also focused on analyzing the contribution of reward power in managing organisational changes among the LGAs as well as measuring the contribution of expertise power in managing organisational changes among the LGAs.

II. LITERATURE REVIEW

2.1 Theoretical Review

The study was guided by the two theories of Psychological Reactance Theory and the Lewin Change Management Model. Both of the theories establish the role of leadership power in handling employees' resistance as well as implementing organizational changes in the organization specifically the LGAs.

2.1.1 Psychological Reactance Theory

Psychological Reactance Theory is a psychological framework that explains how individuals react when they perceive a threat to their freedom of choice or action. Proposed by Jack Brehm in 1966, this theory suggests that people have a natural, psychological aversion to having their freedom restricted or eliminated (Sahni & Etakula, 2010). Psychological Reactance Theory insists that LGA leaders' must be aware of psychological reactance and choose their leadership styles carefully. Autocratic leadership, where decisions are made unilaterally, is more likely to trigger reactance, whereas a transformational or participative leadership approach that involves employees or community members in the decision-making process can reduce resistance. Leaders should use effective communication to mitigate psychological reactance. Providing clear and transparent explanations for the reasons behind the changes, the benefits they will bring, and opportunities for feedback and input can help reduce reactance

2.1.2 Lewin's Change Management Model

Lewin's Change Management Model is among the core organisational change theory which was developed by Kurt Lewin in 1947 aiming at explaining how organisational changes can be implemented through systematic stages for the aim of lowering the change resistance. Lewin (1947) highlighted three steps of unfreezing, changing and refreezing as the core procedures the management can use when implementing new changes in the organization. Lewin's Change Management Model emphasizes the role of leadership in guiding organizational change through unfreezing, changing, and refreezing stages. Effective leadership power in Local Government Authorities (LGAs) can facilitate communication, alignment of goals, and empowerment, crucial for the successful implementation of changes and overcoming resistance within the organization.

2.2 Empirical Review
2.2.1 Influence of Coercive Power in Managing Organizational Change

Scholars have different opinions about the influence of coercive power in managing organisational change, Peyton et al (2018) examined the relationship between leaders' power use, followers' motivational outlooks, and followers' work intentions and found out that followers always have negative perceptions when leaders' employees' hard powers. Followers who perceive that their leaders have soft power always have a higher chance of being satisfied and motivated to perform their duties. Cooks-Campbel (2022) examined the influence of coercive power at work and found out that employees prefer to be self-motivated more than to be put under pressure.

Both Peyton et al. (2018) and Cooks-Campbel (2022) agree that a workplace culture dominated by coercive power can result in high turnover rates, as employees seek more supportive and positive work environments. On the other hand, Cable and Furst-Holloway (2018) when examining the employees' resistance to managerial change and the managerial tactics indicate that excessive use of coercive power can lead to increased resistance. Employees may resist simply out of defiance or a desire to avoid negative consequences. Cable and Furst-Holloway's (2018) findings correlate with the arguments of Faiz (2013) who cemented that when employees comply solely due to fear of punishment, their behaviour may become reactive and insincere. When dealing with resistance, leaders should focus on understanding the concerns and perspectives of employees

2.2.2 Influence of Reward Power in Managing Organizational Change

The majority of the previous scholars on the concept of leadership powers and organization management have pioneered and recommended reward power specifically when implementing organisational change and enhancing employees' satisfaction. Reward power can be a powerful tool for motivating employees to embrace and actively participate in change initiatives. Leaders who effectively use their reward power create a positive and encouraging work environment that fosters employee engagement (Mustapha, 2021). Kebe (2022) on the role of nuanced understanding of resistance in employees through change in the Kenyan public sector found out that employees are more likely to embrace change when they see a direct benefit or reward associated with it, such as bonuses, promotions, recognition, or other positive outcomes.

Peyton et al. (2018) insisted that reward power can be used to recognize and reinforce employees' behaviours and actions that support the desired changes. On the other hand, Akpoviroro et al. (2018) and Mustapha (2022) both agree that Rewards can create a sense of progress and achievement. Employees may view rewards as milestones that mark their success in adapting to the change. This sense of progress can reduce resistance as employees feel a sense of accomplishment. Zigarmi et al (2015) when analysing employees' perceived use of leader power and implications for affect and work intentions cemented that reward power is just one element of a comprehensive change management strategy. Effective change management also involves open communication, involvement, education, and a supportive organizational culture.

2.3 Influence of Legitimate Power in Managing Organizational Change

Legitimate power allows leaders to communicate their vision, goals, and expectations for change effectively. Clear and transparent communication is crucial during times of change as it helps employees understand the reasons behind the change and their role in its implementation (Joel, 2020). Legitimate power plays a significant role when managing the employees' resistance, Several previous scholars have agreed that the adoption of legitimate power can be used in handling employees' resistance specifically in both the private and public sectors. Zhang (2019) on the employees' pressure and resistance caused by organisational change insisted that Those with legitimate power have the authority to establish and enforce policies and procedures within an organization. This can be a powerful tool in managing resistance because employees are expected to comply with these policies.

