

A Literature Review on Leadership Style and Organizational Change Management

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Abstract

This article has thoroughly analyzed the impact of leadership style on organizational transformation management. Scholars have attempted to comprehensively explore and provide a vast array of literature about the role of leadership style in organizational change. It was discovered in various literature reviewed that several leadership styles can act as promoters in change management processes, ranging from authoritarian leadership, transformational leadership, laissez-faire leadership, servant leader, transactional leadership, democratic leadership, strategic leadership, and bureaucratic leadership to consultative and participative leadership. Subsequent investigation has shown that leadership is pivotal in effectuating favorable organizational transformations. Leadership entails directing and guiding subordinates into the desired path the leader determines to achieve organizational goals. Additionally, it has been shown that effective leadership is a vital component for any organization to successfully navigate through change and effectively compete in a highly competitive market. In addition, the paper provided a thorough analysis of the concepts of leadership and organizational change management, encompassing its many manifestations.

1. Introduction

The globe has been turned into a global village due to globalization, characterized by heightened rivalry and business disputes. Therefore, companies must establish innovative and functional operational plans to carry out their tasks properly (Rickleby & Stackhouse, 2022). In the current environment, "Leadership" has emerged as an essential component for companies to successfully navigate change and deal with the tremendous rivalry within the global market (Pizzolitto et al., 2023). In light of the recognition that is conferred upon leaders in companies as "Champions of Change," it is required upon senior management within a specific firm to persevere in the process of change, hence sustaining the operational credibility of the organization (Clausen et al., 2023).

This recognition was awarded because company leaders were named "Champions of Change." In addition, the unavoidability of change is a significant source of anxiety for businesses operating in a wide variety of sectors. Despite this, several empirical investigations consistently reveal that a sizeable number, anywhere from fifty percent to seventy percent, of planned change efforts do not ultimately accomplish the goals they set out to achieve (Bonawitz et al., 2020; Islam et al., 2021a, 2021b). This could not be good news for a company that operates on the assumption that making significant adjustments to how it does business is the most efficient way

to advance toward achieving its goals. According to several studies, a number of companies have reached a commendable degree of proficiency in managing the operational or structural components of change while giving the human element of change a lesser amount of attention (Bunce et al., 2020; Spiegler et al., 2021). Companies require the aid of change leadership in conjunction with the change management philosophy to accomplish the goals of a "new direction system" or project (Islam et al., 2022).

This is necessary for companies to be successful. The supervision and control of the multiple stages of change and the feelings accompanying each step are at the heart of effective change leadership. Therefore, individuals must be able to respond to changes as they occur without causing any interruptions (Clausen et al., 2023). It is vital that leaders actively engage in a discourse based on the concepts and mindsets that generate organizational cohesiveness and success if they want personnel to build adaptive habits and behaviors effectively. In contrast to change management, which is typically viewed as an exterior process emphasizing the administration of different systems, structures, and processes, change leadership takes an inside approach to dealing with the difficulties connected with change (Pizzolitto et al., 2023). People are required to participate in the change process and maintain their engagement even though many unknowns, worries, and other things are competing for their attention. In addition, Rickley & Stackhouse (2022) underscored the significance of change by describing it as a pervasive phenomenon and highlighting the underlying nature of the issue by stating that the only constant is change (Islam et al., 2021b). In addition, to properly acclimate to continuing changes, individuals and organizations need to adjust to these changes and make necessary adjustments effectively. Organizations are classified as open and dynamic systems that actively participate in commercial activities and constantly connect with their external environment (Bommer et al., 2004). Commercial activities include buying and selling goods and providing customer services. When viewed through this prism, it is clear that businesses need to be able to adjust to changes in the ways that they conduct their operations to secure their continued existence (Ciulla & Ciulla, 2020). It is vital that the capacity and expertise to had by businesses for them to successfully navigate the stages of the change management process, which include initiating and carrying out the change (Bonawitz et al., 2020).

According to the findings of Ciulla & Ciulla (2020) it is clear that most businesses operate within dynamic environments and go through many different kinds of change. Some examples of these shifts include incorporating novel technology, mergers and acquisitions, relocations, and the execution of new business strategies (Taylor et al., 2022; Warrick, 2023). Therefore, to improve the performance of their organizations, businesses need to be able to successfully manage, execute, and monitor change not just when it suddenly occurs but also consistently (Islam et al., 2021b). It is standard information that leaders play a role in overseeing and implementing strategy shifts inside companies. It is also common knowledge that leaders make use of their qualities to direct an organization in the direction of

achieving its goals (Hrabowski III, 2019).

