



**THE EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL
CHANGE MANAGEMENT IN CORDOVA ACADEMY**

**BY
ABDULMEJID JEMAL**

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Addis Ababa
Ethiopia**

**Addis Ababa University College of Business and Economics School of
Commerce**



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ABDULMEJID JEMAL

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ADVISOR

KONJIT HAHLU (PHD)

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Addis Ababa University College of Business and Economics

Statement of Declaration

I, Abdulmejid Jemal, declare that this project thesis, "The Effect of Leadership styles on Organizational Change management: The Case of Cordova academy" is an original work. I have conducted the study independently with the guidance and support of Konjit Hailu (Phd), my research. Any additional academic or scientific sources used in this work have been properly credited. Furthermore, this research has not been submitted for any diploma, degree, or other higher education program at this or any other school.

Declared by:

Abdulmejid Jemal

Name

Signature

Date

Statement of Certification

This is to verify that Abdulmejid Jemal has performed this project work on the topic of the Effect of leadership styles on organizational change management; in the case of Cordova academy. The work is original in nature and appropriate for the award of Masters in Business Leadership

Declared by:

Konjit Hailu (PHD)

Advisor Name

Signature

Date

Addis Ababa University School of Commerce
Department of Business Leadership Post
Graduate Program
Board of Examiners Approval Sheet

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BY: ABDULMEJID JEMAL

Approved by Board of Examiners

_____	_____	_____
Advisor Name	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date
_____	_____	_____
Department Chairperson	Signature	Date

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Acronyms

MLQ= Multi leadership questionnaire

OCM= organizational Change management

TLS= Transformational leadership style

TRL= Transactional leadership style

LLS= Laissez-faire leadership style

II= Idealized influence

IM= Inspirational Motivation

IS= Intellectual stimulation

IC= Individual consideration

CR= Contingent reward

MEA= Management by exception (active)

MEP= management by exception (passive)

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Abstract

The purpose of this study is to examine the Effect of leadership styles on organizational change management at Cordova academy. The study used a quantitative research approach and an explanatory research design. Primary data was gathered using structured questionnaires and secondary data was gathered from prior documents of the organization. A total of 35 questionnaires were distributed, all were returned and analyzed further. The Statistical Package for Social Sciences (SPSS) software version 20 was used to analyze the obtained data. In addition, descriptive statistics (frequencies, means, and standard deviations) and multiple linear regression analysis were employed to examine the proposed relationship. According to the results of the study, transformational leadership has a positive and significant Effect on organizational change management in Cordova Academy. The Effect of transactional and laissez-faire leadership styles on organizational change management is insignificant. It is also identified that transformational leadership is possibly the most common style of leadership. As a result, the researcher suggested that the company to continue to use transformational leadership style, which has a strong Effect on organizational change management.

Key words: Leadership styles, organizational change management, Cordova academy

Chapter One

Introduction

1.1. Background of the study

The term "change" means, "to alter," "to make something different or better," or "to transform" an existing object by adjusting values. Change is usually planned, and there are some challenges to it. (Wasim & Imran, 2010)

Everyone says that change is difficult, said by Carnall (2007). He also said , everyone claims that major change is hard because of the so-called 'soft' or people issues. Is this really so? Does the reader know of any organization or institution which has not experienced change in the last decade or so? Would anyone seriously argue that we are not living in a period of rapid change? Is it not true that we are also living in an era through which dramatic changes of productivity, technology, brand, image and reputation are commonplace?

As it is a common characteristics of individuals life, that is change has always been an issue for organization (Jun Hao & Yazdanifard, 2015). The fact is that more and more change is being delivered. Organizations are engaged in delivering higher productivity, higher levels of activity and customer satisfaction and so on. This is not to say that all is well nor that all are successful. Rather it is to note that organizations have grown volumes, activity and profitability during a period in which ever more complex demands (for customer satisfaction and business ethics) have been added in the increasingly complex and diverse environments in which we operate. The challenge facing the senior executive has grown and yet more change is being achieved Carnall et. al (2007).

Organizational changes mean that organizations are undergoing/ and or undergone transformation which is planned by the higher body of the organization. The term "organizational change" refers to a collection of actions that result in a shift in directions/processes that influence the way organizations work before. (Hage, 1999).

(Wasim, et.al 2010) When organizational management is dissatisfied with the current state, the need for organizational transformation arises. Organizational changes can be planned or unplanned, but they are both significant and, in certain situations, crucial in order to deal with the changes.

(Wasim, et.al 2010) there are different kinds of changes according to the nature of organizations and its environment, some organizations adopt small changes (incremental changes) while others may go deep towards the organizational transformation usually known as corporate transformations (radical changes) which requires the changes in broad scale and are difficult to handle. Literatures put as a rule that change initiatives of an organization must come from higher level management and they are needed to create the so-called Platform of changes (Nizharadze, 2020) and they made it the responsibility of leaders to come up with the change and its management.

It is a continuous debate that whether the leadership comes from the personal qualities of a leader or a leader makes followership through what he/she does or believe (Jun Hao & Dr. Yazdanifard, et.al. 2015). According to recent studies, if an individual influences a sort of people to peruse a common goal, we call that process leadership Alkahtani (2016).

After the long reading of the leadership definition evolution, Nourhouse (2016) developed his own definition that really was different. He defines leadership as “ a process whereby an individual influences a group of individuals to achieve a common goal”. He identifies that people engaged in

leadership will be called leaders and those toward whom leadership is directed will be called followers. The relationship between leaders and followers is a necessary element for leadership to be enacted Nourthouse (2016).

Jackson and Parry (2018) believed that leadership could be considered as a process in which a leader uses his talents and knowhow in bringing employees in predetermined course of actions that germane to their organization's goals and objectives.

It is Khan's (2016) belief that most researchers have been arguing that 70 percent of organizational changes have been failing to acquire their objectives because of poor leadership styles that is because leadership always play a special role in putting a change platform and managing a change. The difficulty of change management might happen due to leaders characteristics and leaders. Some leaders allocate time and resources from the perspective of revenue—versus change initiatives. Others have difficulty gaining support in a consensus-driven culture. A few might even be unwilling to share their “intellectual capital” (the resources that contribute to the enterprise's value and ability to compete) for the good of the change initiative. Some might even want to avoid the career risk a failure might incur and they learn through trial and error how to lead effectively during change. Unfortunately, their learning curve can be at the expense of the organization Deshler (2021). This study tried to examine the leaders role in facilitating organizational change management and what type of leadership style should be adopted to succeed in the process of organizational change management

1.2. Background of the study organization

This study is going to be conducted in Cordova Academy S. Co. which is a locally established company dedicated to fill gaps in the education sector by providing the quality services. This company was established in 2008 G.C, which has been offering a range of education services from

pre-school kindergarten to college preparatory level in five different branches at different locations.

The company's mission is to be one of the best education centers in service quality, accessibility, innovation, customer satisfaction and by producing conducive environment to all its stakeholders and produce role model citizen.

Cordova Academy was established as a share company under the Ethiopian commercial code of - 1960 on May 2008 by 12 visionary well educated individuals.

In 2009, the academy starts education at KG level with 34 students. For the first two years of establishment the academy couldn't generate even to cover its cost and the members had decided to close it because the challenges happened that time. However, the option of selling the share to 16 new shareholders and the maximum effort made by the managers and individual members allowed the company survive and continued operating. Now a days the company is from the successful companies of related sectors. The academy have experienced a major shift that it increased:

Number of students to 3146, its employees to 270, its grade to 12 (preparatory), the company owners to 142. This fact shows that the company is experiencing changes and succeeded in its management.