The majority of the previous scholars believe that leadership comes with authority and authority plays a significant role in providing leaders with legitimate powers to shape the organization's behaviours. Leaders with legitimate power, such as top executives or department heads, often have the authority to initiate and approve change initiatives (Abbas & Asghar, 2010). They can make critical decisions regarding the necessity and direction of change. Changes often involve a series of decisions, from planning to execution. Leaders with legitimate power have the authority to make these decisions, resolving issues and obstacles that arise during the change process. Legitimate leaders can establish and enforce policies and procedures related to the change. They can set the rules and guidelines that govern how the change will be implemented and monitored (Faiz, 2013).

2.4 Influence of Expertise Power in Managing Organizational Change

Numerous studies have delved into the relationship between leaders' expertise power and their ability to mitigate resistance among employees, shedding light on various mechanisms through which this influence operates. A study by Avolio et al (2019) investigated the impact of transformational leadership, which encompasses aspects of expertise power, on followers' resistance to change. The findings revealed that leaders who exhibited transformational qualities, including charisma and inspirational motivation and the ones with significant amounts of information and management skills are in a good position to make the organization change succeed. This suggests that leaders who possess expert power are better equipped to inspire confidence and commitment, thereby influencing employees' attitudes towards change. Similarly, research by Bass and Riggio (2018) explored the role of leadership skills and having crucial information, as a key component of expertise power, in leadership effectiveness. The study found that leaders with significant amounts of information and expertise were perceived as more trustworthy, likeable, and credible by their followers. These positive perceptions contributed to a reduction in resistance to organizational change, as employees were more inclined to trust and follow leaders whom they admired and respected.

III. METHODOLOGY

3.1 Research Approach and Design

To obtain quality results that address and satisfy the research objectives, the researcher employed a mixed-methods approach, which allowed for the use of both qualitative and quantitative methodologies. The study utilized a cross-sectional research design, enabling the researcher to gather data from community representatives of the local government authorities (LGAs) in the 12 wards of Ubungo Municipal Council, as well as employees working at the Ubungo Municipal Council Office who are directly involved in administrative operations and the implementation of various changes.

3.2 Target Population

The study was conducted at the Ubungo Municipal Council focusing on the Municipal employees from the ward level to the Municipal Council Office. The researcher focused on the study population which is daily involved in the administrative operations of the Municipal Council and they have received different orders concerning the administrative operational changes of the municipal council. The total number of employees working at the Municipal Council Office of Ubungo is 194 including the administrative officers and the non-administrative officers working in different departments of the Municipal Council Office (WEOs) and Street Chairmen/women from different areas wars of Ubungo Municipal Council.

3.3 Sample Size and Sampling Techniques

The researcher selected respondents from the population of Ubungo Municipal Council Officers as well as wards and street representatives. The sample size of the Ubungo Municipal Council Officers who were involved in the study was 66, the research shall also involve 14 WEOs from different wards of Ubungo Municipal Council. The total number of respondents who made the sample size of the study was 80 respondents. Council Officers from the

administrative positions were selected using purposive sampling techniques along with WEOs from 14 wards obtained in Ubungo Municipal. Simple random sampling was used in obtaining the non-administrative officers of the Ubungo Municipal who work at the Council Offices.

3.4 Data Collection Methods and Analysis

Questionnaires involving questions concerning how the leadership powers used by the municipal leaders play a significant role in implementing different organizational changes were supplied to 14 WEOs and 60 Municipal Officers working at the Municipal Council Office. Structured interviews were conducted with the 6 Council officers from the administrative positions obtained at the Ubungo Municipal Council Office. The descriptive analysis was used in arranging the findings in the specific variables basing their frequencies and percentages as well as showing the extent of leadership powers of coerciveness, reward, expertise and legitimate help in managing organizational changes among the LGAs. The study also employed content and narrative analysis to analyse the qualitative data of the study.