According to Deligiannidou et al. (2020), effective leadership involves taking on responsibilities and acting as a change agent who is able to manage an organization or the process of organizational transformation successfully. This requires a person to be capable of both being efficient and effective in their management roles (Junnaid et al., 2020a). Contemporary businesses must continually analyze and reassess their operational strategies to remain competitive in light of the rapid advancement of new technologies, increased consumer demands, and changing market dynamics. Because of this, it is necessary to have complete awareness, acceptance, and integration of changes to respond appropriately to shifting market trends. The only way companies can guarantee their continued existence is to go through the organizational change process (Deligiannidou et al., 2020; Junnaid et al., 2020a).

Modern businesses comprehensively comprehend the gravity of the matter at hand and demonstrate readiness for both the present and the future situations, all to achieve a degree of sustainable achievement (Junnaid et al., 2020b; Zainol et al., 2021a). Despite its far-reaching repercussions and profound importance, the process of organizational transformation is plagued with difficulties and complexity. It is not without its share of obstacles. In addition, it has been hypothesized by Deligiannidou et al. (2020) might perhaps be attributed to the original publishing of the fundamental definition of change agents as well as the literature on them. According to the research of (Zainol et al. (2021), a change agent is defined as a purposeful and planned adjustment that involves the participation of an outside agency and aims to better the system. It is common practice to refer to an individual not a member of an existing group as a "change agent." A "change agent" is someone employed by the organization or works outside of it, offering technical, specialized, or consultative support in managing a change endeavor (Ciulla & Ciulla, 2020; Usman, 2020). Sparks (2003) consciously decided to select a definition with greater consensus and said that a "Change agent" refers to an individual employed by the organization or operated outside of it.

According to modern corporate organizations, regardless of the goals they strive to achieve, are enormously obsessed with the idea of change and its effective management (Virkus & Salman, 2021). Rapid technological improvements and considerable gross revenue define the environment businesses operate (Abid et al., 2023). In addition, in the modern day, change is ubiquitous and accelerating, which presents significant challenges for businesses regarding leadership and change management. Despite this, most academics agree that effective leadership strategies are a study field that is constantly being updated (Deligiannidou et al., 2020). As a consequence of this, companies shifted their dependence on managers. They began placing a higher premium on the presence of leaders who can persuade people via the organization's vision and aim to drive the change that was wanted effectively (Nazir et al., 2021).

According to Bommer et al. (2004) managing change effectively requires a leadership style aligned with the business's operations. This style of leadership is generally referred to as transformational leadership. According to Usman (2020) individuals must possess several fundamental traits to achieve the desired transformation. These characteristics include the desire for change, the readiness for change, and access to the proper resources. In addition, for the organization to adapt to the transition successfully, it is essential to have solid political backing that cannot be ignored (Abid, Sulaiman, & Wei, 2021). This is because the organization cannot be ignored. In addition, a company must adopt a skilled leadership strategy, build an organized structure, and conduct organizational preparations to effectively navigate and adjust to the prevalent business landscape (Abid et al., 2021).

This line of reasoning is predicated on the notion that leaders have significant difficulties developing unanticipated physiognomies and assuring the long-term viability of their creations. Therefore, numerous studies have concluded that the probability of a company engaging in self-renovation and successfully adjusting to changes is contingent upon the possession of exceptional leadership qualifications by the organization's administrators and their capacity to influence the organization's management. This is because self-renovation is a prerequisite for effective adaptation (Islam et al., 2021a; S. Lewis, 2016; Zainol et al., 2021b).

In addition, Hauff et al. (2022) pointed out that the leadership problem would continue to be a significant barrier in the time that is to come. This is something that has to be addressed. Therefore, the efficacy of any effort to reorganize may be fruitless if the leadership factor is not effectively acknowledged and managed in the process. In this specific setting, the degree to which any adjustment will be implemented will depend on the level of comprehension that the leadership has of the necessity to contemplate the modification (Zainol et al., 2021b). Leadership is a phenomenon that can be identified with more ease than it can be explained with relative simplicity. Because leaders are essentially distinct beings, the nature of leadership depends on the particular requirements imposed by certain circumstances. It has been noted that good chief executive officers display a spectrum of personality qualities, including both extroverted and introverted inclinations (Nanjundeswaraswamy & Swamy, 2014).

This is something that Peter Drucker, a well-known authority on organizational leadership, asserts. (Nguyen et al., 2023) observes further that some CEOs even exhibit a severe amount of shyness in their leadership styles. Some people adhere to established rules methodically, whereas others have more eccentric tendencies. Others have abnormally large body fat, unlike the very few people with a slim physique. While some people have a calm attitude, others tend to have increased levels of concern most of the time. Some people partake in binge drinking, but some don't drink alcohol at all. Some people even choose to consume no alcohol at all. Some people have a remarkable capacity to exude friendliness and charm, while others demonstrate a deficiency of personal attributes comparable to the unmoving quality of a frozen mackerel (Ho & Le, 2023).

