



A STUDY OF ROLE OF LEADERSHIP TOWARDS CHANGE MANAGEMENT

Miss. Prachi Rohit

MBA Student 1st Year, Sem II, SSR IMR, Silvassa, Permanently Affiliated to SPPU, Pune,
Email: prachirohit2003@gmail.com

Dr. Rajesh Kumar Pandey

Associate Professor, SSR IMR, Silvassa, Permanently Affiliated to SPPU, Pune,
Email: rajeshpandey18@gmail.com

Paper Received On: 21 AUG 2026

Peer Reviewed On: 25 SEPT 2026

Published On: 01 OCT 2026

Abstract

Leadership emerges as a pivotal determinant of change success, serving as the primary mechanism through which organizations navigate complex adaptations and transformations. Leaders play multifaceted roles during change processes: they articulate compelling visions, mobilize resources, communicate strategic direction, manage resistance, and inspire employees to embrace new ways of working. Leaders play multifaceted roles during change processes: they articulate compelling visions, mobilize resources, communicate strategic direction, manage resistance, and inspire employees to embrace new ways of working. The effectiveness of leadership in change management contexts depends not only on individual leader characteristics but also on the leadership style employed, the quality of communication, and the alignment between leadership approaches and organizational culture. This study on role of leadership towards change management is descriptive study conducted by the help of secondary data. The authors aim to understand the concept and significance of change management. The authors further aim to study the role of leadership towards change management at organisation and enlist the role of leadership towards change management at organization as best part of practice sharing. The scope of the study encompasses the domain of the Leadership and Change Management. The generalistic approach may lead to limitations of the study. Hence the inferences gathered are indicative in nature and not exhaustive.

Key Words: Leadership, Role of Leadership, Change Management, Transformational Leadership

INTRODUCTION

Organizational change has become a constant imperative in today's dynamic business environment, driven by technological disruption, globalization, competitive pressures, and evolving stakeholder expectations. Despite the prevalence of change initiatives, research consistently indicates that a significant proportion estimated at 70 percent of organizational

Copyright@2026 Scholarly Research Journal for Humanity Science & English Language

transformations fail to achieve their intended objectives. This high failure rate underscores the critical importance of understanding the factors that contribute to successful change implementation. Leadership emerges as a pivotal determinant of change success, serving as the primary mechanism through which organizations navigate complex adaptations and transformations. The concept of change management encompasses the systematic application of knowledge, tools, and resources to facilitate the transition from current to desired future states. Effective change management requires careful attention to both technical and human dimensions, recognizing that organizational change fundamentally involves shifts in employee behaviours, attitudes, and mindsets. Leadership serves as the bridge between strategic change imperatives and operational implementation, translating abstract visions into concrete actions and fostering the psychological conditions necessary for employees to accept and support change initiatives. This study investigates the role of leadership in change management by examining how different leadership styles influence change outcomes across various organizational contexts. Specifically, the research focuses on transformational, transactional, and participative leadership approaches, analysing their relative effectiveness in reducing employee resistance, enhancing change readiness, and improving organizational performance during change initiatives. By synthesizing existing empirical evidence and proposing a comprehensive research framework, this study aims to advance theoretical understanding and provide practical guidance for leaders navigating organizational transformations.

LITERATURE REVIEW

Transformational Leadership in Change Management

Transformational leadership has emerged as the element pattern for understanding effective leadership in change contexts. This leadership style is characterized by leaders who inspire and motivate followers to transcend self-interest for the collective good, articulate compelling visions, and foster environments conducive to innovation and development. Transformational leaders employ four key behavioural dimensions: idealized influence (serving as role models), inspirational motivation (communicating high expectations), intellectual stimulation (encouraging creativity), and individualized consideration (attending to followers' developmental needs).

The effectiveness of transformational leadership in reducing employee resistance to change has been documented across multiple contexts. Winder's mixed-methods case study of automobile companies in South Africa found that transformational leadership effectively reduces employee resistance and enhances job satisfaction by creating supportive environments where employees feel valued and engaged. In contrast, transactional leadership styles, particularly passive management by exception, were identified as strong predictors of resistance and deemed ineffective for managing change. These findings were corroborated through both quantitative analysis of 170 staff members and qualitative interviews with 28 managers, employing structural equation modelling and thematic analysis. The role of transformational leadership in enhancing organizational adaptability during complex changes has been further substantiated by recent research. Gupta et al. conducted a quantitative study of 50 respondents, finding that transformational leadership combined with effective communication methods creates better employee adaptability and enhances organizational

change success. The study employed regression modelling to demonstrate that leadership functions as a vital mechanism for managing complex organizational adaptations, with direct impacts on success rates and team cohesion during change initiatives.