IV. FINDINGS & DISCUSSIONS

4.1 Contribution of Coercive Power in Managing Organization changes among the LGAs

This section analyses the contribution of coercive power in managing organisational changes among the LGAs. By exploring its utilization within LGAs, it aims to elucidate the impact of this power dynamic on change management strategies and the broader organizational culture, shedding light on its efficacy and potential drawbacks in fostering sustainable change.
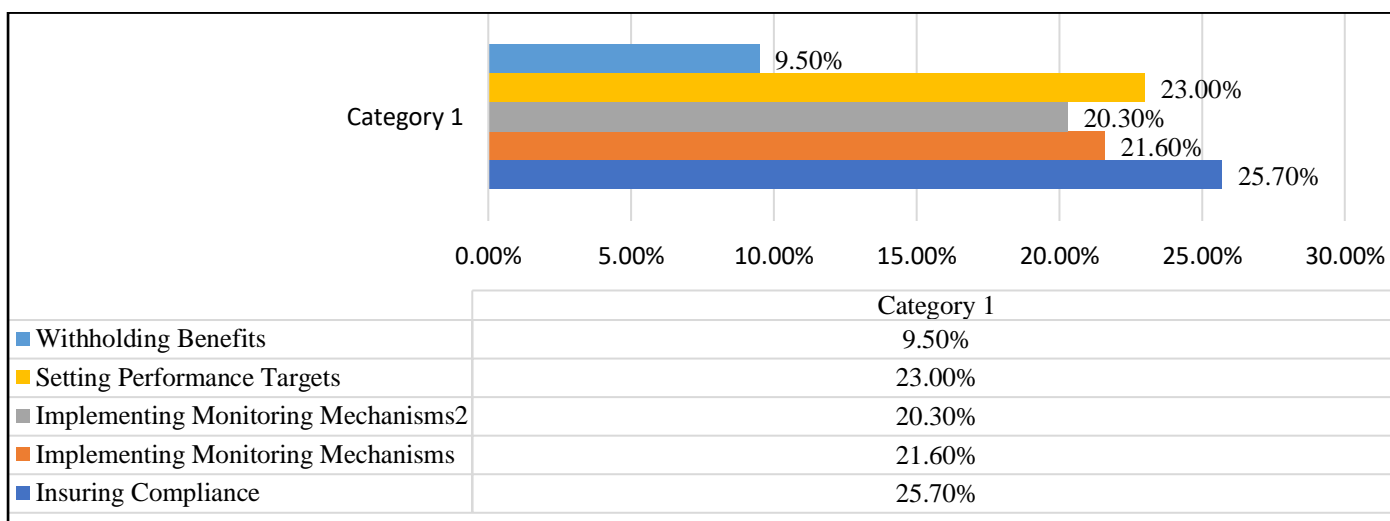

	Category 1
■ Withholding Benefits	9.50%
■ Setting Performance Targets	23.00%
■ Implementing Monitoring Mechanisms2	20.30%
■ Implementing Monitoring Mechanisms	21.60%
■ Insuring Compliance	25.70%

Figure 1
Scenarios which Coercive Power has been used Frequently when Managing Organization Changes among the LGAs

Figure 1 indicates that the majority of the respondents who participated in the study equivalent 19 (25.7%) believe that coercive power is always used in when the management wants to ensure compliance, 17 (23.0%) mentioned that coercive power is used when the management wants to set the performance targets and 16 (21.6%) mentioned that coercive power is always used when the management want implement the new monitoring and evaluation mechanism of the employee's performance. On the other hand, 15 (20.3%) mentioned that coercive power is used when the management wants to issue direct orders to the employees and the remaining 7 (9.5%) mentioned that coercive power is used when the organization's management wants to punish employees through withholding their benefits. In an interview with an administrative officer from the Ubungo Municipal Council, similar sentiments were echoed, underscoring the necessity of coercive power during moments of inevitable change and employee reluctance.

> *"While coercion may seem drastic, it becomes essential when faced with staunch resistance. However, its application must be tempered with empathy and clear communication to mitigate negative repercussions and foster a more conducive environment for adaptation."* (Interview 1)

The use of coercive power in managing an organization has been highly adopted when it is required to do so and the other options have failed to deliver the required results. The findings from the field highlight that there are special scenarios in which leaders are forced to use coercive power against their will to make sure changes are effectively implemented. In certain scenarios, negotiations may not be viable for implementing organizational change; instead, leaders may need to enforce decisions unilaterally, necessitating the application of coercive power. During

such moments, leaders assert authority to enforce changes without soliciting input from respondents. Coercive power becomes instrumental in swiftly implementing directives and overcoming resistance, ensuring adherence to organizational goals. This approach, although authoritarian, may be deemed necessary in urgent situations or when swift action is imperative to navigate challenges and drive organizational progress effectively (Gaunde & Stones, 2019).

Table 1
Effectiveness of Coercive Power in Managing Organization Changes among the LGAs

Effectiveness of coercive power	Very low	Low	Moderate	High	Very high
In ensuring employee compliance during organizational changes	8.1%	23.0%	47.3%	16.2%	5.4%
In reducing employee resistance to organizational changes	5.4%	40.5%	31.1%	14.9%	8.1%
In achieving the intended objectives of organizational changes	6.8%	44.6%	28.4%	13.5%	6.8%
Influences employee satisfaction and morale during organizational changes	17.6%	33.8%	27.0%	17.6%	4.1%

Table 1 indicates that the majority of the respondents who participated in the study equivalent to 35 (47.3%) believe coercive power is moderately effective in ensuring employee compliance during organizational changes within the LGAs. On the other hand, the majority of the respondents who participated in the study equivalent to 30 (40.5%) mentioned that the effectiveness of coercive power in reducing employees' resistance during organisational change is low, 4 (5.4%) mentioned very low while 23 (31.1%) mentioned moderate. Table 1 also indicates that the majority of the respondents who participated in the study 33 (44.6%) mentioned that the effectiveness of coercive power in helping the organization achieve the intended objectives of organizational changes is low, 5 (6.8%) mentioned very low while 21 (28.4%) mentioned moderate.

