

LEADERSHIP AND CHANGE MANAGEMENT**Mrs. Swati Deshpande**

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ABSTRACT

This paper talks about the concept of change and how it brings a fresh way of thinking and a new environment within an organization. However, people often resist change. They may not accept it, and at times, they may even oppose it. Because of this, it is very important to manage change at the right time to bring meaningful improvements to the organization. Organizational change is a necessity today, and it is essential for organizations to stay relevant and survive. The process of bringing about change requires strong and skilled leadership. Leaders must be able to see the best possible future for the organization and handle the change in the most suitable way. Managing change involves careful planning and thoughtful execution, and it is also crucial to consult with and involve those who are affected by the changes. Leaders have a duty to help people accept change by explaining its purpose, its goals, and how individuals can respond to it based on their own circumstances and abilities. Leaders cannot force change; instead, they must support people and teams in finding their own solutions and responses. This support comes through guidance and encouragement from the leaders and executives. Change management has three main areas: adapting to change, controlling change, and making change happen. When change is put into action, the most important factor is the leader's ability. In an organization where people trust the leaders, employees expect them to provide direction and guidance on many matters.

Keywords: Organisation, Leader, resist, Planning, Change Management.

INTRODUCTION

Change management involves using a structured process and tools to help people or groups move from their current situation to a future one, so that a desired result is achieved. When change management is handled effectively, people feel involved in the process and work together towards a shared goal, leading to successful change projects that deliver results. It is a methodical way to address change, looking at both the organization as a whole and individual experiences. Change management has three main areas: adapting to change, controlling change, and making change happen. A forward-thinking approach is essential for all three. When change is applied, specially the leader must have capacity to lead his employees. In an organization where people trust their leaders, employees look to them for guidance. During times of major change, employees expect good planning, confident decision-making, and timely, complete communication. They also see leadership as supportive and caring, while understanding that some tough choices are necessary. Trust between leaders and the team is crucial. This trust gives hope for a better future, making it easier to deal with major changes. The fast pace of changes in the global economy and technology has forced financial institutions to rethink and redesign how they operate to cut costs and serve customers better. The organization being studied, as a financial institution, has been adjusting to these changes in its market. In response to shifting business conditions, the company made a big change in its business model, focusing more on the customer. The primary aim of any type of organization is to make apply change is usually to increase performance. However, the reasons for ongoing change in present business world are varied, with factors like mergers, downsizing, and acquisitions pushing organizations to evolve. These changes often create anxiety among employees, leading to resistance and a feeling of uncertainty.

OBJECTIVES OF THE STUDY

1. To analyse, frame and execute the useful options for changes in organisation.
2. To explain necessity of leadership quality to apply in the organisation.
3. To conduct identification process for finding out the leadership quality.
4. To study of successful organisations after implementation of changes respectively.

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LITERATURE REVIEW

Change is now a regular part of life for organizations, employees, and managers. With changes happening faster than ever before, managers need to be able to spot, deal with, and make the most of these changes. Change is not just logical but also emotional. As a leader driving change, it's important to focus on the human side of it because individuals are the key players in the area of intellectual capital. Organizational change is a complex and long-term process. Change management is really important because it helps shape how an organization moves from where it is now to where it wants to be. It serves as a link between different parts of the change process, sets priorities and timelines, assigns responsibilities, and creates systems for reviewing and revising as needed. For a successful change management process, proper planning is essential. Planning for change should start well in advance and involve consultation. Organizations aim for stability but also need to evolve in response to a constantly changing environment. Change may be necessary for survival, but changes that challenge a company's values and culture can be seen as unfair by employees. Therefore, it's important for organizations to align their change efforts with their vision and long-term goals. Factors like market competition, government rules, and environmental pressures often push companies to change. Even though many strategies are suggested, change initiatives still fail a lot. For change to work, both the organization and its employees must be ready to accept it. Employee readiness to change is a key factor in avoiding failure. The speed at which an organization learns and adapts in a dynamic environment can greatly increase its chances of survival. Communication plays a key role in reducing resistance to change. When employees transition, they need to be told about the impact of change on their current roles, how it fits with the organization's values, and how it will benefit both the company and its staff. A lack of communication is often the main reason for change failures. Van den Heuvel et al. (2014) point out that when change threatens employee's sense of identity within the organization, it can lead to failure. This idea is called organizational identification and is important in how employees respond to change. Organizational leaders have a big role to play during change, especially when dealing with external pressures. The failure of organizational change can happen in various ways, ranging from small mistakes to major breakdowns or large-scale failures from transformational strategies or errors during slow changes. This leadership style builds trust and teamwork, making it especially good in environments where collaboration and employee development are important. Through their actions, servant leaders create a sense of community and shared purpose, helping employees feel more connected to the organization's mission and values.