Transactional Leadership and Change Outcomes

Transactional leadership, characterized by exchange relationships between leaders and followers based on contingent rewards and management by exception, presents a contrasting approach to change management. This leadership style emphasizes clarifying role expectations, establishing performance standards, and providing rewards or corrective actions based on performance outcomes. While transactional leadership has been associated with maintaining organizational stability and ensuring task completion, its effectiveness in driving transformational change has been questioned. Research comparing transformational and transactional leadership styles reveals important distinctions in their impact on change outcomes. Mouazen et al. analysed both leadership styles through the lens of the leadership-as-practice perspective, investigating their alignment with the Kotter change management model. The study found that while both styles can contribute to change implementation, transformational leadership demonstrates superior effectiveness in navigating the multifaceted challenges of organizational change, particularly in stages requiring vision articulation, coalition building, and empowerment. The limitations of transactional leadership in change contexts are particularly evident in its association with employee resistance. Winder's case study of automobile companies found that transactional leadership styles, especially passive management by exception, were strong predictors of employee resistance to change. The "hands-off" nature of transactional leadership, which relies primarily on contractual agreements and rewards for task completion, often leads to reduced job fulfilment and increased resistance when employees are asked to embrace significant changes that extend beyond routine task performance.

Comparative Analysis of Leadership Styles

The comparative effectiveness of different leadership styles in change management has been a central focus of recent research. Chukwuma et al. conducted a descriptive study of 170 employees in eThekweni automobile dealerships, employing structural equation modelling to analyse the relationship between leadership styles, communication, and change effectiveness. Their findings revealed that while both transformational and transactional leadership styles are positively and significantly related to effective change management, transformational leadership stands out as the most effective style for successful change implementation. The study emphasized that leadership's influence on effective communication is integral to organizational performance success, with integrated communication strategies applying multiple approaches deemed vital for change effectiveness. The superiority of transformational leadership over other styles has been documented across diverse organizational contexts. Awuor et al. analysed leadership styles in managing change at Kenya Tea Development Agency, examining autocratic, democratic, transactional, and transformational approaches. Their descriptive study of 45 management team members found that autocratic leadership, which was the most common style at the organization, contributed to change failure due to lack of employee participation and inadequate preparation. In contrast, transformational leadership was identified as the best approach for gaining

employee support in change management, as it focuses on developing people, fostering buy-in, and using knowledge and vision to inspire followers.

Contextual Factors and Moderating Variables

The effectiveness of leadership in change management is significantly influenced by contextual factors and moderating variables. Organizational culture emerges as a critical contextual factor that shapes the relationship between leadership style and change outcomes. Hansen's quantitative cross-sectional study of 411 full-time employees examined the relationship between organizational culture, leadership style, and organizational change. While the study found no statistically significant relationship between leadership style and different types of organizational change overall, under a market culture type, large material changes showed a preference for autocratic leadership. The research indicated that leadership style has a long-term effect on the positive appraisal of organizational change, particularly in its initial stages. The impact of leadership on digital transformation provides insights into how technological change contexts may require specific leadership approaches. Sow et al. conducted a qualitative phenomenological study of six information technology leaders in healthcare organizations, examining leaders' perceptions of digital transformations. The research found that while transformational leadership is partially conducive to digital transformation outcomes, leaders' lack of technical knowledge can hinder progress, and some leaders may resist change themselves. The study emphasized that effective change management strategies must align with organizational culture and provide employees with necessary training and support, highlighting the importance of leader competence and adaptability in technology-driven change contexts.

Leadership Communication and Employee Engagement

The quality and effectiveness of leadership communication emerge as critical determinants of change success across multiple studies. Chukwuma et al. found that leadership styles and communication are major determinants of effective organizational change management, with both factors being positively and significantly related to effective change. The study emphasized that integrated communication, applying multiple strategies simultaneously, is vital for change effectiveness. This finding suggests that leaders must employ diverse communication approaches including formal announcements, informal conversations, written materials, and digital channels to reach different employee segments and reinforce change messages. The role of leadership in fostering employee participation and involvement has been identified as a key factor in reducing resistance. Baykal's case study emphasized that participative change approaches, where managers work collaboratively with employees and consultants, foster holistic and encompassing methods for change. Transformational leaders who empower followers through involvement reduce resistance by giving employees voice and agency in the change process. This participative approach aligns with democratic leadership principles, which balance performance expectations with genuine interest in people, providing clear direction while soliciting input and fostering motivation.

OBJECTIVES OF THE STUDY:

- To understand the concept and significance of change manage
- To study the role of leadership towards change management at organisation

- To enlist the role of leadership towards change management at organization as best part of practice sharing.

RESEARCH METHODOLOGY

This study on role of leadership towards change management is descriptive study conducted by the help of secondary data. The authors aim to understand the concept and significance of change management. The authors further aim to study the role of leadership towards change management at organisation and enlist the role of leadership towards change management at organization as best part of practice sharing. The scope of the study encompasses the domain of the Leadership and Change Management. The generalistic approach may lead to limitations of the study. Hence the inferences gathered are indicative in nature and not exhaustive.