According to the findings obtained from the field, it is vital clear that coercive power is not effective enough in ensuring employee compliance during organizational changes, sometimes employees don't want to be pressured to make them accept changes. Using coercive power to enforce changes can only make employees resist the proposed changes. These findings agree with the change management model proposed by Lewin (1947) which cements that the change process must take time and follow the required channels. On the other hand, Akparep and Jengre (2019) insisted that leaders following the authoritarian leadership style find it hard to implement a new culture in the organization due to poor relationships with their subordinates.

Table 1 indicates that the majority of the respondents who participated in the study equivalent 25 (33.8%) mentioned that the effectiveness of coercive power in influence coercive power influences employee satisfaction and morale during organizational changes is low, 13 (17.6%) mentioned very low while 20 (27.0%) mentioned moderate. The field results underscore that coercive power is often employed when changes are unavoidable, and employees display resistance. However, the majority of respondents express disfavour towards coercive leadership, perceiving its impact during change processes as low. This sentiment aligns with the previous scholars' thoughts emphasizing the limitations of coercive power in driving organizational change effectively.

The findings obtained from the field clarify that using coercive power makes it hard for the management to meet the changes' objective in the organization, these finding correlates with the thoughts of Rosita and Tialonawarmi (2023) who insisted that organizations become the best position of achieving the organization strategic goals one employee started to feel valued. A result from the field indicates that coercive power is used when changes are inevitable and employees seem to be reluctant to accept changes. There are situations which demand using coercive power but leaders decide to use other forms of power to overcome employee resistance (Rosita & Tialonawarmi, 2023).

4.2 Contribution of Legitimate Power in Managing Organizational Change among the LGAs

Legitimate power is among the organization powers with high influence in managing the organization changes, this section indicates the contribution of legitimate power in managing organization change among the LGAs.
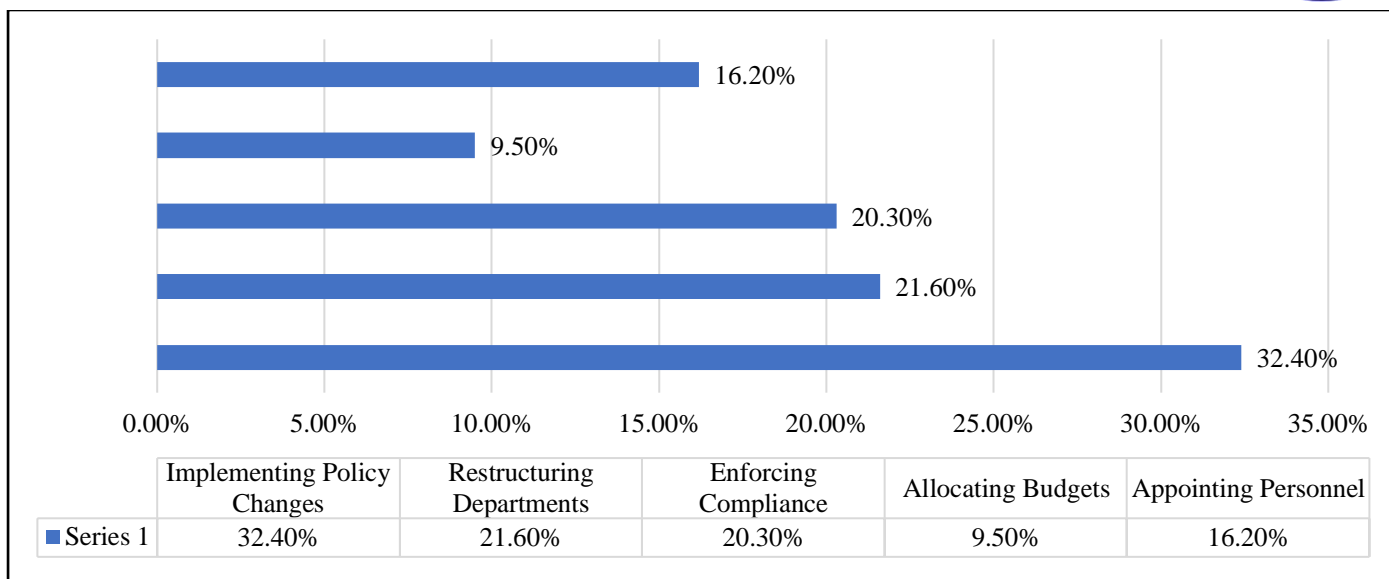
Figure 2

Areas in which Legitimate Power is Applied in ensuring smooth Organizational Changes at the Municipal Council

Figure 2 indicates that the majority of the respondents who participated in the study equivalent to 24 (32.4%) mentioned that legitimate power is used when implementing the policy changes during the organization change process, 16 (21.6%) mentioned that legitimate power is used when restructuring departments during the organization change while 15 (20.3%) mentioned enforcing compliance. On the other hand, 12 (16.2%) mentioned that legitimate power is used when appointing personnel during the organization change while the remaining 7 (9.5%) mentioned that legitimate power is used when allocating budget during the organization change.