Furthermore, according to (Gan et al., 2023) the act of leadership is a leader applying their knowledge and abilities to steer a collective of employees towards a predefined course of action that matches the aims and objectives of their business. This definition of leadership can be found in the article "The Act of Leadership." In addition, a successful leader must demonstrate critical characteristics such as passion, consistency, trust, and vision (Karp, 2013). These characteristics are essential for a successful leader because they allow the leader to exercise exceptional leadership talents. Building trust among employees in a company's workforce is impossible without leaders who embody the above attributes (Gan et al., 2023; Karp, 2013). It is essential to remember that leadership and management are separate but equally significant talents.

Management may refer to the traditional approach taken while supervising a firm, in which the proprietor maintains entire control over the organization, determines its course of action, and anticipates that staff will carry out the proprietor's orders and plans (Hamidifar et al., 2023). A vital component of leadership is guiding and leading team members toward accomplishing the goals set out by the organization. In addition, leaders make it their mission to motivate and effectively communicate with their team members, enabling their followers to play to their respective strengths and devote themselves entirely to their work (Mehta et al., 2022). Leadership styles, on the other hand, have the potential to develop in response to changes in current trends (Everly et al., 2022), in contrast to management, which typically adheres to archaic regulations.

In a manner analogous to this, Maisyura et al. (2022) showed that leadership is essential in moving. According to Kotter, the leadership behaviors of a group significantly impact how well they can direct the path that their work will take and choose the best way to proceed. In addition, strong leadership has the potential to motivate and encourage the team, making it easier for them to conquer a variety of obstacles (Erhan et al., 2022). Because of this thinking, one may argue that management and leadership are separate but related concepts. Given that some managers have excellent leadership talents, others will follow. According to the definitions provided by experts in the field of change management, organizational change is the conscious efforts made by an organization to improve its position, performance, or culture by reorganizing its strategy, operational procedures, and organizational framework (Erhan et al., 2022; Huertas-Valdivia et al., 2022a; Maisyura et al., 2022; Mulyana et al., 2022).

In a manner analogous to this, (Hrabowski, 2019; Usman, 2020) emphasizes the significance of organizational change as an essential and fascinating component found inside businesses. (Hrabowski III, 2019) observed that organizational change may emerge in various ways, including minor adjustments to a unit's administrative structure and significant deviations from the original plan. In addition, a business that announces its intention to go through a transition period is typically considered a vehicle for forward movement (Sulaiman et al., 2022). Changes in organizational structure have the potential to unsettle the established workplace culture and have

far-reaching and long-lasting repercussions for the whole business (Usman, 2020).

In addition, (Dicke & Ott, 2023) found that organizations undergo evolutionary changes because of various variables. Significant organizational changes, such as mergers, acquisitions, outsourcing, downsizing, streamlining, or restructuring, might be the root of the problem. Concurrently, extensive alterations may be implemented across the entirety of the company to optimize departmental restructure, integrate new technological systems, and carry out creative incentive efforts, all to improve the overall functionality and effectiveness of the firm. In addition, strategic shifts may be accomplished by opening new branches in various parts of the country or closing certain production lines. Both of these options are open to consideration (Deligiannidou et al., 2020; Virkus & Salman, 2021).

According to Maisyura et al. (2022), organizational transformation may be defined as changing an essential component of an organization's functioning. A company's staff, technology resources, cultural dynamics, leadership techniques, objectives, and organizational structure are the core components of every business. Modifications or alterations can take on many forms and degrees of significance, including significant and minor adjustments. Some examples of modifications or alterations include reorganizing a department within the organization, installing novel machinery throughout the operations, a comprehensive revamp of the production process, or discontinuing a department and the subsequent termination of all personnel within said department. As a result, the change's impact on the organization will be far more significant than the size of the change itself. According to (Givens, 2008; Siangchokyoo et al., 2020) a wide variety of internal and external circumstances can give birth to the requirement for organizational change. Similarly, businesses have been forced to implement changes to endure and maintain their competitive edge in the marketplace. This is because of factors such as globalization, the progression of technology, the intensifying competition, the constantly altering terrain, and the economic climate.