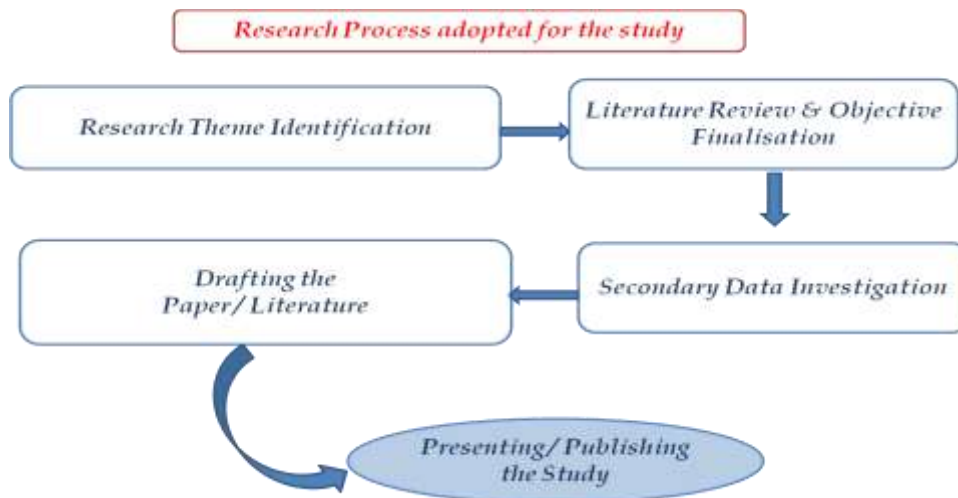


Chart No.1: Research Methodology Adopted

Source: Authors' Study

NEED FOR THE STUDY:

The following chart establishes the need for the study:



Chart No.2: Need for the study

Source: Authors' Understanding

CASE STUDY OF P & G COMPANY

A good leader knows how to change environment of company and how to handle many management things. In these case study I am going to examines how to Procter and Gamble, a global consumer goods, has leveraged visionary leadership and structured change management to navigate profound organizational and market shifts. Faced with the dual challenges of streamlining a complex corporate structure and accelerating a digital- first transformation, P & G's leadership has strategically aligned its approach to maintain market dominance, drive growth and foster employee engagement. The analysis focuses on key strategic decisions from 2018 onward, highlighting the interplay between leadership style, change frameworks, and tangible business outcomes.

Introduction: The Imperative for change

For decades, P & G success was built on a decentralized, brand-manager – driven structure that fostered innovation and fierce internal competition. However, by the late 2010s, this very structure had become a liability. The organization was criticized for being slow and overly complex, with dozens of semis – autonomous business units creating inefficiencies and hindering a unified digital strategy. This context set the stage for a period of intense, leadership – driven transformation aimed at simplifying the organization and embedding digital capabilities at its core.

Visionary Leadership: Charting the course

The transformation was done by a leadership team that combined strategic vision with a pragmatic, results – oriented approach. Under CEOs David Taylor (2015-2021) and his successor Jon Moeller (2021 – present), P& G articulated a clear, compelling vision: to become a faster, more agile and more productive company. This vision was not merely about cost-cutting; it was about repositioning the entire enterprise for sustainable growth in a digital economy.

Strategic Leadership Initiatives – Table No. 1

PORFOLIO SIMPLIFICATION ON:	DIGITAL ACCELERATION:	ACQUISITIONS FOR CAPABILITY:
Leadership made the bold decision to shed over 100 non-core brands, focusing investing on its 6r5 largest and most profitable “leadership brands.” This created a sharper strategic focus and freed up resources for innovation and marketing.	Executives mandated a “Digital-First” mindset across all l functions, from supply chain and manufacturing to marketing and consumer insights, making technology a central pillar of corporate strategy.	Strategic acquisitions, such as the 2018 purchase of Merck’s consumer health divisions for € 3.4 billion, demonstrated leadership’s intent to enter high- growth categories and acquire new technological and scientific expertise

Organizational Restructuring: Building a Simpler, Faster Machine

In November 2018, P&G leadership unveiled a fundamental restricting of its corporate architecture, effective July 2019. This was a quintessential structural change initiative designed to break down silos and accelerate decision- making.

The Six Sector Business Unit (SBU) Model

The company transitioned from its previous ten business units based on geographic regions and product categories to six integrated sector business units organized by product portfolio:

Baby, Feminine and family care; Beauty; Fabric & Home care; Health Care (bolstered by the Merck acquisition) ; Grooming; and oral care. This model reduced duplication, allowed for better resource allocation, and enabled a more holistic view of the consumer across related product lines.

Ongoing Optimization: The SKU Rationalization Strategy

Leadership's commitment to simplification extended to the product portfolio. In 2023, as part of a continuous optimization strategy, P & G announced plans to eliminate the bottom 25% of its stock keeping units (SKUs). These low- volume products contributed minimally to retail sales but added significant complexity to manufacturing. This data – driven decision exemplifies leadership's focus on productivity and margin improvement.

Digital Transformation : Leading a Cultural and Operational Shift

P & G 'S digital transformation represents a comprehensive change management challenge , requiring shifts in technology, processes , and most critically, culture. Leadership framed this not as an IT project but as a business wide imperative for future relevance. Kwy digital pillars are Data-Driven Decision Making, E-COMMERCE and Direct – to – consumer (DTC), Supply chain 4.0 & Digital Marketing Mastery.

Aligning Leadership with Change Management Frameworks

P & G's approach can be effectively analysed through the lens of established change management models, notably John Kotter's 8- Step process for Leading Change

Table No. 2

Kotter's Step	P& G Leadership Action	Outcome /Evidence
1. Create Urgency	Communicated competitive threats from digital natives and the need for agility in annual reports and investor meetings.	Internal alignment on the “burning platform” for restructuring and digital investment.
2. Build a Guiding Coalition	Formed cross- functional digital councils and restructuring task forces with senior leaders from all SBUs	Ensured buy-in and diverse input from key power centres across the organization.
3. Form Strategic Vision	Articulated the vision of a “Faster, More Agile P&G” and “Digital- First” company.	Provided a clear consistent narrative for all change initiatives.
4. Enlist Volunteer Army	Launched internal upskilling programs (e.g., “Digital Accelerator”) and recognized teams driving digital innovations.	Fostered Grassroots engagement and built Internal digital talent.
5.Enable Action by Removing Barriers	Restructured into 6 SBUs to remove bureaucratic silos; invested in unified data platforms.	Eliminated structural and technological obstacles to collaboration and speed.