Cordova academy is a service giving business company led by eight board of directors including the general manager. Under the general manager there are twenty-five supervisory level employees from whom eight of them are the four branch school principals and sixteen of them are supervisors and one vice general manager. The general assembly is the ultimate decision maker of the company. The other supervisory level staff leads the business accordingly.

1.3. Statement of the problem

Scholars propose a variety of leadership theories and leadership styles to handle and manage various organizational problems. Wasim et. al (2010) highlighted that while defining and discussing many characteristics of leadership, authors also mentioned that certain of these characteristics are more significant than others, which a leadership should possess in order to properly address the phenomenon of organizational change. Nevertheless, the relationship between these leadership characteristics and successful organizational change management is not much investigated. Leadership and organizational change, he argued, are inextricably intertwined and commonly discussed in tandem. Whereas we know much about leadership and organizational change management, we know little about the integration of the two. Having this in mind the study will try to answer the questions related to the relationship between leadership styles and organizational change management. The questions could be do really leadership styles have an effect on organizational change management? and to what extent the effect could be? Which leadership style most likely affect the organizational change management.

Besides, as the background of the organization indicates, there is a frequent and fast change experienced leading to a high need to have change management in the organization that this study will helped them realize that leadership styles have an effect on organizational change management as there is no a research done related to this specific issue at there. The study has tried to indicate the most dominantly used leadership style and its effect on organizational change in Cordova Academy.

As mentioned earlier, 70 percent of organizational changes have been failing to acquire their objectives because of poor leadership styles that the researcher wanted to study the case to comprehend what happens in real life. This study believed to add data based information on the

leadership styles and organizational change management, get an idea of factors affecting change management and comparing it to the existing literatures. The researcher expected to find implications for further research for the future on relationship between leadership styles and organizational change management.

1.4. Research objectives

1.4.1. General objective

The general objective of this thesis project is to test the relationship between leadership styles and organizational change management in the case of Cordova academy.

1.4.2. Specific objective

1. Identifying the dominant leadership style exercised in Cordova Academy
2. To assess the organizational change management in Cordova Academy.
3. To examine how the leadership styles are related to the organizational change management.

1.5. Research questions

The main research question is, how do leadership styles Effect organizational change management.

In order to do the work more structured and to make it manageable the researcher likes to split the core research question in to two further sub questions.

1. Which leadership style is most prevalent to be applied by leaders to succeed in the process of organizational change management in Cordova Academy?
2. How leadership styles are related to the success of organizational change management in Cordova Academy?

1.6. Significance of the study

Since organizations and businesses are striving to be more competitive, leadership has become increasingly important. Leadership is a critical management role that aids in maximizing efficiency and achieving organization objectives (Imen, 2013).

Not only leadership but also competent leadership is required to understand, formulate and implement the most suitable change for organizations. It is also very crucial to understand what is the relation between successful organizational change management and leadership styles. These facts forced the researcher devote on this area to have better understanding of the area and will help him learn how to translate the theories to practice. The study organization will also be benefited from the research findings that will help them to enhance the journey to successful change management. This study will be an input for further research in this specific area.

1.7. Scope of the study/ delimitation of the study

As the structure of the company reveals, there are twenty-five supervisory level executives. From them, eight are board of directors, eight are school principals and their vices, that the researcher believed that this organization is best suited to conduct the study. However, due to constraints on time and other resources needed to do the research, will limit the study to be conducted in one organization that in turn limits the applicability of the findings to other organizations.

Even if there are two dozens of leadership styles as already stated in literature and each style differs completely from others and has dissimilar submission including in health, commerce , the public sectors and others (Mansaray, 2019) this study is concerned on only transformational, transactional and laissez-faire leadership styles because now a days, these leadership styles have considered as prototypes of leadership.

1.8. Definition of terms

Organizational change

The concept of organizational change now a day become the concern of many theorists and academicians that we could find different definitions on it. An attempt or series of attempts to change an organization's structure, goals, technology, or work task is referred to as organizational change. Change is an important aspect of any organization's strategy. (Eleni, 2016).

Organizational change management

Organizational change management is defined as the process of continuously renewing an organization's direction, structure, and capabilities in order to meet the ever-changing needs of the external and internal environment. It is a subset of organizational development. (Homestein, 2014)

Leadership

Leadership is a critical management role that aids in the achievement of company objectives. Position, personality, responsibility, influence process, instrument to achieve aim, and behavior have all been used to describe leadership. (Al-Hilali, 2012).

1.9. Organization of the study

Adopting the most frequently used format, this research will comprises five chapters including the introduction chapter discussed above. Chapter two will be on theoretical and empirical literature review. Research methodologies will be discussed on chapter three. In chapter four data presentation, analysis and interpretation will be detailed. The last chapter is about summary, conclusion and recommendations.

Chapter Two

Review of related literature

2.1. General Introduction

Rowley, et. al 2004, reveals that literature review needs to evaluate different types of sources including professional journal articles, books and web based resources. Thus, the review will include theoretical insights and past empirical findings on research question raised, methodological constructions and theories.

2.2. Theoretical literature review

2.1.1. Organizational change

Change

As cited by Aravopoulou (2016), Stickland (1998) said that the notion change is multidimensional with several meanings. It refers to concepts like transformation, development, regeneration and the like. Change could happen in individual, group, organization, industry and society level. Moreover, its dimension could be from small to large, of course the focus of this research will be change on organizational level.

Organizational change

Since we are now in an era where organizational transformation is common, the globalized economy is creating both more hazards and opportunities for everyone, forcing firms to make dramatic improvements that no one is resistant to is crucial and is important to instill the belief

that organizations with infrequent and incremental change will not survive at all. Companies selling in small geographic regions even feel the Effect of globalization (Kotter, 2012).

Now a day, due to the pace of global, economic and technological development, change is certain feature in organization's life. The context of change might be internal (from resistance to readiness) and external (from stability to turbulence) (Aravopoulou, et. al. 2016).

Organizational change is an important concept that has been attracting researchers' attention and it is very critical for augmenting and improving organizational effectiveness in turn to ensure organizational growth.

Change could happen in any organization or be planned by its members. Usually the planned change is initiated and implemented by managers (Cummings and Worley, 2015).

According to (Proeh, 2001), there are three kinds of organizational changes which are; developmental change that consists of adjustments in the current operations or improvement in the process, skills or methods which are currently not fulfilling the standards, transitional change that is by leaving the old way and implementing new ideas and transformational change which involves major shifting in the structure, system or strategy.

There are three main challenges leaders face in the process of organizational change, which are changes in structure, technology and people. To mean by structural change is change in structural component and design, by technology mean work processes, methods and equipment's, by people mean attitudes, perception expectation and individual and group behavior (Nizharadze, 2020). As Burnes (1996) said, understanding organizational culture, strategies, structures and people in the organization can facilitate or hinder organizational change.

An organization is an open system comprising of two opposing forces that are driving forces that encourages change and restraining forces that resists change. Organizational change happens when

the driving forces are stronger than the restraining forces (Lewin, 1951). He also claimed that by simultaneous occurrence of both driving forces and restraining forces operating within any field, the people maintain status quo or equilibrium. Making the force field analysis help leaders and managers determine which force is strong and once the stronger force is decided, they come to an effective decision for change. Similarly, if restraint forces are discovered, various ways for managing them may be considered. Once the feasibility of change is decided, it is possible to initiate and establish any change with planned change model developed by the same author Lewin.

Lewin's planned change model

We could found in (Cumming, 2015) that there are three theories of changing known as Lewin's planned change model, the action research model and the positive model. The Lewin's planned change model as he is considered the father of change process (Marquis, 2009), is chosen in this study. This model as detailed by (Cummings, 2015, et.al) consists of three stages of change process.