In addition, Williams & Wade-Golden (2023) describe change management as the systematic process of guiding an organization through a time of transition from the condition it is in now to a state that is more conducive to the organization's goals. The individual continued by stating that attempts to supervise change may indicate that one is dissatisfied with the current circumstances. For organizations to effectively pursue their long-term aim and nurture a strong commitment towards future conditions, they need to have a well-defined strategic plan (Lundmark et al., 2022). In contrast to this, the modern leadership research that has been done suggests that adaptability is an essential component of transformational leadership. Therefore, transformational change directly results from the alterations that persons who embrace change will accomplish through their behaviors and cognitive frameworks (Huertas-Valdivia et al., 2022b). This is because transformational change is a direct consequence of change. According to Bagga et al. (2023), executing a change management strategy is highly significant when outlining how an organization will

transition from its current condition to its intended future. This is because the strategy will help an organization transition from its current condition to its desired future.

As a result, organizational change planning is an essential connector between the many components engaged in a change process. These components include the assignment of responsibilities, the development of goals and deadlines, and the construction of processes for evaluating and changing as required. Therefore, to ensure the change management process is successful, it is essential to build appropriate plans that give early change planning and discussions before implementing them (Mulyana et al., 2022). This is because failing to do so would compromise the efficacy of the change management process. It is essential for any change management strategy to integrate appropriate strategies and to get sufficient funds to guarantee that the change will be effectively implemented. Leadership is of the utmost importance in this process since the manager must properly re-engage people in their tasks to maximize the benefits of organizational changes. This specific methodology focuses an incredible amount of attention on leaders' essential role in accomplishing success in any transformative process (Everly et al., 2022).

2. Methodology

To comprehend leadership styles and organizational change management, it is essential to adopt a systematic methodology for collecting pertinent information from published and printed media sources. The study adopted a literature review evaluation technique to facilitate understanding the leadership styles concept of change management to develop practical knowledge.

3. Leadership Styles - Concepts and Forms

According to Maisyura et al. (2022) leadership has been the impetus for significant study. In addition, a considerable amount of academic research has been conducted by interviewing people and surveying methods. This empirical research has yielded valuable insights into human behavioral patterns as well as the presumptions that are typically associated with the idea of effective leadership. The survey also provided new information on the beliefs that circulate the attributes and qualities that define good leadership. In this particular instance, however, it is frequently noticed that a sizeable number of people still adhere to the conventional viewpoint that an effective leader needs to possess specific characteristics, such as dominance, articulateness, decisiveness, and, historically, a tendency toward masculinity (Shah, 2023a).

A social influence process in which a leader actively seeks the voluntary engagement of subordinates to accomplish organizational goals is how Gan et al., (2023) analysis characterizes leadership. Leadership may be understood as a social influence process. According to Virkus & Salman (2021), a leader may be regarded as someone who inspires people or distributes duties to attain specified goals.

Consequently, modern businesses are looking for skilled leaders who can appreciate the complexity of the rapidly changing global environment. The success of an organization is heavily dependent, to a significant extent, on the efficacy of its job design as well as the capacity of its leaders to build strong working relationships with their workforce (Junnaid et al., 2020b). According to the results of Checklist 256, the early theories about management and leadership style primarily emphasized how leaders exercised power within various organizational settings. Oshagbemi & Ocholi (2006) found four distinct leadership styles when he studied the topic during the 1950s at the University of Michigan. These fashions can be described as follows:

3.1 Exploitative/Authoritative

The supervisor's lack of trust and belief in his employees might characterize the organization's management style as authoritarian and exploitative. Because of this, the person resorts to using incentives and punishments in the form of threats and fines to motivate and direct the workforce through disseminating authoritative commands (Nassaret al., 2011).

3.2 Benevolent/Authoritative

The manager treats his staff in an arrogant and authoritarian manner, yet he does have some trust in their abilities, even though he treats them in this manner (Buble, 2012).

3.3 Consultative

Consultative leadership is a style of management that preserves the autonomy of decision-making within an organization while at the same time displaying confidence, trust, and openness to the contributions of subordinates and actively soliciting their thoughts and suggestions (Bhargavi & Yaseen, 2016).

3.4 Participative

Participatory Leadership implies the proactive engagement of a leader with their subordinates, in which the leader actively solicits and implements the ideas of their subordinates, involves them in creating organizational goals, and relies entirely on the contributions made by those subordinates (Lonati, 2020). According to the findings of Nanjundes waras wamy & Swamy (2014), it has been demonstrated that the leadership style that focuses more on operational elements tends to be consultative and participatory. However, the author failed to include situations in which management participation is required. For example, the author failed to include the necessity of instructing workers to carry out their responsibilities in line with the proprietor's orders and specifications. In addition, Adams et al. (2020) claimed that Stephen Covey explains the usual problems that leaders emphasize in his publication "Principle-Centred Leadership." He proposed that leaders should give more respect to the people under their charge than they do to inanimate objects.