6. Generate Short – Term Wins	Highlighted successful DTC launches, efficiency gains from SKU reduction, and market share growth in key digital channels.	Built momentum and demonstrated the tangible benefits of change efforts.
7. Sustain Acceleration	Continued acquisition of digital capabilities (e.g., Merck Health) and made digital metrics part of core business reviews.	Embedded change into ongoing operations and strategic planning.
8. Institute Change	The new SBU structure and digital KPIs became the new normal, Integrated into leadership succession and training.	New culture of simplicity and digital acumen became institutionalized.

Outcomes and Evidence of Success

The results of P&G's leadership-driven change are reflected in both financial and operational metrics. The company has consistently delivered strong organic sales growth, improved core operating margins and increased market share across many categories. The strategic SKU rationalization is a direct contributor to cost productivity goals. Furthermore, P& G's enhanced digital capabilities were crucial in navigating the supply chain disruptions and demand volatility of the COVID-19 pandemic, proving the resilience built through its transformation.

Challenges and Critical Analysis

Despite its successes, P&G's journey presents ongoing challenges. The scale of the organization challenges. The scale of the organization means cultural change is slow and must be constantly reinforced. Integrating large acquisitions like Merck's health division requires meticulous change management to realize synergies. There is also persistent competition from agile, digitally- native brands that can innovate and go to market faster. Some critics argue that even after restructuring, P&G's size inherently limits its speed compared to smaller rivals.

Conclusion and Leadership Lessons

P&G's case demonstrates that even the largest and most established organizations can undertake radical transformation when led with clarity, conviction, and a structured approach to change management. Key leadership lessons include:

- **Vision must be linked to concrete structural action:** The compelling vision of agility was made real through the SBU restructuring and portfolio simplification.
- **Change management frameworks provide essential discipline:** Kotter's model offers a roadmap for navigating the human and organizational dimensions of change.
- **Transformation is continuous, not an event:** From the 2018 restructuring to the 2023 SKU optimization, P&G leadership has maintained a relentless focus on evolution.

- **Employee engagement is a strategic priority:** Upskilling programs and clear communication were vital to aligning the workforce with digital and operational realities.

By aligning visionary leadership with robust change management, P&G has successfully navigated a critical inflection point, positioning itself not just to defend its market dominance but to redefine it for digital age.

LEADERSHIP & CHANGE MANAGEMENT

Garland et al. (2018) argue that leadership is not a binary leader-follower distinction but rather a complex combination of influence, information flow, and group dynamics. Effective leaders exhibit characteristics such as integrity, empathy, accountability, transparency, fairness, vision, trustworthiness, resilience, and respect (Kandasamy, 2024). These attributes enable leaders to build trust, foster collaboration, and guide organizations through uncertainty. Leadership styles also matter. Autocratic leadership may facilitate rapid decision-making but stifle feedback and innovation, while participative or democratic leadership encourages engagement and buy-in from stakeholders (Allahverdyan & Galstyan, 2017). The contingency theory of leadership posits that the effectiveness of a particular leadership style depends on situational factors, including organizational culture, readiness for change, and the complexity of the change initiative.

Change management refers to the systematic approach to transitioning individuals, teams, and organizations from a current state to a desired future state. The literature consistently highlights leadership as a central factor in successful change management. Gan Domani et al. (2013) argue that change, especially of a fundamental nature—such as the transition from traditional to agile organizational methods—cannot be accomplished through procedural adjustments alone. Instead, it demands a transformation in leadership attitudes, behaviors, and approaches to decision-making (Gandomani et al., 2013). Leadership provides the vision, motivation, and support necessary to overcome resistance, align stakeholders, and sustain momentum throughout the change process.

Findings and Discussion

Anticipated Impact of Leadership Styles on Change Success

Based on the comprehensive literature review, this study anticipates finding that transformational leadership will demonstrate the strongest positive relationship with change management success across multiple outcome measures. Specifically, we expect that organizations where leaders exhibit higher levels of transformational leadership behaviours—including articulating compelling visions, providing intellectual stimulation, offering individualized consideration, and serving as role models—will report higher levels of change implementation success, employee change readiness, and organizational performance improvements. The anticipated superiority of transformational leadership is grounded in its alignment with the psychological and social processes that facilitate organizational change. Transformational leaders inspire employees to transcend self-interest and commit to collective goals, which is essential for overcoming the natural human tendency to resist change. By fostering trust, providing meaning, and creating psychological safety, transformational leaders reduce the perceived threats associated with change and enhance employees' willingness to embrace new ways of working.