> *"Legitimate power plays a pivotal role in implementing organizational changes, especially in policy implementation and restructuring, ensuring alignment with organizational objectives."* (Interview 1, 2024)

According to findings obtained from the field, it is widely clear that the adoption of legitimate power plays a significant role in implementing changes in different areas at the municipal, The respondents' opinions cement that legitimate power is more effective in implementing policy changes as well as restructuring the départements. These findings agree with the suggestion of Arnéguy et al. (2018) who insisted that using legitimate power in the organization helps in formally shaping the employee's behaviour while promoting the organization's justice. De Brún and McAuliffe (2023) recommend being careful with legitimate power, and using it wisely to build trust and credibility in organizations, especially when things are changing or uncertain.

Table 2

Effectiveness of Legitimate Power in Managing Organizational Change among the LGAs

Effectiveness of legitimate power	Very low	Low	Moderate	High	Very high
In ensuring employee compliance during organizational changes	2.7%	17.6%	27.0%	41.9%	10.8%
In building and maintaining trust between leadership and employees	6.8%	28.4%	37.8%	23.0%	4.1%
In achieving the intended objectives of organizational changes	6.8%	29.7%	23.0%	33.8%	6.8%
In encouraging employee participation in decision-making	23.0%	37.8%	25.7%	10.8%	2.7%

Table 2 indicates that majority of the respondents equivalent to 31 (41.9%) mentioned that legitimate power is highly effective when ensuring employees compliance when implementing the organization changes, 8 (10.8%) mentioned that the effectiveness of legitimate power is very high. Table 2 indicates that majority of the respondents equivalent to 28 (37.8%) mentioned that legitimate power is moderately effective in building and maintaining trust between leadership and employees during organizational changes within the LGAs, 21 (28.4%) mentioned that the effectiveness of legitimate power is very low while 5 (27.0%) mentioned that the effectiveness of legitimate power in building and maintaining trust between leadership and employees is very low.

According to the findings obtained from the field using legitimate power plays a significant role in ensuring employee compliance during organizational changes, this aligns with the thought of Gaunde and Stones (2019) who

insisted that legitimate power makes employees comply to organization regulations. Legitimate power when used by the leaders during the change process helps in building and maintaining trust between leadership and employees, this agrees with the findings of Mustapha (2021) who insisted that there must be a proper mechanism for establishing trust between the leaders and the subordinates, having the trust between these two sides of the organization reduces the chances of resistance to changes introduced by the management to the employees.

Table 2 indicates that the majority of the respondents equivalent to 25 (33.8%) mentioned that legitimate power is highly effective in achieving the intended objectives of organizational changes, 5 (6.8%) mentioned that the effectiveness of legitimate power is very high while 17 (23.0%) mentioned that the effectiveness of legitimate power in achieving the intended objectives of organizational changes is moderate. Table 2 further indicates that the majority of the respondents equivalent to 28 (37.8%) mentioned that legitimate power has low effectiveness in encouraging employee participation and involvement in decision-making during organizational changes, 17 (23.0%) mentioned very low while 19 (25.7%) mentioned that the effectiveness of legitimate power in encouraging employee participation and involvement in decision-making during organizational changes is moderate.

Unlike coercive power, legitimate power plays a significant role in making the organization achieve the change objectives. This is supported by the argument of Obina and Adenike (2022) who insisted that to achieve the change's objectives there must be a proper process of enforcing change more legally rather than pressuring the subordinates. Akparep and Jengre (2019) emphasise its careful application to cultivate trust and legitimacy amid organizational change. By leveraging legitimate power effectively, organizations can enhance employee morale and facilitate smoother transitions, ultimately contributing to the success of change initiatives within the workplace. Despite the constructive role of legitimate power, Ubungo Municipal Council employees believe that legitimate power must not always be used in enforcing changes unless it is necessary specifically in the organization's change challenges which need to be solved by the legitimate power of the leader.