In addition, it stresses long-term goals over short-term goals, values and principles over particular actions, and mission, purpose, and direction above methods, techniques, and speed. In addition, it is essential to point out that according to Lonati (2020) there has been an increase in research on leadership due to the identification of over twenty distinct leadership styles previously documented in academic literature. This is something that needs to be mentioned. Consequently, each mode possesses a unique quality that distinguishes it from the others, as well as its particular spheres of impact that span not just the public sector but also the commercial world, the medical field, and a number of other fields of study. Pizzolitto et al. (2023) has investigated the most popular leadership philosophies in-depth, particularly emphasizing implementing these ideas within business settings. These philosophies were chosen because they are the most prevalent and widely known throughout the industry.

3.5 Authoritarian Leadership or Autocratic Leadership

A scenario that may be classified as having authoritarian leadership is one in which the leader of an organization exerts entire power and has complete control over all decision-making processes, in addition to providing specific instructions on tasks and procedures. This type of leadership may also be referred to as autocratic leadership. When authoritarian leadership is in place, there must always be a strong emphasis placed on organizational discipline (Harms et al., 2018).

3.6 Transformational Leadership

Identify the needs of others and provide solutions for those needs; become immersed in goals, ideals, and ethical considerations; rise beyond ordinary anxieties; focus on accomplishing long-term goals while preserving moral principles and human values. In addition, transformational leadership recognizes the impediments to growth and the early warning indications to avert them proactively (Maisyura et al., 2022). This process is known as "problem-solving." The theory of transformational leadership maintains that the relevance of profits is essential to the success of an organization. In addition to this, it exhibits catalytic behaviors, such as tolerance and proactivity. It focuses a significant amount of attention on the objectives and strategies. Ensures that the available human resources are utilized to their full potential and aggressively seeks out and develops fresh talent (Shah, 2023b). A transformational leader inspires others to realize their full potential, exudes love for those they lead, and continually guides those they lead down new and different routes. In addition, it acknowledges people's remarkable efforts and incentivizes them to continue doing so. In addition, transformational leadership realigns the organization's internal procedures and structures to support universal principles and objectives (Canterino et al., 2018; Siangchokyoo et al., 2020).

3.7 Laissez-faire Leadership

3.8 The leadership style of laissez-faire is fundamentally opposed to the leadership style of authoritarianism in many different ways. When making choices and taking actions at work, a supervisor who adopts a laissez-faire management style gives subordinates complete discretion over what they do. The leader must ensure that the staff members can access the appropriate resources (Yang, 2015).

3.9 A Servant Leader

A servant leader is someone who prioritizes the requirements and well-being of their team members above all else. The concept of servant Leadership is based on the idea that the success of a business may be improved by focusing on the needs of its employees. These leaders encourage the free flow of ideas among the members of the staff and provide support to enable those members to achieve their objectives. Servant leaders make it easier for employees to participate in decision-making by providing a forum (Howatson-Jones, 2004).

3.10 Transactional Leadership

This person demonstrates a response to the fundamental human drive for efficacy and economic success. They are entirely preoccupied with governance, incentives, and influence issues. Shows a lack of flexibility in everyday work, strongly emphasizes near-term objectives, and places a heavy reliance on statistics (Sonkori & Odek, 2022). Because it emphasizes treatment more than advice, transactional leadership confuses the relationship between causes and symptoms while attempting to adhere to and fulfill role expectations within preexisting institutions. In addition to this, it places an emphasis on strategic considerations, relies on interpersonal ties to improve the level of human participation, and defends structures and procedures that maximize efficacy and ensure quick results (Sonkori & Odek, 2022).

Democratic Leadership

This approach to leadership, which emphasizes openness and transparency, has a very descriptive name. It entails providing everyone in the organization with the ability to make decisions and cultivating a culture that honors and appreciates the contributions and ideas

of each individual in the business. In addition, the focus is placed on establishing the company's vision as a whole (Omeke Faith & Onah Kenneth, 2012).

Strategic Leadership

It is regarded as having high levels of effectiveness. It resides at the intersection of the core functions of a business and the opportunities it has for expansion. They ensure that the working conditions of others are maintained while also taking

responsibility for executive interests (Oladele et al., 2013). Many businesses place a high premium on strategic thinking since it enables the efficient management of several different types of staff members simultaneously. However, chief executive officers who take this strategy risk setting a precedent detrimental to the company's ability to accommodate several individuals simultaneously and select the most effective course of action (Oladele et al., 2013).