However, we anticipate that the relationship between transformational leadership and change success will not be uniformly strong across all contexts. Consistent with contingency theories of leadership, we expect that organizational culture, industry characteristics, and the nature of the change initiative will moderate this relationship. For example, transformational leadership may be particularly effective in organizations with clan or adhocracy cultures that value innovation and collaboration, but less effective in highly bureaucratic or hierarchical cultures where employees expect directive leadership. Regarding transactional leadership, we anticipate mixed findings. While transactional leadership alone is expected to be less effective than transformational leadership for driving major organizational changes, we anticipate finding that transactional leadership may play a complementary role, particularly in later stages of change implementation when the focus shifts to institutionalizing new practices and ensuring accountability. Organizations that effectively combine transformational and transactional leadership approaches—using transformational leadership to inspire and mobilize during early change stages, and transactional leadership to reinforce and sustain changes—may demonstrate the highest levels of change success. We also anticipate finding that passive-avoidant leadership styles will be negatively associated with change outcomes, consistent with prior research. Leaders who avoid decision-making, fail to provide clear direction, or are absent during critical change periods are expected to contribute to employee confusion, anxiety, and resistance, ultimately undermining change initiatives.

Role of Communication in Leadership Effectiveness

Communication is anticipated to emerge as a critical mediating and moderating variable in the relationship between leadership style and change outcomes. We expect to find that effective leadership communication—characterized by frequency, clarity, transparency, two-way dialogue, and consistency—will partially mediate the relationship between transformational leadership and change success. In other words, transformational leaders are expected to be effective in part because they communicate more effectively about change, helping employees understand the rationale, envision the future state, and see their role in the transformation. Furthermore, we anticipate that communication quality will moderate the relationship between leadership style and employee reactions to change. Specifically, we expect that high-quality communication will amplify the positive effects of transformational leadership while potentially buffering some of the negative effects of less effective leadership styles. When leaders communicate frequently and transparently, even employees who perceive their leaders as less transformational may demonstrate higher levels of change readiness and lower resistance.

The anticipated findings regarding communication align with theoretical perspectives emphasizing that change is fundamentally a sense-making process. Employees need to understand not only what is changing, but why the change is necessary, how it will affect them personally, and what is expected of them. Leaders who provide this information through multiple channels and create opportunities for dialogue enable employees to construct coherent narratives about change, reducing uncertainty and anxiety. We also anticipate finding that integrated communication strategies employing multiple communication channels and approaches simultaneously will be associated with higher change success than reliance on single communication methods. This expectation is based on the recognition that

employees have diverse communication preferences and that important messages require reinforcement through multiple touch points to be fully absorbed and internalized.

Employee Resistance and Change Readiness

Employee resistance to change is anticipated to be significantly influenced by leadership style, with transformational leadership expected to be associated with lower levels of resistance and higher levels of change readiness. The mechanisms through which transformational leadership reduces resistance are expected to include:

1. **Trust Building:** Transformational leaders who demonstrate integrity, competence, and genuine concern for employees are expected to build higher levels of trust, which reduces employees' perceptions that change initiatives are threatening or manipulative.
2. **Participation and Voice:** Transformational and participative leadership approaches that involve employees in change planning and decision-making are expected to reduce resistance by giving employees a sense of control and ownership over change processes.
3. **Meaning-Making:** Transformational leaders who articulate compelling visions and connect change initiatives to higher purposes are expected to help employees find meaning in change, transforming it from a threatening disruption to an opportunity for growth and contribution.
4. **Psychological Safety:** Leaders who create psychologically safe environments where employees feel comfortable expressing concerns, asking questions, and admitting mistakes are expected to facilitate more open dialogue about change, allowing concerns to be addressed proactively rather than manifesting as resistance.

We anticipate that employee change readiness will be influenced not only by leadership style but also by job satisfaction and organizational commitment. Specifically, we expect to find that the relationship between transformational leadership and change readiness may be mediated by job satisfaction, with transformational leaders enhancing job satisfaction, which in turn increases employees' readiness to embrace change. This anticipated finding would suggest that leadership's impact on change outcomes operates through multiple pathways, including both direct effects on change-specific attitudes and indirect effects through general work attitudes. The role of followership is also anticipated to be important in understanding employee reactions to change. Consistent with Busari et al.'s findings, we expect that active followership—characterized by employees who are engaged, take initiative, and support leadership efforts—will moderate the relationship between transformational leadership and change outcomes. Transformational leadership may be most effective when employees are predisposed to be active followers, suggesting that change success requires not only effective leadership but also a receptive followership.

Organizational Performance Outcomes

This study anticipates finding positive relationships between effective change leadership and various organizational performance outcomes, including financial performance, operational efficiency, innovation, and employee performance. Specifically, we expect that organizations where leaders effectively manage change through transformational leadership approaches will demonstrate:

1. **Improved Financial Performance:** Organizations with effective change leadership are expected to show improvements in financial metrics such as revenue growth, profitability, and return on investment, particularly when change initiatives are strategically aligned with market opportunities.
2. **Enhanced Operational Efficiency:** Change initiatives focused on process improvements, technology adoption, or organizational restructuring are expected to yield operational efficiency gains when led by transformational leaders who secure employee buy-in and facilitate smooth implementation.
3. **Increased Innovation:** Transformational leaders who encourage intellectual stimulation and create psychologically safe environments are expected to foster organizational cultures conducive to innovation, with employees more willing to experiment with new ideas and approaches.
4. **Higher Employee Performance:** Effective change leadership is anticipated to be associated with improvements in employee performance metrics, including productivity, quality, and customer service, as employees become more engaged and aligned with organizational goals.