1. **Unfreezing.** This stage focuses on changing the behavior of people by unfreezing the existing situation or status quo. This is to generate awareness of the need for change and to motivate people in order to prepare them for the change. The objective here is to add new forces to direct behavior away from the status quo and remove some restraining forces that preserve the current behavior (Ramanathan, 2009). Unfreezing is sometimes come to happen by introducing information that shows inconsistencies between behaviors preferred by organization members and those currently exhibited behaviors which is known as the process of "psychological disconfirmation" (cummings, 2015, et.al).

2. **Moving.** The second stage involves changing what needs to be changed to shift the behavior of the organization, department or individuals to a new level (Cummings, 2015, et.al).

To achieve this, a conscience view and clearly distinguishing the gap between the current state and the new state are needed. The actions that can help in making the change include identifying with a new role model or mentor and scanning the environment for new appropriate information (Ramanathan, 2009, et. al).

3. **Refreezing.** This phase deals with sustaining the change after it has been implemented in order for the new behaviors to become rooted in the organization, a new concept of self-identity has to be developed and new interpersonal relationships need to be established (Ramanathan, 2009, et. al). According to (Cummings, 2015, et.al) this step is believed to help stabilize the organization at a new state of equilibrium. It is frequently accomplished using supporting mechanisms that strengthen the new organizational state, like that of organizational culture, rewards and structures. Lewin's planned change model gives a general framework for understanding organizational change. Due to the fact that the three change steps are relatively broad, there have been substantial effort to elaborate them. Lippitt, Watson and Westley arranged Lewin's model in to seven steps: scouting, entry, diagnosis (unfreezing), planning, action (moving), stabilization and evaluation and termination (refreezing). Kotter's eight-stage process can also be mapped on to Lewin's three phases: establishing a sense of urgency, creating the guiding coalition, developing a vision and strategy and communicating the change vision (unfreezing); empowering broad based action, generating short term wins (moving); and consolidating gains and producing more change and anchoring new approaches in the culture (refreezing) (cummings, 2015, et.al). Because of this fact, the study will focus on Lewin's change model in analyzing the change situation.

Organizational change elements

To manage a change event successfully regardless of how spontaneous or planned it may be, the leader need to understand the basic elements of change which are described as the object of change

(what is going to be changed) and the methods of change (Connor and Lake, 1988). Regarding organizational change elements or objects, there are different literatures stating different elements of organizational change. Strategy, culture, structure and people are change objects for (Hootegem, 2019), for (Conner, et. al. 1988) people, process, strategy and culture are the objects of organizational change. Others like (Nizharadze, 2020) preferred structure, people and technology. The four objects, structure, strategy, culture and people, which are most common in different literatures, will be the concern of this paper.

Structure

The term refers to the hierarchy within an organization in which job, department and function are defined. Structural change involves major shifts in the management hierarchy, team organization and the responsibilities attributed to different departments, employees or teams. For example, when two enterprises are merged and one takes over the other, we could say that there is a major structural change (Sharma, 2020).

Strategy

Minor modifications to existing tools or policies will influence the organization but couldn't completely redefine a business. Change in strategy means doing some serious planning to transform a company and result in large-scale type of organizational change. This could be happened by introducing new technology, updating the mission and by training employees and developing new skills for them (Sharma, et. al 2020).

Culture

Culture refers to the prevalent beliefs, values and attitudes that portray a firm and guide its practices. Any change in these areas is called cultural change that in turn can have an intense Effect on every aspect of the organization (Sulkowski, 2012).

People

People refers to the actors whether individuals or groups in an organization, their attitudes, expectations, perceptions and the behavior they exhibit in their interaction with each other (Nizharadze et. al. 2020). Individuals behavioral change happens by learning new knowledge, skills and attitudes of employees (Pullen, 1993)

Organizational change management

Organizational change management, according to Johnson (2021), is a planned organizational-wide effort to improve individual and organizational effectiveness using behavioral science expertise.

According to (Homestein, 2014), change is an ever-present component of organizational existence, both at the operational and strategic levels. As a result, there should be no doubt about how critical it is for any company to be able to recognize where it needs to go in the future and how to manage the changes that will be required to get there. He also believes that Organizational change management is becoming a highly required managerial competence due to its importance in this fast changing environment.

Organizational change management aims to mitigate the negative consequences of any general, structural changes in a company. Organizational change management, in particular, works on both the micro and macro levels. Whether it is demanding employees to learn new skills, reallocating goals and duties, or investing in new tools or software, the top-down approach to change management is used in the organizational change management process Johnson, et. al (2021).

2.1.2. Leadership style

Leadership

Despite the recognition of the importance of the field leadership, there is no universal consensus on a common definition of leadership. leadership is a complex construct open to subjective interpretation and the way in which leadership is defined and understood is strongly influenced by once theoretical stand (Bolden, 2004).

Leadership is a process that incorporates influence, occurs in a group setting, and involves achieving objectives. Northouse (2016) highlighted these four leadership themes.. Based on these themes, leadership in recent times is defined as “a process whereby an individual influences a group of individuals to achieve a common goal” (Northouse, 20016, p 3).

Leadership styles

Leadership has over two dozen different styles and each style differs completely from the other also has dissimilar fields of submission in health, commerce, the public sector and others (Mansaray, 2019). In this study the three leadership styles: transformational leadership, transactional leadership and laissez-faire leadership styles which are considered as prototypes of leadership are focused.

Transformational leadership

Transformational leadership is generally considered to be the important text in the field of leadership study. Transforming leadership is normative in the sense that it prescribes how leaders ought to behave. Many scholars (bass, 1998, Judge and Bono, 2000 and Gardner, 2000) said that transformational leadership has received the more study in the organizational science literature than all other leadership theories for the last two decades.

James MacGregor Burns was the first to put forward the concept of ‘transforming leadership’ which is a “relationship of mutual stimulation and elevation that convert followers to leaders and may convert leaders to moral agents” (Burns, 1978). At the heart of this approach is an emphasis on the leader’s ability to motivate and empower his/her followers and the moral dimensions of the leadership.

Burn’s idea was subsequently developed into the concept of ‘transformational leadership’ where the leader transforms followers. To mean by transformational leadership is to change the basic values, beliefs and attitudes of followers so that they will be willing to perform beyond the minimum levels specified by the organization by articulating a vision, fostering the acceptance of group goals, and providing individualized support (Voet, 2013).

The goal of transformational leadership is to literally ‘transform’ people and organizations – to change their minds and hearts; to broaden vision, insight, and understanding; to clarify purposes; to align behavior with beliefs, principles, and values; and to bring about changes that are permanent, self-perpetuating, and momentum building.” (Bass and Avolio, 1994)

Transforming leadership thus aims to move beyond people’s wants and desires, thereby engaging their real needs and values. The ultimate test of moral leadership is its ability to rise above the demands of a diverse set of daily wants, needs, and expectations. Transforming leadership passes this test (Burns, 1978). Transforming leaders promote real moral maturity that morally responsible leadership transforms individuals to make their good consistent with the good of the group.

Hicks and Price, 1999 seriously criticized transforming leadership as it has a collectivist nature. They said that this form of leadership fails to show sufficient respect for the existing motivational and moral states of individual followers. Specifically, critics claim that transformational leadership ignores the moral importance of follower dissent. Some of Burns’ supporters will be unconvinced

by the benefits of specific ends-values or the "higher" motivation and moral states that he promotes. But, (Keeley 1995: 77) asked that "If not all social participants have the same goals, if transformational leaders are not able to persuade everyone to voluntarily accept a common vision, what is the likely status of people who prefer their own goals and visions?"