Bureaucratic Leadership

Their commitment to laws gives the impression that they are ineffective leaders, contributing to this perception. Nevertheless, this kind of leadership ought to prioritize and consider employee feedback. In contrast to autocratic leadership, bureaucratic leadership typically disregards employee suggestions that go against company conventions or established procedures (Hendryadi et al., 2019). This contrasts with authoritarian leadership, which encourages employees to voice their opinions. Even while personnel working for managers who adopt this style might not have the same degree of independence as those working for autocratic managers, the amount of job freedom available to them is still subject to a certain degree of restriction. This form of leadership can swiftly inhibit creativity, making it highly discouraged for organizations looking for rapid growth and ambitious goals (Yunarsih et al., 2020).

This viewpoint is given even more credence by the fact that they adhere to the law to the letter, which suggests that they cannot perform effectively in a leadership role. On the other hand, this leadership style necessitates placing a high priority on and giving significant thought to offering feedback to staff. When compared to autocratic leadership, bureaucratic leadership often does not accept employee suggestions that violate the firm's policies or the processes that have been established. On the other hand, employees are encouraged to voice their concerns when a boss uses an authoritarian leadership style. Employees working for managers who use this management style may have less flexibility on the job than those working under autocratic managers, but that doesn't change the fact that they still have constraints placed on how much freedom they have in the workplace. A leadership style like this has the potential to quickly stifle creativity, which is why companies that strive for rapid growth and ambitious goals absolutely prohibit it (Hendryadi et al., 2019; Yunarsih et al., 2020).

This attitude is further strengthened by the fact that they strictly adhere to the law, which indicates that they lack the competence necessary for leadership roles. On the other hand, this leadership style necessitates placing a high priority on and giving significant thought to offering feedback to staff. In contrast to autocratic leadership, bureaucratic leadership often does not accept employee recommendations that contradict the firm's norms or the processes that have already been established. On the other hand, an autocratic leadership style encourages employees to actively participate in expressing their ideas through increased involvement in meetings. Even while those

working for managers who use this style may have less autonomy than those working under autocratic bosses, they are nevertheless subject to limited employment freedom. A leadership style like this may quickly stifle innovation, which is why companies focused on achieving rapid growth and lofty goals sometimes explicitly prohibit it (Kadiyono et al., 2020; Oladele et al., 2013).

4. Organizational Change Management - Concepts and Forms

Since the beginning of globalization, the pursuit of change has been a central focus for businesses, which reflects that change is an ever-present facet of human existence. However, because of the possibility that change would disturb the familiar routines of individuals and need considerable adaptations to their ways of life, accepting change has grown more difficult for human beings (L. Lewis, 2019). Prasad (2020) used the example of a worker who consistently begins their shift at nine in the morning as an illustration. On the other hand, the worker's supervisor gives him an unexpected instruction to start work three hours earlier than the standard starting time of nine in the morning. The employee may be late for work due to a sudden change in the starting time. This may be the case because the employee has developed sleep patterns that keep him up until late evening. In the hypothetical case of a company where employees routinely carry out their responsibilities in the sequence A through Z, one possibility involves an abrupt change in the order of the work being done, which would see Z come before A (Hendryadi et al., 2019).

In this specific scenario, the employees may face substantial difficulties due to the quick adaption to the change that must occur within a constrained time. The idea of "change management in an organization" may be understood as a strategy that handles change in two separate spheres: the organization and the people working inside it (Werdhiastutie et al., 2020). According to Zainol et al. (2021b) people and businesses are expected to adjust to change in their particular way and at the most comfortable pace. According to the principles of change management, it has been claimed that when a business successfully and competently implements and adjusts to market changes, the firm stands to capitalize on the potential to gain a competitive edge (L. Lewis, 2019). This has been mentioned under the principles of change management.

Cropley & Dark (2009) asserts that the three stages of change management are "adapting to change," "managing change," and "finally accomplishing the change." In the first stage, it was determined whether or not individuals were ready to accept the change being suggested and whether they were willing and dedicated to adapt to the subsequent adjustments. The second stage entails the management and execution of the modifications that will be made in the day-to-day activities. In addition, to make the process of bringing about change easier, it is essential to demonstrate a desire to accept it and progressively adjust to it as it occurs. Clegg & Walsh (2004), change management is today regarded as a critical responsibility that necessitates strong leadership from management. This recognition comes from the fact that change management is being more recognized as an essential task. For this mission to be

completed, a thorough evaluation of the urgency was required, as was the supply of resources capable of effectively managing both internal and external variations within the business environment and the presentation of suitable solutions (Mento et al., 2002).

Sirkin et al. (2005) uncovered that throughout the early 1990s, Mento et al. (2002) a comprehensive examination of organizational change theory and literature and extensive empirical research to identify numerous different types of organizational change. It was also brought to everyone's attention how important it is to differentiate between planned and unplanned changes and first-order and second-order changes. According to their line of reasoning, "unplanned change" is defined as a reaction to "external influences," but "planned change" refers to a deliberate choice or procedure that is carried out to advance the advancement of an organization (Mento et al., 2002). It is possible for unrelated external variables, such as the development of cutting-edge technology or the rise of new business competitors, to affect the organization's primary line of business (Diefenbach, 2007).