However, we anticipate that the relationship between change leadership and organizational performance will be moderated by several factors. Resource availability is expected to moderate this relationship, with change leadership having stronger effects on performance when organizations have adequate resources to support change implementation. Competitive pressure may also moderate the relationship, with change leadership becoming more critical for performance in highly competitive environments where adaptation is essential for survival. The time lag between change implementation and performance outcomes is another important consideration. We anticipate that some performance improvements may be evident in the short term (e.g., employee engagement, process efficiency), while others may require longer time horizons to materialize (e.g., financial performance, market position). This temporal dimension suggests that longitudinal research designs may be necessary to fully capture the performance implications of change leadership.

Contextual and Cultural Considerations

This study anticipates finding that the effectiveness of different leadership styles in change management varies significantly across organizational and cultural contexts. Several contextual factors are expected to moderate the relationship between leadership and change outcomes:

Organizational Culture: We anticipate that organizational culture will significantly influence which leadership styles are most effective for change. In organizations with clan cultures (characterized by collaboration, participation, and employee development), transformational and participative leadership approaches are expected to be most effective. In market cultures (characterized by competition, achievement, and results orientation), a combination of transformational vision-setting and transactional accountability may be most effective. In hierarchical cultures (characterized by control, stability, and efficiency), more directive leadership approaches may be necessary, at least initially, to overcome inertia and establish change momentum.

Industry Characteristics: Industry-specific factors are anticipated to influence leadership effectiveness in change contexts. In knowledge-intensive industries (e.g., technology, healthcare, professional services), where employee expertise and creativity are critical, transformational leadership that empowers and intellectually stimulates employees is expected to be particularly important. In industries with more routine operations (e.g., manufacturing, retail), transactional leadership that ensures consistent execution may play a larger role, though transformational leadership remains important for major strategic changes.

National Culture: Although this study will primarily focus on organizations within a specific national context, we anticipate that cultural values related to power distance, individualism-collectivism, and uncertainty avoidance may influence leadership effectiveness [14]. For example, in cultures with high power distance, employees may expect more directive leadership during change, while in low power distance cultures, participative approaches may be more effective. These cultural considerations suggest that leadership practices effective in one cultural context may require adaptation for other contexts.

Change Type and Magnitude: The nature and scope of change initiatives are expected to influence which leadership approaches are most effective. For incremental changes that build on existing practices, transactional leadership that reinforces desired behaviours may be sufficient. For transformational changes that require fundamental shifts in mindsets and behaviours, transformational leadership that inspires and provides meaning is expected to be essential. For digital transformations, leaders with both transformational qualities and technical competence are anticipated to be most effective.

Organizational Size: We anticipate that organizational size may moderate the relationship between leadership and change outcomes. In small to medium enterprises, where leaders have more direct contact with employees, transformational leadership behaviours may have more immediate and visible impacts. In large organizations, change leadership may need to be distributed across multiple levels, with senior leaders providing strategic vision and middle managers translating that vision into operational reality.

Recommendations

Based on the findings and insights derived from this study, the following recommendations are proposed for organizational leaders, managers, and practitioners involved in change management initiatives:

1. Adopt Transformational Leadership as a Core Change Strategy

Organizations should encourage leaders at all levels to develop and practice transformational leadership behaviours. Leaders should focus on articulating a clear and compelling vision, motivating employees, encouraging innovation, and providing individualized support during change. Leadership development programs should emphasize emotional intelligence, empathy, and vision-driven leadership to enhance change effectiveness.

2. Integrate Transformational and Transactional Leadership Approaches

Rather than relying on a single leadership style, leaders should adopt a **balanced and flexible leadership approach**. Transformational leadership should be emphasized during the planning and initiation stages of change to build commitment and reduce resistance, while transactional leadership should be used during implementation and stabilization phases to ensure accountability, consistency, and performance alignment.

3. Strengthen Leadership Communication Practices

Organizations should prioritize transparent, frequent, and two-way communication during change initiatives. Leaders should clearly explain the rationale for change, expected outcomes, and individual roles within the change process. Using multiple communication channels—such as meetings, digital platforms, written updates, and informal interactions—will help reinforce messages and reduce uncertainty among employees.

4. Encourage Employee Participation and Involvement

Leaders should actively involve employees in decision-making, problem-solving, and change planning wherever possible. Participative leadership practices enhance employee ownership, reduce resistance, and increase trust in management. Mechanisms such as feedback forums, workshops, and cross-functional teams should be implemented to give employees a voice in the change process.

5. Build Trust and Psychological Safety

Organizations should foster a culture of trust and psychological safety where employees feel comfortable expressing concerns, asking questions, and sharing ideas related to change. Leaders must demonstrate consistency between words and actions, fairness in decision-making, and genuine concern for employee well-being to sustain trust throughout the change process.

6. Align Leadership Style with Organizational Culture and Context

Leaders should adapt their leadership approach based on organizational culture, industry characteristics, and the nature of the change initiative. There is no one-size-fits-all leadership style for change management. Understanding cultural values, employee expectations, and external pressures will enable leaders to select and apply the most appropriate leadership behaviours.