Defenders of transforming leadership argue that we can draw upon its rich resources to respond this sort of critique. The strength of transforming leadership is precisely in its faithfulness to 'the supremacy of follower's interests', a commitment that encourages leaders to find 'a common interest among relevant stakeholders' (Wren, 1998, 163-4).

In organizational context, there are four components of transformational leadership which are identified by Bass named as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (yolk, 2002). Transformational leadership style is based on motivating others to do more than was expected by displaying these behaviors (Avolio, 2004, et al.)

1. Idealized influence: this behavior represents the leader's charisma that forced followers to respect, trust and hold confidence in their leader. Leaders quality of instilling pride in others for being associated with him (Avolio, 2004, et al.) This leadership behavior represents the leader's charismatic behavior in which he or she serves as a strong role model for followers and reflects their values by demonstrating high standards of ethical and moral conduct Hilali, 2012 et al.
2. Inspirational Motivation: This leadership behavior involves communicating high standards with emotional appeal and providing followers with meaningful and challenging work. Talk optimistically about the future is a sample item suggested by (Avolio, 2004 et al.)

3. Intellectual stimulation: this leadership behavior involves questioning assumptions, reframing difficulties and approach old situations in fresh ways to inspire followers to be imaginative and creative. (Avolio, 2004 et al.)
4. Individualized consideration: in this leadership behavior, the leader recognizes the difference in followers and treats them as individuals, considering each as having different needs and abilities. “Spend time teaching and coaching” (Avolio, 2004 et al.)

These behaviors could be described in short as follows:

1. Idealized influence
 - Strong role model
 - Make others want to follow his vision
2. Inspirational motivation
 - Communicates high expectation
 - Uses emotional appeal
3. Intellectual stimulation
 - Encourages followers to think of new methods to tackle challenges.
 - Facilitates personal learning and development
4. Individualized consideration
 - Pays attention to individuals needs
 - Assign meaningful projects to help followers grow personally and professionally

Transactional leadership

Transactional leadership is defined as a cost benefit analysis between a leader and followers. (Kuhnert and Lewins 1987). The exchange is something of value between what the leader possess and what the followers desire in return for their services. (Yukl and Van Fleet 1992).

Transactional leadership is defined as the first form of interaction between leaders and followers (Burns, 1978). The polar opposite of transactional leadership is transformational leadership. It happens when a person initiates contact with others with the intention of exchanging valuable items. Usually, leaders reach followers with the intention of exchanging one thing for another (Burns et al, 1978). This leadership approach is criticized that it does not attempt to push the relation beyond bargaining, contracts and exchanges.

A side from an emphasis on transformational leadership, which is characterized by inspirational motivation, idealized influence, intellectual stimulation and individual consideration, transactional leadership is distinguished by three key features.

1. Contingent reward: this behavior is the degree to which the leader sets up constructive transactions or exchanges with followers. The leader using this dimension clarifies expectations and establishes the rewards for meeting these expectations.
2. Active management by exception: it is to represent the behavior that occurs when something goes wrong and the leader intervenes to correct it (Bass et. Al. 1985). Here, active leaders keep a close eye on their followers' conduct, predict problems, and intervene before they become serious problems. (Northouse, et al. 2004)
3. Passive management by exception: when something goes wrong and the leader get involved to make corrections this behavior occurs like that of the above (Bass et. al. 1985). However, the difference here is that the passive leaders as usual don't act before the problem created.

The active form of management seeks for deviations, whereas the passive form waits for issues to arise. (Hater and Bass 1988).

Transactional leaders dictate what their followers should do in order to achieve their common goals, whereas inspiring, stimulating followers is the behavior of transformational leaders to go beyond their self-interest and to motivate and guide them to the benefits of the team, organization and larger community (Bass et. al. 1994).

Critics might object that insofar as transformational leaders prioritize these so-called higher order goals, they are predetermining the followers' moral choice.

Transactional leaders demonstrate effective leadership characteristics related to the abilities helping to get results and solve problems with the help of controlling structures and processes within the boundaries of the organization. Conciliation for this type of leadership style is very crucial to formulate and maintain contracts. It is mandatory the exchange to be come about successfully based on effective communication skills. From the leaders side, clear and defined job description is expected. From the followers or subordinates side result and fulfilment of the leader's need must be achieved.

Transactional leaders are able to; clearly describe what they expect from their subordinates, demonstrate how to succeed on such expectations, indicating the criteria of evaluating performance, providing feedback, allocating rewards for those who meet the goals (Bass, 1974).

The theory related to transactional and leader-follower exchange represents critical step beyond the leader-oriented approaches that focuses mostly on the leader's action and attitudes (Green 1977), studies how a more positive exchange between leader and follower characterized as a true partnership with a large degree of freedom for the subordinate generates higher satisfaction, reduced turnover and produced greater identification with organization.

The limits of transactional leadership hinge on the behaviorist assumption that a 'rational person' is largely motivated by money and simple rewards, and hence his behavior is predictable. In

practice, this assumption often ignores complex emotional factors and social values present in work environments and interpersonal relationships. For example, transactional leadership may operate successfully in a work environment where leader's and workers' personalities are compatible, but it could result in conflict between task-oriented and person-oriented personalities. Transactional leadership works well in a supply and demand situation of much employment, coupled with the effects of deeper needs, but it may be insufficient when the demand for a skill exceeds the supply. Transactional leadership behavior is used to one degree or another by most leaders. However, it can be quite limiting if it is the only leadership style used. As the old saying goes, 'if the only tool in your toolbox is a hammer... you will perceive every problem as a nail'. (Marturano and Gosling, 2008)

Today, most leaders would agree that material rewards and fear of punishment might not be the best approach to motivate their workers. Because transactional leadership encourages specific exchanges and a close connection between goals and rewards, workers are not motivated to give anything beyond what is clearly specified in their contract.

Transformational vs transactional leadership

The distinction between transactional and transformational is commonly emphasized in leadership studies. In spite of the fact that transformational leadership theories have been a popular topic in leadership literature, transactional leadership constitutes a foundation for it and the two approaches are not necessarily in opposition to one another (Northouse 2004; Tracy and Hinkin 1998). Nonetheless, most advocates of the distinction persist in describing leaders as one or the other. While transactional leaders motivate followers to comply with the leader's request and organizational role through an exchange process, transformational leaders motivate followers by encouraging them to transcend their self-interests for the sake of the organization and shared goals.

Transactional and transformational leadership are not two opposite ends of the spectrum but are two separate concepts however the best leaders are both transformational and transactional (Bass, et. al. 1985).

Transformational leadership	Transactional leadership
<ul style="list-style-type: none"> • Builds on man's need for meaning • Is pre-occupied with purposes, values, morals and ethics • Transcends daily affairs • Is oriented towards long term goals without compromising human values and principles • Focuses more on mission and strategies • 'selling' style • Releases human potential – identifying and developing new talent • Design and redesign job to make them meaningful and challenging • Align internal structures and systems to reinforce overarching values and goals • Builds on man's need to get a job done and make a living 	<ul style="list-style-type: none"> • Is pre-occupied with power and position, politics and perks • Is mired in daily affairs • Is short termed and hard data oriented • Focuses on tactical issues • 'telling' style • Relies on human relations to lubricate human interactions • Follows and fulfils role expectations by striving to work effectively with current systems • Supports structures and systems that reinforce the bottom-line, maximize efficiency and guarantee short term prof

Figure 1 A comparison of transformational and transactional leadership (Covey, 1992)

Laissez-faire

Laissez-faire leadership is believed to be the avoidance or absence of leadership. Laissez-faire leaders are different and have a 'hands-off' approach toward the workers and their performance. These leaders, unlike most transactional leadership approaches, ignore the needs of others, do not respond to problems or do not monitor performance. Leaders who score high on laissez-faire leadership avoid making decisions, hesitate in taking action and are absent when needed. Although laissez-faire leadership bears some resemblance to passive form of management by exception, researchers have argued that laissez-faire leadership should be treated separately from the other

transactional dimensions because it represents the absence of any leadership (transformational or transactional (Avolio 1999; Bass 1998).