In such a context, companies must take a proactive stance to improve their flexibility and align themselves with the change that is being planned. First-order adjustments are modifications that are made to preexisting systems or procedures. One example of this would be reorganizing the structure of an organization. These adjustments are viewed as "continuous improvement" and will have little effect on the core parts of the company's operations (Sirkin et al., 2005). On the other hand, the following change of the second order has a more considerable relevance and deeper understanding. In addition, Oakland & Tanner (2007) have referred to this type of expansion as "revolutionary change" because it is associated with changes that were not anticipated in advance.

The research carried out by L. Lewis (2019) attempted to deepen people's understanding of organizational change. The researchers discovered that corporate change activity is relatively widespread even though it frequently causes considerable challenges for several firms. As a result of advances in innovation, the appearance of new competitors, or shifts in the expectations of customers, businesses are often forced to make strategic adjustments, reallocate resources, or adopt new technologies. They do not always have the luxury of choosing which options to pursue. It is essential for enterprises who find themselves in such conditions to have the capability to adapt to ensure their "survival and significant aspect of existence. L. Lewis (2019) proposed that organizational transformation might serve as a strategy for addressing several challenges, including but not limited to new policies, regulatory demands, the desire for increased profitability, resource management, and overall effectiveness. Lewis's theory was based on the idea that organizational transformation could operate as a mechanism to address these challenges. According to (Zainol et al., 2021a) the driving forces that were previously discussed can initiate change initiatives that demonstrate a broad range of magnitudes and consequences. Nevertheless, the performance increase continues to be the primary purpose of organizational

transformation.

4.1 Steps to Implement Organizational Change

Novelli Jr et al. (1995) proposes that effective organizational change implementation depends on organizational culture, leadership, and communication styles. This is true regardless of the underlying catalysts for the change that are driving the change. According to Hansen, the result of organizational transformation may have the ability to lead to the development of wholly innovative ideas and behaviors that may conflict with previously held ones. This conflict may serve as the primary trigger for the shift in perspective. As a result, this endeavor aims to provide an opportunity that will enable management to maximize the dedication and engagement of staff members. This may be accomplished by improved communication, culture, or leadership. As a result, it is essential to understand how these elements might contribute to developing a transformational environment inside the company, particularly in light of the reality that change is unavoidable (Naeem, 2020). However, it is possible that a complete understanding of the amount to which these factors contribute to facilitating change has not yet been attained. Despite this, many businesses can successfully preserve their competitiveness by constantly adapting their business strategy and keeping up with the latest technological breakthroughs (Naeem, 2020). The idea of change management philosophy is extensively utilized since it incorporates initiating organizational transformation. This is the case despite the difficulties that are faced by individuals who are involved in the process of change management. It is common practice for this attempt to comprise the formulation of a strategic strategy, the promotion of active involvement and efficient communication, as well as the supervision of the process of its implementation (Tenkasi & Chesmore, 2003).

According to Clegg & Walsh (2004), the primary goal of implementing change in this specific scenario is to effect crucial changes that enable successful management of the company's rising issues. This is one of the reasons why change management is so important. According to Diefenbach (2007) a change process comprises several phases, each of which is anticipated to adhere to a specified time for the completion of the process. Because each of these stages is essential in its own right, skipping any of them might result in unfavorable outcomes and lead to less-than-ideal results, as it would simply give the impression that progress is being made more quickly than it actually is. Consequently, Diefenbach (2007) has suggested a group of eight essential acts that must be carried out while carrying out organizational change.

4.1.1 Establishing a Sense of Urgency

During this stage, it is necessary to thoroughly analyze the market's future possibilities and think carefully about both the current and possible challenges and opportunities.

4.1.2 Forming a Powerful Guiding Coalition

At this point in the process, it is necessary to assemble a cohesive team of competent people capable of driving the change process forward as a unit.

4.1.3 Creating a Vision

It is necessary to have a clear, consistent, and well-defined vision to manage the change occurring successfully. Successfully implementing the strategies required to achieve the goal is a precondition for that goal's realization.

Communicating the Vision

It is vital to use all available resources, including the guiding coalition, to give proven proof for a suggested change in behavior. This is necessary to convey the vision and plan that has been developed successfully.

4.1.4 Empowering Others to Act on the Vision

Eliminate any potential roadblocks, laws, or other elements that may threaten the target while encouraging fresh and original points of view.