7. Invest in Leadership Development and Change Management Training

Organizations should invest in continuous leadership development programs that integrate change management competencies. Training should include communication skills, conflict management, stakeholder engagement, and managing resistance to change. Leaders should also be equipped with both strategic and technical knowledge, particularly in digital transformation initiatives.

8. Promote Active Followership and Employee Readiness

Change success depends not only on leadership but also on employee readiness and engagement. Organizations should promote a culture of active followership by encouraging initiative, responsibility, and collaboration among employees. Enhancing job satisfaction and organizational commitment will further strengthen employee readiness for change.

9. Monitor and Evaluate Change Progress Regularly

Leaders should establish clear metrics to assess change progress, employee reactions, and performance outcomes. Regular feedback and evaluation allow leaders to identify challenges early and adjust leadership strategies accordingly, ensuring sustained change success.

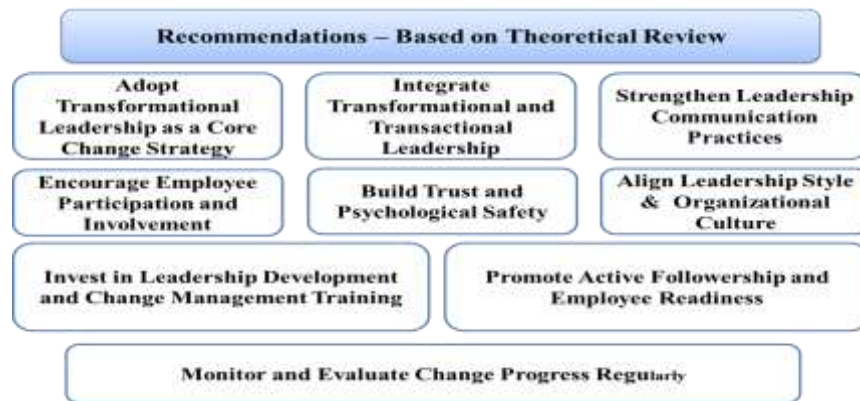


Chart No.3: Recommendation

Source: Authors' Contribution

CONCLUSION:

- **Leadership is the key factor** in determining the success of organizational change, even though nearly 70% of change initiatives fail.
- **Transformational leadership** is the most effective as it inspires employees, builds trust, and reduces resistance, while transactional leadership supports stability and performance in later stages.
- Leadership effectiveness varies depending on factors like **culture, industry, and resources**, making adaptability essential. Clear and honest communication also plays a crucial role in gaining employee acceptance and commitment.
- The example of Procter & Gamble shows that strong leadership, structured strategies, and employee involvement can successfully drive large-scale transformation.
- Overall, effective leadership is not just about managing change but about **building trust, shaping culture, and engaging people**.

References

- [1] A. Mouazen, M. Alsyof, and A. Alsubhi, "Transformational and Transactional Leaders and Their Role in Implementing the Kotter Change Management Model Ensuring Sustainable Change: An Empirical Study," *Sustainability*, vol. 16, no. 1, 2023, doi: 10.3390/su16010016.
- [2] J. van der Voet, "Change leadership and public sector organizational change: Examining the interactions of transformational leadership style and red tape," *The American Review of Public Administration*, vol. 46, no. 6, pp. 660-682, 2016, doi: 10.1177/0275074015574769.
- [3] S. Faupel, S. Süß, and M. Müller, "The effect of transformational leadership on employees during organizational change—an empirical analysis," 2011.
- [4] A. H. Busari, K. A. Khan, A. Abdullah, and N. Mughal, "Transformational leadership style, followership, and factors of employees' reactions towards organizational change," *Journal of Asia Business Studies*, vol. 13, no. 2, pp. 181-209, 2019, doi: 10.1108/JABS-03-2018-0083.
- [5] E. Chukwuma, O. Okafor, and C. Ani, "Leadership and communication strategies for managing organisational change: insights from eThekwini automobile dealerships," *International Journal of Business Ecosystem & Strategy*, vol. 6, no. 4, pp. 01-18, 2024, doi: 10.36096/ijbes.v6i4.546.