The Multifactor Leadership Questionnaire (MLQ) developed by Bass is the most commonly used instrument to measure an individual's transformational, transactional and laissez-faire leadership styles (Avolio et al. (1999). Although individual leaders exhibit tendencies toward transactional or transformational leadership styles, most leaders show characteristics of both styles. While transformational leadership motivates subordinates through a shared vision and responsibility, transactional leadership motivates followers by appealing to their self-interests. Its principles are to motivate by the exchange process.

2.1.3. The role of leadership styles on organizational change management

Leadership styles, traits approaches and strategies are the starting point of the organizational change process. It is so important in affecting the management capacity by designing different systems in the organization. Therefore, it is extremely important for a leader to monitor and evaluate the contingency factors working in the internal and external environment in order to come up with organizational change management (Lewis, 2007).

Any company is directly affected by styles of a leadership on the organizational change management. Leaders have power to observe the performance of the organization at different levels like teams, groups communities, programs, societies and even worldwide that they are expected to behave accordingly to make the change happen in the organization (House et. Al. (2004). This study will focus on the Effect of leadership styles on organizational change management in Cordova academy.

2.2. Empirical literature review

Different studies have been conducted regarding the relation between leadership styles and organizational change management (Voet, 2013, Al-Hilali, 2012, Naeem and Yasir, 2014, Hopkins 2007, Howarth and Rafferty, 2008, Khan, 2016, Long and Mao, 2008). However, the results of these studies are not consistent as presented in the following paragraphs. Thus, the role of this study will be comparing these researches with the reality in the study organization, affirming which finding of these studies is most frequently supported.

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

(Voet, et. al. (2014) conducted a study to assess to what extent employee willingness to change is explained by transformational leadership and different change approaches in public organizations. His study examined to what extent these relationships are affected by the bureaucratic organizational structures that normally characterizes public organizations. The results indicate that transformational leadership behavior of direct supervisors contributes little to planned process of change but transformational leadership style is important in emergent process of change in non-bureaucratic context. Even if his study on change management mostly emphasizes the leadership of senior managers, the leadership role of direct supervisors should not be ignored during organizational change in organizations.

The other important empirical study done by (Long et. al., 2008) with the aim of testing the influence of leadership style on organizational change management resulting in that transformational leadership and transactional leadership were positively related with

organizational change management. In this study transformational leadership behavior were associated with lower employee distrust about organizational change that transformational leadership can reduce employees' resistance to organizational change by creating congruence between employees' interest with organizational vision. Transformational leadership also has active Effect on organizational change management by providing clarity of desired outcomes, recognizing accomplishments and rewarding high performance. In this empirical study, both of the two leadership styles are effective to Chinese enterprise reform while transformational leadership has stronger influence on achieving organizational goal than transactional leadership. Comparing with other leadership styles, laissez-faire leadership style is lowest in influencing organizational change.

2.3. Conceptual frame work

This conceptual framework is developed based on different literatures of related studies. Theories of leadership by of (Bass and Avolio (1998) and Lewin's organizational change model which are discussed above in detail were amongst the researches which this model is developed regarding the Effect of leadership styles on organizational change management.

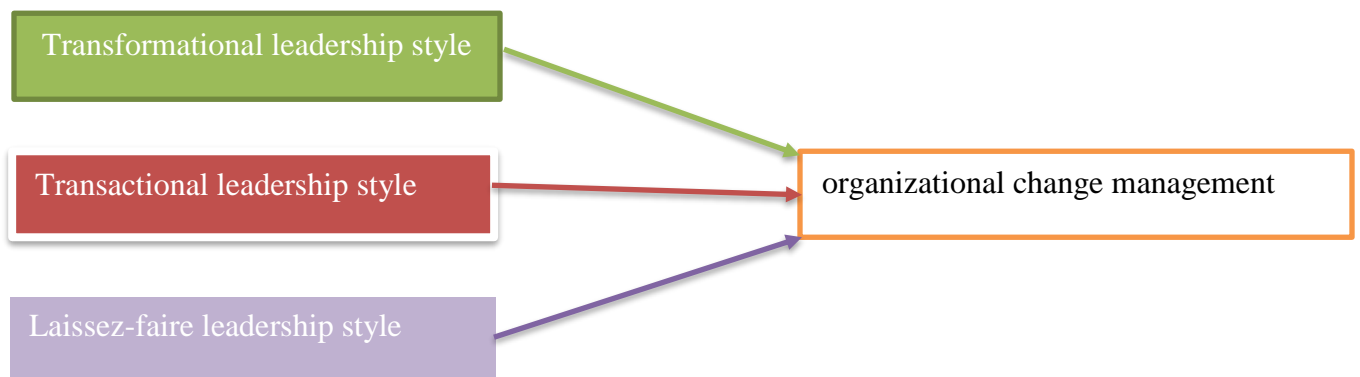


Figure 2 conceptual frame work

Source: Developed by the researcher

From the above model regression equation will be:

$$OCM = B_0 + B_1TLS + B_2TRL + B_3LLS + E$$

Where:

OCM = organizational change management

TLS = transformational leadership style

TRL = transactional leadership style

LLS = laissez-faire leadership style

E = the error term

Chapter Three

Research Methodology

3.1. General Introduction

The procedures or strategies used to find, select, process, and analyze information about a topic are referred to as research methodology. The methodology portion of a research article allows the reader to critically examine the study's overall validity and dependability. Two major questions are addressed in the methodology section: How was the information gathered or generated? What method was used to examine it?

3.2. Research design and approach

Since the aim of this study is to ascertain the association between leadership styles (the independent variable) and organizational change management (dependent variable) (Mohammed, Denu and Ensermu, 2014), explanatory research design is used. This way the problem statement is addressed.

This study is to show the Effect of leadership styles on organizational change management that it based quantitative research approach. This is because the so called a systematic empirical analysis observable factors using statistical and computational techniques, quantitative research approach minimizes subjectivity of the conclusions (Creswell, 2003).

3.3. Population and sample

Table 1 J. Carvalho sample size determination table

Source: J. Carvalho (1984)

Population-Size	Low Sample Size	Medium Sample size	High Sample Size
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

In the study organization, there are 270 employees who all are permanently employed. From the population, 155 are male and the rest 115 are females. The study will consider all of these employees. Taking the main objective of the research in to consideration, a random sampling method was chosen in that the possibility of getting equal chance to be included in the sample is for every employee.

From the following Carvalho's table our population falls in the third row that we have three sample options. Considering the time constraint and to manage the data collected easily the medium one which is 32 and additional 3 for contingency, a total of 35 people were selected.

3.4. Data source

There are two types of data needed to be used in this study. The secondary data, that are already available i.e., the data already collected and analyzed by other researchers. The researcher compiled different data by doing related literature reviews. The instrument used to collect the primary data was questionnaire. The questionnaire was sent to the selected employee of Cordova Academy via electronic mail to fill their response and return it back again through mail and part of the respondents who were present at the company have addressed with hard copy and filled back. From the total of 35 respondents, 13 of them were filled the data online and 22 of them did it using hard copy.