4.1.5 Planning for and creating Short-Term Wins

Essential aspects of this phase include formulating a plan, putting that plan into action, and rewarding individuals based on the demonstrable changes they have made in their performance.

4.1.6 Consolidating Improvements and Producing Still More Change

Because of your increased credibility now, it is in your best interest to modify any procedures or initiatives that do not correlate with the goal. In addition, it is of the utmost importance to educate staff members to adequately implement new ideas and provide fresh perspectives to the process.

5. Stages of Organizational Transformation

In addition, (Usman, 2020) observed that Buschmeyer et al. (2016), along with other researchers, was one of the pioneers in the study of the process of organizational transformation. According to Lewin's theory, there are three primary stages of transformation, which are as follows:

5.1 Behavior Analysis

The first step in effecting change is known as the stage of behavior analysis, and its purpose is to collect data on a new event as the process gets underway. This step includes gathering information on the workforce's expectations, educating the workforce, identifying potential sources of resistance, and moving on to the persuasion phase (Buschmeyer et al., 2016). Workers who are content with the way things are right now and, as a result, anxious about the possible ambiguities that come with change want leaders who can see ahead and have the knowledge necessary to take proactive measures (Pan et al., 2022; Weber et al., 2022).

5.2 Transition Stage

Phase of transition: During this stage, the focus is on maintaining the organization and determining how the upcoming changes will affect the organization. In addition, education will be provided to the personnel explaining the proposed framework and the potential consequences of the change. The employees will be able to actively engage in the process while also being capable of facilitating it in this manner (Maisyura et al., 2022).

5.3 Refreeze Stage

The "refreeze" stage is the planned phase in which efforts are performed to establish

permanency and keep the changes achieved, ensuring their continuance. This stage is referred to as the "planned phase." Training and support activities are carried out so that people may be specific to stick to the procedures and fully embrace the rules, norms, and practices related to each new case. The fundamental reason for this is the inability to accurately foresee the outcomes of an organizational transformation process in advance, which necessitates a more extensive organizational study to eliminate any lingering doubt. In addition, the company needs a leader capable of effectively revamping it, and it is of the utmost importance that this leader can properly transmit the essential plans, rules, and implementations accurately and understandably (Islam, 2023).

In addition, according to by (2005), one definition of resistance in the workplace is "a manifestation of reluctance that arises as an inherent response or reaction to change." This definition may be found in the workplace. According to the situational viewpoint presented by Diefenbach (2007), the resistance level to change is directly proportional to the method in which the change is implemented. In essence, different employees will respond in various ways to various changes. In most cases, the nature of the change itself and how it is implemented are the factors that decide the criteria for an organizational change (Buschmeyer et al., 2016; Canterino et al., 2018).

Additionally, the unique contextual elements of a particular organization can dramatically enhance the effect of the transformation's process and content factors. This can be the case if the company is undergoing a transition. The appropriateness and desirability of the change's techniques and substance in the context of an employee's specific circumstances will play a role in determining the employee's resistance to a particular change (Pan et al., 2022; Weber et al., 2022).

6. Conclusion

Leadership has become vital for all businesses to navigate the increasingly competitive market successfully. It is taking into consideration the fact that leaders of organizations are often viewed as proponents of change. Senior management must continually sustain the ongoing transformation process that is taking place inside their respective organizations. In addition, the paramount duty of a leader is to act as a guide and provide instructions to subordinates to accomplish the organization's objectives. Therefore, the leadership must constantly connect with and encourage the workforce to achieve good results and increase employees' dedication and loyalty to the firm. Nevertheless, several people are now experiencing substantial difficulties in accepting change. This is because change frequently deprives them of chances and benefits that they previously took advantage of, forcing them to adjust to foreign and uncomfortable lifestyles.

This research investigated several distinct leadership philosophies, including authoritarian, transformational, laissez-faire, servant, transactional, democratic, strategic, bureaucratic, consultative, and participatory, to determine which leadership style best suits the change management process. As a consequence of this, the majority of proponents emphasize transformational leadership as the preeminent type of leadership strategy that is capable of effectively tackling the challenges posed by newly formed administrative procedures. They believe that a transformational leader

has the power to drive their team to perform above and beyond what the organization expects of them. A transformational leader may also establish specific performance incentives and inspire and motivate others to successfully and prudently handle their responsibilities since they are always aware of them. These characteristics, which encourage empathy and the development of a shared vision, have earned transformational leaders the reputation of being role models. A transformational leader can instill a sense of pride and trust in their followers and provide them with the ability to inspire and encourage others. As a result, I have concluded that implementing a transformational leadership strategy may effectively lessen resistance to change. One key element contributing to the failure of change attempts is resistance to the change being implemented. When researching this topic, taking an in-depth look at organizational change is essential.

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