4.3 Contribution of Reward Power in Managing Organization Changes among the LGAs

By exploring how reward power influences employee motivation, engagement, and commitment during periods of change, it aims to explain its role in fostering a positive organizational culture and driving successful change initiatives.
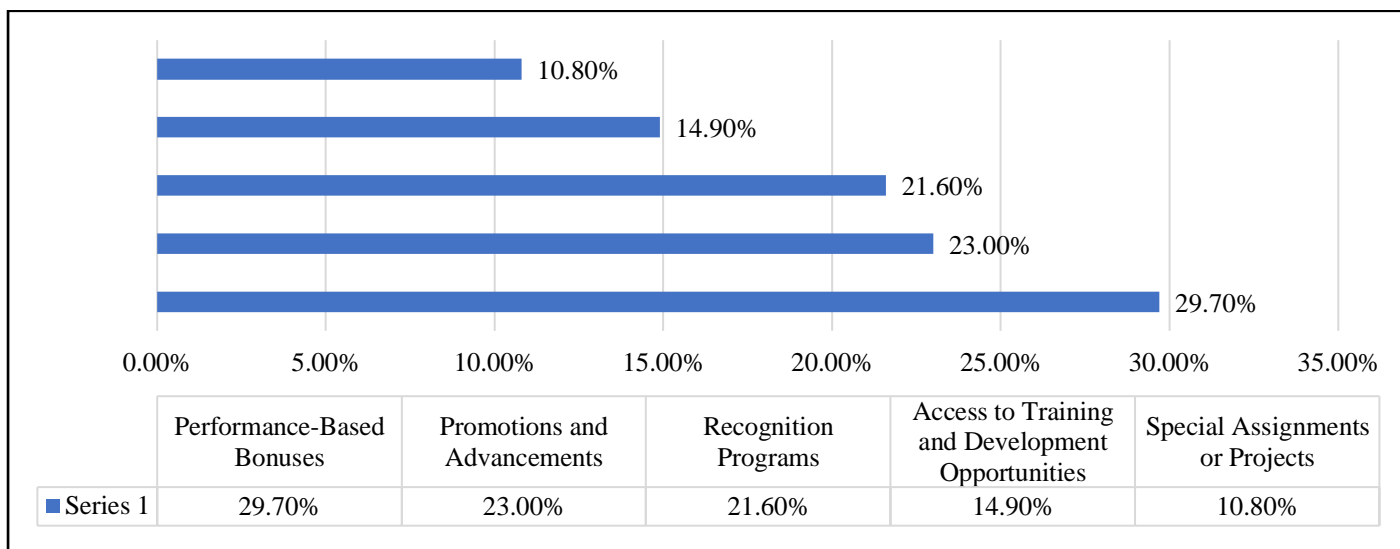

	Performance-Based Bonuses	Promotions and Advancements	Recognition Programs	Access to Training and Development Opportunities	Special Assignments or Projects
Series 1	29.70%	23.00%	21.60%	14.90%	10.80%

Figure 3
Ways Reward Power is Applied in LGAs' Organizational Changes and Overcoming Employee Resistance

Results from the field indicates that majority of the respondents participated in the study believe that reward power is used through performance-based bonuses during the organization changes, 17 (23.0%) mentioned promotion and advancement while 16.21.65) mentioned that the use of reward power during the organization change is achieved through recognition programmes. On the other hand, 11 (14.9%) mentioned that access to training and development programmes opportunities is the way reward power is used during the organisational change while the remaining 8 (10.8%) mentioned special assignments or projects as the way reward power is sued during the organization change among the LGAs. The findings reveal that a majority of respondents perceive performance-based bonuses as the primary method of applying reward power during organizational changes within LGAs.

According to the findings obtained for the field bonuses based on employee's performance are the best ingredient in the change process, this must be supported by career advancement through the promotion and recognition programmes. Results from the field have indicated the Ubungo Municipal Council's employees rate reward power as the most significant leadership power which can be used in the transformation process of the organization as well as initiating the organization change without resistance from the employees. This indicates that leaders with a good ability to use the reward power supported by the Incentive Management System (IMS) of the organization become in the best position to smoothen the change process in the organization as well as overcome the change resistance. This finding agrees with the arguments raised by Kavishe (2019) who insisted that employees feel more valued when they are offered different forms of incentives, this eventually makes them less resistant to the directives provided by the top officials.

Table 3
Effectiveness of Reward Power in Managing Organization Changes among the LGAs

Effectiveness of reward power	Low	Moderate	High	Very high
In motivating employees to comply with organizational changes	10.8%	33.8%	37.8%	17.6%
In influencing employee engagement during organizational changes	12.2%	33.8%	44.6%	9.5%
In achieving the intended objectives of organizational changes	12.2%	35.1%	39.2%	13.5%
Alignment with the overall goals of organization change	16.2%	35.1%	41.9%	6.8%

Table 3 indicates that the majority of the respondents who participated in the study equivalent to 28 (37.8%) believe that reward power is highly effective in helping LGA employees to comply with the organization changes and 13 (17.6%) mentioned very highly effective. Table 3 also indicates that the majority of the respondents who participated in the study equivalent to 33 (44.6%) believe that reward power is highly effective in influencing employee engagement in the context of organizational changes and 7 (9.5%) mentioned very highly effective. Table 3 indicates that the majority of the respondents who participated in the study 29 (39.2%) believe that reward power is highly effective in achieving the intended objectives of organizational changes within the LGAs and 10 (13.5%) mentioned very highly effective.