3.5. Measurement and Data collection

In this study, aims to examine the Effect of leadership styles on organizational change management using questionnaire. The questionnaire was separated in to three parts. The first part covers the demographic characteristics of participants, in the second part, items to measure the three leadership styles were included and the last part consists of items measuring organizational change management.

The multifactor leadership questionnaire (MLQ) developed by Bass and Avolio (1997) was adopted to measure leadership styles. To measure the organizational change management, the questionnaire developed by (sterling and Selesnick 1988) to measure organizational change management is directly used.

All questions in the questionnaire were closed ended and the Likert-scale was used to determine the level of agreement as illustrated in the following tables.

Table 2 questions related to variables

SN	Variable	No of questions
1	Transformational leadership style	16
2	Transactional leadership style	12
3	Laissez-faire leadership style	4
4	Organizational change management	21

Table 3 The five point Likert-scale

1	2	3	4	5
Strongly disagree	disagree	Neutral	Agree	Strongly agree

3.6. Validity and reliability

Validity refers to how well a measurement is found and how closely it matches the real world. Validity is determined by the content validity of the instrument's ability to measure what is planned to be evaluated, correspondingly the degree to which the instrument is associated with the other variables, as predicted by some justifications or theories. This study attempted to address validity by reviewing the earlier studies and adopting instruments used by different literatures.

3.7. Reliability

Reliability is the overall consistency of a measure. These measurements are regarded to be reliable if they consistently generate similar results. It is a feature of a collection of test scores that refers to the degree of random error from the measurement method that could be embedded in the result. Cronbach Alpha was used to examine the internal stability or consistency of the test to see how well it measures. The reliability coefficient is a number that ranges from 0 to 1. It is deemed to have very good reliability that if reliability coefficient is greater than 0.80 (Zach, 2021); if it is less

than 0.50, it is not considered a very trustworthy test. All of the Cronbach's alpha values in the table below are very near to one, indicating a very good reliability test.

Table 4 Summary of scale and Cronbach's alpha values

SN	Variable of the study	No items	Cronbach's alpha value
1	Laisses-faire leadership style	4	0.812
2	Transformational leadership style	16	0.927
3	Transactional leadership style	12	0.841
4	Organizational change management	21	0.951

Source: own survey 2021

3.8. Method of data analysis

Data analysis and interpretation was done by the software program called (SPSS). The regression analysis method to identify the relationship among leadership styles and organizational change management was used.

3.9. Ethical issues

In this study, the researcher was governed by the general rules of research ethics. Before distributing the research instrument, the researcher requested the company and its employees who were selected to respond were requested to provide information voluntarily with prior communication about the purpose of the study and convinced on the confidentiality of the information of the company and the respondents. Moreover, considering the rules of the university is also was the guiding principle in the process of the study. The study was conducted on the basis of objective judgment.

Chapter four

Data Presentation, Analysis and interpretation

4.1. Introduction

The purpose of this study was to look in to the Effect of leadership styles on organizational change management taking Cordova academy as a case. The study was conducted with a total of 35 questionnaires distributed to the company's employees. All of them were returned and used for further analysis. The statistical analysis was conducted by using SPSS version 20. After the classification and organization of data, in order to achieve the study objective, the statistical analysis of mean, standard deviation, correlation, multi-collinearity test, and regression has done.

4.2. Demographic Background of Respondents

Some background information like that of demographic data is useful to make the analysis more meaningful for readers. Hence, demographic background of respondents is presented hereunder.

Table 5 Background of Respondents

		Frequency	Percent	Cumulative percent
Gender	Male	19	54.3	54.3
	Female	16	45.7	100.0
	Total	35	100.0	
Age	20-25	12	34.3	34.3
	26-30	15	42.9	77.1
	31-40	6	17.1	94.3
	41-50	2	5.7	100.0
	Total	35	100.0	
Marital Status	single	14	40.0	40.0

	married	21	60.0	100.0
	Total	35	100.0	
Level of Education	diploma	4	11.4	11.4
	degree	25	71.4	82.9
	masters	6	17.1	100.0
	Total	35	100.0	
Total Year of experience	1-5	22	62.9	62.9
	6-20	10	28.6	91.4
	10 and above	3	8.6	100.0
	Total	35	100.0	

Source: own survey 2021

From the above table we can see that male respondents take 54.3% share of the total and female 45.7%. The gap between the two is very close.

We can see that 26-30 represents the dominant age group followed by 20-25 as far as age is concerned. We can realize that 77.1% of the respondents are below 30 years old and this reveals that most of the employees are young, energetic and believed to open to new ideas that in turn helps to facilitate organizational change management.

According to the table put above, married employees are 60%, 40% are single and there are no widowed or divorced employees.

The above table reveals that 11.4% of respondents got diploma, 71.4 of them are with bachelor degree and 17.1 of the holds master's degree and above in Cordova academy

Regarding the work experience of respondents, 62.9% Of them were from 1-5 years, 28.6% of them were between 6 to 10 years and only 8.6% of them were 10 years and more.

4.3. Descriptive Statistics of leadership styles

The descriptive statistic results of the three leadership styles are reported in this section. There were four elements describing transformational leadership styles, three elements describing transactional leadership styles having four items for each, and Laissez-faire leadership style with another four items. The findings of the three leadership styles, as well as their characteristics, are presented in the table below. To determine the extent to which the immediate supervisors of Cordova academy employees these three leadership styles, the mean and standard deviation representing the maximum and minimum are conducted. The scale used in the statement was 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree. The researcher based criterion-referenced scale definitions for rating scales to describe the data collected and analyze the software outcome

Table 6 Criterion referenced scale definition

Mean Rating	Respondents Level of scale	Description of respond frequency
1.00-1.49	Not at all	Very low
1.5-2.49	Once in a while	Low
2.5-3.49	Sometimes	Medium
3.5-4.49	Fairley often	High
4.5-5.00	Frequently if not always	Very high

Based on the table above the researcher discussed the findings of the determinants of organizational change management providing criterion-referenced definition of each criterion-referenced scale

Table 7 descriptive statistics of leadership styles

Statistics											
		TRANSFORMATIONAL LEADERSHIP STYLE	II	IM	IS	IC	TRANSACTIIONAL LEADERSHIP STYLE	CR	ME A	ME P	Laissez-faire leadership style
N	Valid	35	35	35	35	35	35	35	35	35	35
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		4.0196	4.0929	3.9643	3.9643	4.0571	3.8048	4.0857	3.7143	3.6143	3.2143
Std. Deviation		.67020	.74282	.80473	.71266	.79309	.56985	.73500	.75766	.74593	1.09669
Minimum		1.63	1.50	1.50	2.25	1.25	2.42	2.00	1.50	1.50	1.00
maximum		4.81	5.00	5.00	5.00	5.00	4.67	5.00	5.00	4.75	5.00

From the above table we can realize that the prevalent leadership style, which is currently exhibited by Cordova academy leaders, is transformational leadership style (TLS) with the highest mean score of 4.0196. Here the idealized influence, which is the component of transformational leadership style highest mean score of 4.0929, is practiced as perceived by the employees. Since the result is more than 4 which is leveled as “agree”, we can say that most employees agree that their immediate supervisors exhibit transformational leadership style. The next leadership style

exhibited in this company is transactional leadership with the average mean score of 3.8048 that is not far from the level so called “agree”. However, the laisses-faire leadership style scored average mean of 3.2143 that it is also exhibited moderately by supervisory level executives. Average mean scores of the three leadership styles revealed that all types of leadership styles are exercised while they differ in extent in Cordova academy.