- [6] S. Winder, "Change management leadership and its impact on employees' resistance to change: case study of selected automobile companies in the Durban Metropolitan Region of KwaZulu-Natal (South Africa)," 2022, doi: 10.51415/10321/4274.
- [7] M. Usman, "Transformational leadership and organizational change: In the context of today's leader," *International Business Education Journal*, vol. 13, no. 1, pp. 93-107, 2020, doi: 10.37134/IB EJ.VOL13.1.8.2020.
- [8] T. Lauer, "Success Factor Person: Right Leadership in Change," in *Change Management*, Springer, 2021, pp. 181-213, doi: 10.1007/978-3-662-62187-5_6.
- [9] E. Shannon, "Predicting healthcare leaders readiness to lead the implementation of change," *African Journal of Business Management*, vol. 15, no. 1, pp. 1-13, 2021, doi: 10.5897/AJBM2020.9190.
- [10] B. Gupta, S. Kumar, and R. Sharma, "Driving Change in Complex Organizations: Insights from Leadership Practices," in *2025 International Conference on Innovations in Technology*, IEEE, 2025, doi: 10.1109/conit65521.2025.11167627.
- [11] S. Winder, "Change management leadership and its impact on employees' resistance to change: case study of selected automobile companies in the Durban Metropolitan Region of KwaZulu-Natal (South Africa)," 2022, doi: 10.51415/10321/4274.
- [12] A. H. Busari, K. A. Khan, A. Abdullah, and N. Mughal, "Transformational leadership style, followership, and factors of employees' reactions towards organizational change," *Journal of Asia Business Studies*, vol. 13, no. 2, pp. 181-209, 2019, doi: 10.1108/JABS-03-2018-0083.
- [13] B. Gupta, S. Kumar, and R. Sharma, "Driving Change in Complex Organizations: Insights from Leadership Practices," in *2025 International Conference on Innovations in Technology*, IEEE, 2025, doi: 10.1109/conit65521.2025.11167627.
- [14] F. Alshahrani, A. Baig, and F. Alshahrani, "The Role of Transformational Leadership and Job Satisfaction in Change Readiness in Petrochemical Industry of Saudi Arabia," *Arab Economic and Business Journal*, vol. 16, no. 1, pp. 38-52, 2024, doi: 10.38039/2214-4625.1041.
- [15] T. Lauer, "Success Factor Person: Right Leadership in Change," in *Change Management*, Springer, 2021, pp. 181-213, doi: 10.1007/978-3-662-62187-5_6.
- [16] A. Mouazen, M. Alsayouf, and A. Alsubhi, "Transformational and Transactional Leaders and Their Role in Implementing the Kotter Change Management Model Ensuring Sustainable Change: An Empirical Study," *Sustainability*, vol. 16, no. 1, 2023, doi: 10.3390/su16010016.
- [17] T. Lauer, "Success Factor Person: Right Leadership in Change," in *Change Management*, Springer, 2021, pp. 181-213, doi: 10.1007/978-3-662-62187-5_6.
- [18] E. Shannon, "Predicting healthcare leaders' readiness to lead the implementation of change," *African Journal of Business Management*, vol. 15, no. 1, pp. 1-13, 2021, doi: 10.5897/AJBM2020.9190.
- [19] E. Chukwuma, O. Okafor, and C. Ani, "Leadership and communication strategies for managing organisational change: insights from eThekweni automobile dealerships," *International Journal of Business Ecosystem & Strategy*, vol. 6, no. 4, pp. 01-18, 2024, doi: 10.36096/ijbes. v6i4.546.
- [20] O. Awuor, W. Kingi, and D. Mose, "Analysis of the Role of Leadership Styles in Managing Change in Organizations. A Case Study of Kenya Tea Development Agency (KTDA)," *Journal of Resources Development and Management*, vol. 13, pp. 32-42, 2015.
- [21] Q. Nazari, "Small to Medium Enterprise Business Leaders Managing Change," Doctoral dissertation, Walden University, 2017.

- [22] J. Adams, "Leadership Styles and Change Management: A Comprehensive Analysis," *The Pinnacle: A Journal by Scholar-Practitioners*, vol. 1, no. 1, pp. 1-15, 2024, doi: 10.61643/c92452.
- [23] A. Hansen, "Cultivating Change: The Relationship Between Organizational Culture, Leadership Style and Communication Style with Organizational Change," *Doctoral dissertation*, 2018.
- [24] E. Baykal, "Human Factor in Change Management: An Example from Turkish Banking Sector," *Journal of Business Research-Turk*, vol. 11, no. 2, pp. 1352-1364, 2019.
- [25] M. Sow, I. Aborbie, and J. Olasupo, "Impact of Leadership on Digital Transformation," *Business and Economic Research*, vol. 8, no. 3, pp. 139-148, 2018, doi: 10.5296/BER.V8I3.13368.
- [26] L. ZhangAo, W. Jing, and Z. Yanfei, "Impacts of Resource Alertness and Change Leadership Style on Financial Performance: An Empirical Study," *Journal of Global Information Management*, vol. 29, no. 2, pp. 1-21, 2021, doi: 10.4018/JGIM.2021030103.
- [27] A. Haruna, "The Role of Leadership on Organizational Change," *International Journal for Research in Applied Science and Engineering Technology*, vol. 10, no. 9, pp. 1234-1240, 2022, doi: 10.22214/ijraset.2022.46978.
- [28] Procter & Gamble. (2018, November). *P&G Announces New Organization Structure* [Press release].
- [29] Procter & Gamble. (2023). *Annual Report 2023*.
- [30] Kotter, J. P. (1996). *Leading Change*. Harvard Business Review Press.
- [31] Wikipedia contributors. (2024). *Procter & Gamble*. In *Wikipedia*. Retrieved from [Wikipedia.org](https://en.wikipedia.org/wiki/Procter_and_Gamble).
- [32] Insider Monkey. (2023). *The Procter & Gamble Company (PG): A Bull Case*
- [33] Pandey, R. K., & Mishra, A. (2025). *A Study on Change Management at Organisations*. *International Journal of Engineering and Management Research*, 15(1), 53-61.
- [34] Singh, S., Prajapati, L., & Pandey, R. K. (2024). *Essence & Significance of Work Culture for Organisations in Indian Context—A Case Approach*. *International Journal of Engineering and Management Research*, 14(4), 12-18.