Results from the field as indicated in Table 3 show that LGA employees are more likely to accept changes in the organization when they are motivated through different forms of rewards, this agrees with the opinions of Arora and Rao (2018) who insisted on the need of linking the change process with the rewards to overcome different forms of resistances. On the other hand, Motyka (2018) insisted during the change process engaging employees is vital, leaders must adopt leadership styles which promote employees' engagement. Mustapha (2021) highlighted the importance of aligning reward systems with organizational objectives to foster employee engagement and drive performance, ensuring that rewards are perceived as fair and meaningful by employees.

Table 3 further indicates that the majority of the respondents who participated in the study equivalent to 31 (41.9%) believe that reward power is highly effective in aligning the organization change with the overall goals LGAs and 5 (6.8%) mentioned very highly effective. The findings from Table 3 highlight the perceived effectiveness of reward power in various aspects of organizational change within LGAs. A significant majority of respondents believe that reward power is highly effective or very highly effective in helping employees comply with organizational changes, influencing employee engagement, achieving intended objectives, and aligning change with overall goals.

According to the findings obtained from the field, it is widely clear that using rewards power plays a significant role in influencing the employees to embrace changes as well as enabling the management to meet the change objectives. The study by Gwamaka (2019) indicated the importance of aligning the organization's objectives with the incentives which are highly demanded by the employee, from his study it is widely clear organisational change objectives are more likely to be accepted when employees are effectively rewarded. According to the findings obtained for the field it has been discovered that reward power used by the organization leaders plays a significant role in ensuring effective alignment between the employees' demands with the overall goals of organization change, this reflects the recommendations raised by Zigarmi et al (2018) that employees are more likely to embrace changes when they demand are acknowledged by the administration.

4.4 Contribution of Expertise Power in Managing Organization Changes among the LGAs

For the aim of managing the organization's change and overcoming the employees' resistance to the organization, the leader needs to have the good capacity to persuade the followers through expertise power (Afandi & Ansari, 2021). This section indicates the contribution of expert power in managing organisational changes among the LGAs.
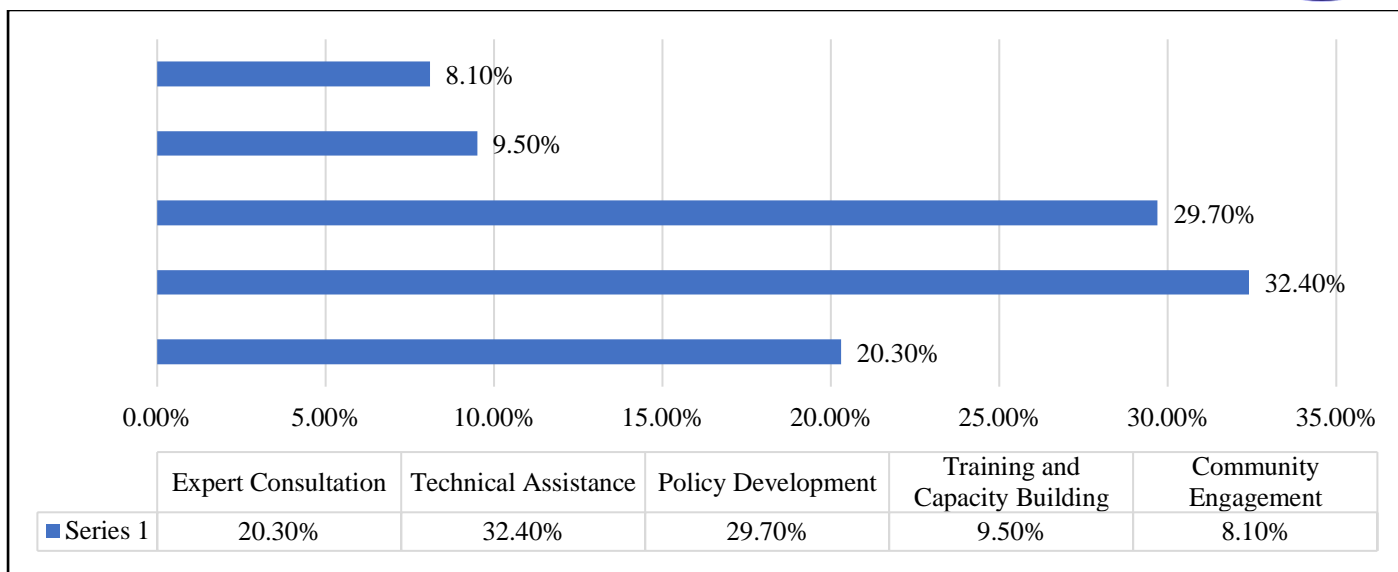
Figure 4

Organization Change Scenario which Required Leaders to Use Expertise Power

Figure 4 indicates that the majority of the respondents who participated in the study equivalent to 24 (23.4%) mentioned that expertise power is used when technical assistance is needed during the change process, 22 (29.7%) mentioned that leaders use expertise power during the policy development process while 15 (20.3%) mentioned that expertise power of the leader is used when expert consultation is needed. On the other hand, 7 (9.5%) mentioned that the expertise power of the leader is used during the training and capacity-building process while the remaining 6 (8.1%) mentioned that the expertise power of the leader is used during community engagement activities which links the municipal council operation with the community representatives.