4.4. Descriptive Statistics of organizational change management

Descriptive statistics (mean and standard deviation) for organizational change management with 21 items were also calculated. The replies ranged from strongly disagree to strongly agree on a Likert-scale, and the mean score, standard deviation, mean, and variance were computed also.

Table 8 Descriptive Statistics on Organizational Change

Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Organizational change management	35	1.86	4.95	3.9265	.68242
Valid N	35				
Missing	0				

Source: own survey 2021

From the above table we can see that the average mean for organizational change management is 3.9265 that most employees agree that their company is able to manage organizational changes effectively.

4.5. Correlation Analysis

A correlation is a statistic that evaluates the intensity or degree of a presumed linear relationship between two or more independent and dependent variables, or a test that examines the interdependency of the variables (Bartz, 1999 and Nardi, 2003).

Pearson correlation, which evaluates a link between two or more interval variables, was employed in this investigation. The sample correlation coefficient, abbreviated as r , measures the strength of the linear relationship between the variables and runs from -1 to +1. If $r=-1$, the variables have a perfectly negative correlation; if $r=0$, the variables have no association; and if $r=1$, the variables have a perfectly positive link. The table below shows the relationship between the three leadership styles which are independent variables and the organizational change management that is dependent variable.

Table 9 Correlation between Leadership and Organizational change

		Laissez-faire leadership style	Transformational leadership style	Transactional leadership style	Organizational change management
Laissez-faire leadership style	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	35			
Transformational leadership style	Pearson Correlation	.002	1		

	Sig. (2-tailed)	.990			
	N	35	35		
Transactional leadership style	Pearson Correlation	.589**	.511**	1	
	Sig. (2-tailed)	.000	.002		
	N	35	35	35	
Organizational change management	Pearson Correlation	.264	.748**	.591**	1
	Sig. (2-tailed)	.125	.000	.000	
	N	35	35	35	35

Source: own survey 2021

The correlation between the dependent variable, Organizational change, and the independent factors is shown in the table above. The relationship between each dependent and independent variable is described here, as it was assessed in a two-tailed Pearson's correlation study. The correlation coefficient (r) is regarded as low when it ranges from .10 to .29, it can be considered as moderate when it ranges from .30 to .49 and it reveals high degree of correlation when it ranges from .50 to 1.00 (Chee, 2015).

Pearson correlation coefficient for transformational leadership is 0.748 and it is at the 0.01 confidence interval level. That indicates there is statistically significant (0.01 confidence intervals) relationship between transformational leadership style and organizational change management. Pearson correlation coefficient 0.748 that falls between 0.5-1.00 ranges reveals there is a high degree of correlation between transformational leadership style and organizational change management.

For transactional leadership styles, the Pearson correlation coefficient is 0.591 and also is at the 0.01 confidence interval level. That indicates there is statistically significant (0.01 confidence intervals) relationship between transactional leadership style and organizational change management. Since the result of Pearson correlation coefficient for transactional leadership style is above 0.5, there is also a high degree of correlation between transactional leadership style and organizational change management.

For laissez-faire leadership styles, the Pearson correlation coefficient is 0.264 and it is not at the 0.01 confidence interval level or 0.05 confidence interval level. That indicates there is a positive but weak relationship between laissez-faire leadership style and organizational change management and insignificant at both 0.01 and 0.05 confidence interval level.

4.6. Regression analysis

Regression analysis was conducted to see if the different leadership styles; transformational, transactional, and laissez-faire, have relationships with the dependent variable organizational change management (Chrisos, 2018).

4.6.1. Multi co-linearity test

It is necessary to carefully evaluate the model's validity before estimating it. As a result, a multi co-linearity test was conducted as required. The variance inflation factor (VIF) and tolerance are used to check for multi-co-linearity. A series multi co-linearity problem occurs when a variable's VIF surpasses 5 (Potters, 2021).

Table 6 Result of Multi co-linearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Laissez-faire leadership style	.533	1.877
	Transformational leadership style	.602	1.661
	Transactional leadership style	.393	2.541
a. Dependent Variable: Organizational change management			

Source: own survey 2021

The table above reveals that laissez-faire leadership style has a value of (.533 tolerance and 1.887 VIF), transformational leadership style has a value of (.602 tolerance and 1.661 VIF), transactional leadership style has a value of (0.393 tolerance and 2.541 VIF). From the results, we can conclude that there is no multi co-linearity problem because the all values of tolerance are greater than 0.1 and all values of VIF are also less than 5. Thus, in this study multi co-linearity is not an issue.

4.6.2. Multiple regression analysis

The Effect of the independent variables; transformational, transactional and laissez-faire leadership styles on the dependent variable; organizational change management was measured using multiple regression analyses. The results of the regression are presented in the table below.

Table 7 Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.798a	.636	.601	.43114	.636	18.061	3	31	.000
a. Predictors: (Constant), TRL, TLS, LLS									

Coefficient of regression commonly known as R^2 , estimates the amount of variance in a dependent variable that can be explained by the independent variables.

The above table displays the results of various regressions. The coefficient of determination, or R Square, is 0.636. This equates to 63.6% percent of the total. As a result, the independent variables transformational leadership, transactional leadership and laissez-faire may predict 63.6 percent of the difference in organizational change management. Hence, in Cordova academy leadership styles have 63.6% influence on organizational change management. The remaining 36.4% of the variation on organizational change management is explained by other factors. Thus, we can say

that leadership styles have highly considerable Effect on organizational change management in Cordova academy.

4.6.3. ANOVA Table

Our sample data give adequate evidence to infer that our regression model fits the data better than the model with no independent variable if the p-value is less than the significance level. Likewise, the larger f value that is bigger than F critical value means there significant in regression model also. Our ANNOVA table below displays that F value is 18.061 that is greater than the critical F value of 3.16. This reveals us the joint effect of all independent variables together Effect the organizational change management in Cordova academy.

Table 8 ANNOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.071	3	3.357	18.061	.000b
	Residual	5.762	31	.186		
	Total	15.834	34			

a. Dependent Variable: OCM

b. Predictors: (Constant), TRL, TLS, LLS

4.6.4. Coefficients

The unstandardized beta coefficient tells us the unique contributions of each factor to the model. A high beta value and a low p-value (<0.05) imply that the predictor variable contributed statistically to the model in a significant way while small beta value and high p-value (>5) imply that the predictor variable has insignificant contribution to the model (Tyagi, 2020).

Table 9 coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.162	.546		.297	.768
	laissez-faire leadership style	.113	.092	.181	1.221	.231
	transformational leadership style	.689	.142	.677	4.846	.000
	transactional leadership style	.166	.207	.139	.803	.428

a. Dependent Variable: OCM

In the above table, coefficients indicate that transformational leadership style has significant Effect to organizational change management of Cordova academy with 95% confidence level because its p-value is 0.000. but the other two leadership styles; transactional and laissez-faire have no significant Effect to organizational change management since their p-values are 0.428 and 0.231 respectively which are greater than the significant level 0.05.

Overall, the transformational leadership style had the highest Effect on overall organizational change management, with a standard beta of 0.677, making it the dominant leadership style. In

other words, variance in transformational leadership styles accounts for 67.7% of the change management in in Cordova academy. Therefore, the model is going to be:

$$\text{OCM} = 0.162 + 0.113\text{LLS} + 0.689\text{TLS} + 0.166\text{TRL} + e$$

Where:

OCM= organizational change management

LLS= laissez-faire leadership

TLS= transformational leadership style

TRL= transactional leadership style

Chapter Five

Summary, Conclusion and Recommendation

5.1. Summary of findings

The outcome of descriptive statistics above reveals that, among the three types of leadership styles analyzed, the transformational leadership style is currently the most prevalent in Cordova academy. Furthermore, most respondents of Cordova academy believed that their company is effective in managing change.

The correlation analysis that shows the relationship between variables also computed and the results display that all leadership styles (independent variables) have positive relationship with organizational change management. But the relationship between laissez-faire leadership and organizational change management is weak while the relationship between transformational leadership style and organizational change management is highly significant.

The outcome of the multi co-linearity test indicates that the independent variables and the dependent variable have a linear relationship. The computation in the preceding chapter reveals that there is no multi co-linearity problem between the variables.

To see if the three leadership styles had an Effect on organizational change management, the researcher used multiple linear regression analysis. The adjusted R square is 0.601, indicating that 60.1 % of the variation in organizational change management is explained by the three types of leadership styles (Transformational, Transactional, and Laissez-faire leadership styles) with $p=0.000$ indicating a highly significant regression model.

The results of the multiple linear regression analysis show that transformational leadership has a significant Effect on organizational change management. If supervisors use a transformational leadership style, Cordova academy would succeed in organizational change management. Furthermore, transformational leadership is the most prevalent leadership style in the academy. The Effect of transactional leadership and laissez-faire leadership styles on organizational change management, on the other hand, is negligible.

5.2. Conclusion

The main objective of this research was to test the Effect of leadership styles on organizational change management in Cordova academy.

The research also aimed to determine which leadership style is more prevalent and how the three leadership styles affects organizational change management. From this study, we can conclude that what should be the leaders and supervisors attention to be paid off is transformational leadership practice that in turn they would significantly Effect organizational change management. The findings of the study reached its conclusion that there is a significant, strong and positive relationship between transformational leadership style and organizational change management in Cordova academy. That means, the success of organizational change management is highly influenced by the transformational leadership style. Hence, whenever the leaders exhibit transformational leadership style factors, he or she will be effective in managing a change processed in their company.

The other two leadership styles; transactional and laissez-faire are positively related to organizational change management but not much significant. This might happen because transactional leaders operate according to specified modes of operation and are more concerned

with guaranteeing continuity in day to day operations, ensuring smooth operations by putting in place systems and processes focusing on meeting set targets. Such leaders are capable of enforcing discipline, formulating and implementing regulations and motivating outstanding performance through reward and incentive systems. However, the employees in Cordova academy are expected to be rational and curious people to accept this way of management. The other reason could be that in this company, the culture might not support autonomy to value creative viewpoints and prioritize personal growth for employees to accept laissez-faire leadership style.

5.3. Recommendations

Leaders need to exhibit best suited leadership style on their subordinates that in order to come up with effective change management in their company. The researcher made the following recommendations for future improvement based on the data analyzed:

- As a crucial approach for any future change management process, senior management should consider improving leadership practice among supervisors in Cordova academy.
- To improve transformational leadership among middle and lower-level executives in the company, serious and effective policies should be developed and implemented as it is highly influencing the organization's change management. Those policies should help the leaders encourage, inspire and motivate employees to innovate and create change that will help the company to grow and shape the future of the company.

Recommendation for further research

The researcher like to recommend organizational development practitioners for the future to assess the real Effect of different leadership styles on organizational change management effectiveness in a wide-range empirical investigation with both qualitatively and quantitatively.

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Appendix A: Questionnaires Distributed for employees of Cordova Academy

Addis Ababa University

School of Commerce

Department of Business leadership

Questionnaire to be filled by employees of Cordova Academy

Dear respondent: I am graduate student of master of business leadership (MBL). This questionnaire is prepared to collect relevant data for the research project titled “The Effect Of Leadership Styles On Organizational Change: the case of Cordova Academy”. The study is conducted for academic purpose that is for partial fulfillment of the requirements of the master of business leadership. Hence your response will be kept confidential. The soundness and validity of findings will depend on your honest and careful responses that the researcher would like to express his gratitude for your willingness and responsiveness in filing out the questionnaire. Thank you in advance for your cooperation.

Section one: general background information.

Instructions: please put a tick “✓” sign next to your choice.

1. Gender:

male female

2. Age:

20-25 26-30 31- 40 41-50 > 50

3. Marital status

Single Married divorced Widowed

4. Level of education

Diploma degree masters Above Masters

5. Total year of experience in this company.

1-5 6-10 10 and above

Section two: questions to test leadership styles

The following statements are designed to help the respondent to assess his perceptions of his immediate supervisor’s leadership style. Please select your appropriate level of agreement from the given five point Likert scale shown hereunder

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

SN	Transformational leadership	1	2	3	4	5
I. Idealized influence						
1	Instills pride in me for being associated with him or her					
2	Goes beyond self-interest for the good of the group					
3	Acts in ways that build respect					
4	Displays a sense of power and confidence					
II. Inspirational motivation						
1	Talks optimistically about the future					
2	Talks enthusiastically about what needs to be accomplished					
3	Articulates a compelling vision for the future					
4	Express confidence that goals will be achieved					
III. Intellectual stimulation						

1	Reexamine the appropriateness of critical assumptions					
2	Seeks differing perspectives when solving problems					
3	Get others to look at problems from many different angles					
4	Suggests new ways looking at how to complete assignments					
IV. Individual consideration						
1	Spend time teaching and coaching					
2	Treats others as individuals rather than just a group member					
3	Considers an individual's needs, abilities and aspiration					
4	Helps me to develop my strength					
1 Transactional leadership						
I. Contingent reward						
1	Provides others with assistance in exchange for their effort					
2	Discuss terms for who is responsible for achieving goals					
3	Discusses incentives for achieving performance goals					
4	Expresses satisfaction when others meet expectations					
II. Management by exception(active)						
1	Focuses attention on irregularities, mistakes, exceptions and deviations from the standard					
2	Concentrates his/her attention on dealing with mistakes, complaints and failures					
3	Keeps track of all mistakes					
4	Directs his/her attention toward failures to meet standards					
III. Management by exception (passive)						

1	Fails to interfere until problems become serious					
2	Waits for things go wrong before taking actions					
3	Shows that he/she is a firm believer of “ if it ain’t broke, don’t fix it up”					
4	Demonstrates that problems must become chronic before taking action					
Laissez-faire						
1	Avoids getting involved when important issues arise					
2	Is absent when needed					
3	Avoids making decisions					
4	Delays responding to urgent questions					

Section three: questions to test organizational change management

Our organization		1	2	3	4	5
1	examines external trends, issues and problems confronting the organization					
2	identifies and discusses actual or potential crises or major opportunities					
3	establishes an increased sense of urgency around needed change					
4	puts together a group with enough power to lead the change					
5	gets the group to work together effectively as a team					
6	creates a vision and strategy to help guide the change effort					
7	ensures that it is a shared vision and strategy					

8	continuously uses every available vehicle to communicate the new vision and strategy					
9	has the leadership team role-model the behavior expected of employees					
10	eliminates obstacles to the planned change					
11	modifies systems or structures that undermine the change vision					
12	encourages reasonable risk-taking and non-traditional ideas and actions					
13	focuses on results rather than activities					
14	plans for visible short-term improvements in performance (quick “wins”)					
15	visibly recognizes and rewards people who make the wins possible					
16	monitors and adjusts strategies in response to problems in the change process					
17	aligns all policies, systems, structures and practices to fit each other and the change vision					
18	hires, promotes and develops people who can implement the change vision					
19	reinvigorates the change process through new projects, themes and change agents					
20	articulates the connection between new behaviors and organizational success					

21	creates processes to ensure leadership development and succession					
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