The findings from the field indicate that the leaders' skills, knowledge and ability to have the most crucial information and management tactics are highly demanded when the organization implement changes, according to the findings obtained from the field employees of Ubungo Municipal Council are more likely to accept direction of the leaders who is knowledgeable when organization changes are implemented. This reflects the opinions raised by Kumarasinghe and Dilan (2021) who insisted that to enhance the changes in an institution, board members and the managerial staff must be knowledgeable enough concerning the changes an institution wants to make. Without a proper understanding of the changes the management wants to make, there is a chance for the changes not to be accepted by the subordinates.

Table 4

Effectiveness of Expertise Power in Managing Organization Changes among the LGAs

Effectiveness of reward power	Very low	Low	Moderate	High	Very high
In motivating employees to comply with organizational changes	4.1%	21.6%	18.9%	40.5%	14.9%
In influencing employee engagement during organizational changes	4.1%	17.6%	24.3%	36.5%	17.6%
in achieving the intended objectives of organizational changes	5.4%	10.8%	17.6%	45.9%	20.3%

Table 4 indicates that majority of the respondents participated in the study equivalent to 30 (40.5%) mentioned that expertise power is highly effective in motivating employees to comply with the organization's changes, and 11 (14.9%) mentioned very high. Table 4 also indicates that the majority of the respondents who participated in the study equivalent to 27 (36.5%) mentioned that expertise power is highly effective in influencing employee engagement in the context of organizational changes, 13 (17.6%) mentioned very high. Table 4 also indicates that the majority of the respondents who participated in the study 34 (45.9%) mentioned that expertise power is highly effective in achieving the intended objectives of organizational changes within the LGAs, 15 (20.3%) mentioned very high while 13 (17.6%) mentioned the effectiveness of expertise power in achieving the intended objectives of organizational changes within the LGAs is moderate.

According to the findings obtained from the expertise power of the leader when implementing the organization change is very high, Rehman, et al (2021) insisted that leaders need to have a sufficient level of expertise when implementing changes in the organization. Subordinates are more likely to trust the leaders who have sufficient

information and knowledge (Rehmaan, et al., 2021). The expertise power of the leader can be exercised in every aspect of organisational change, according to the findings from the field the leader with expertise power possesses the elements of problem-solving abilities, subject matter expertise as well as credibility and trustworthiness. Akparep and Jengre (2019) insisted that Leaders with expertise power possess problem-solving skills, subject matter knowledge, and credibility, enhancing their effectiveness in driving successful change initiatives within organizations

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

Quality selection of the power to be used during the organisational change process can determine the success of the organisational change. Results suggest that among the leadership powers analyzed, legitimate power stands out as the most suitable for suppressing resistance during organizational change, as it relies on legal authority and fosters trust. Additionally, reward power is effective in driving transformation without resistance, promoting positive relationships. Expertise power is highly trusted for navigating complex changes and inspiring confidence. However, coercive power is perceived as harsh and limited in effectiveness for managing resistance. Reactance Theory suggests that employees may resist changes that threaten their autonomy. Leaders can mitigate this by using legitimate power to communicate transparently, reward power to reinforce positive behaviours, and expertise power to demonstrate competence. Lewin's model of change management complements this by outlining three stages: unfreezing, changing, and refreezing. Leaders can use these powers to prepare for change, motivate the adoption of new behaviours, and reinforce new norms. By understanding and combining these theories, LGA leaders can strategically guide change, reduce resistance, and enhance overall effectiveness.

5.2 Recommendations

LGAs undergo a series of operational changes and administrative restructurings which demand leaders with the ability to accommodate changes as well as make the subordinates accept changes, for the aim of smoothening changes in the LGAs operation leaders need to be careful when exercising their leadership powers. LGAs should Implement comprehensive training and development programs for LGA leaders to enhance their understanding and effective utilization of different leadership powers during organizational changes. Responsible authorities should develop clear guidelines and protocols for the application of leadership powers during organizational changes within LGAs. Changes in the organization must be accommodated with the culture which shapes how employees behave in the organization. LGA leaders should promote a culture of trust, collaboration, and resilience, where employees feel empowered to embrace change and contribute to organizational success.

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