In contrast, transformational leadership focuses on inspiring employees to go beyond their own expectations and strive for better performance. Transformational leaders are known for encouraging creativity and innovation within their teams. This type of leadership is especially good at finding new opportunities for growth and helping organizations build their core strengths to stay competitive in a fast-changing market. A leader is someone who has the authority or power to control a group and get them organized to achieve a specific task or goal. A leader has a clear vision for the organization's well-being and its development. Leadership is the quality of a leader that helps them guide the team or group. Leadership includes six basic personality traits: self-confidence, ambition, drive and persistence, realism, openness to new ideas, a desire to learn, creativity, fairness, and dedication. Involving team members in decision-making is also part of leadership. Even after implementing change, the leader's responsibility doesn't end. Change is a constant, and it's easy to predict. However, in business, it's essential for organizations to develop a change management approach that helps them handle both expected and unexpected changes. This way, they can face any challenges head-on and not be thrown off by whatever changes occur. States that there are four basic definitions for change management. The link between leadership style and employee performance has been widely studied, with evidence showing that transformational leadership is especially effective in improving employee performance. This is because transformational leaders create an environment where employees feel motivated and empowered to go beyond their job expectations. Unlike transactional leadership, which focuses on watching employee behaviour and rewarding based on performance, transformational leadership inspires employees to aim for higher goals and accept challenges that lead to innovation and progress. The transformational approach encourages intrinsic motivation to perform better, as employees are inspired by their leader's vision and commitment to personal growth. While transactional leadership centres on the exchange of rewards for performance, it plays an important role in organizations that require structure, discipline, and clear performance expectations. Transactional leaders focus on monitoring and correcting employee behaviour, using rewards or punishments

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based on performance. Though this style can maintain order and productivity, it may not be as effective in environments where creativity, innovation, and employee engagement are key drivers of success.

METHODOLOGY

This study used a qualitative research method, which involved conducting semi-structured, in-depth telephone interviews with participants. This approach allowed the researcher to ask follow-up questions, which helped collect detailed and meaningful information. The study was exploratory, meaning it aimed to gain a deeper understanding of the topic being studied. Saunders et al. (2016) mention that exploratory studies are especially useful when there isn't much existing knowledge about a subject, helping researchers discover new ideas and develop a more complete understanding of the issue. These types of studies often use multiple methods, like interviews and reviewing existing literature, to explore a topic in depth. In this case, open-ended questions were used to uncover hidden issues and provide a better understanding of the topic. As per the references, exploratory research usually involves asking broad, open-ended questions that let participants share their personal views and experiences, offering the researcher a detailed insight into the research problem. For choosing participants, the researcher used purposive homogeneous sampling, which is a method that focuses on selecting individuals who share specific characteristics relevant to the study's goals. The participants were department heads who were actively involved in leadership during organizational change. This ensured that the study included people directly involved in leading and managing change processes, providing valuable insights into the research topic. Data was collected through telephone interviews, which were recorded to ensure accuracy and later transcribed for analysis. In addition to the recordings, the researcher took notes during the interviews to capture non-verbal communication and other relevant details. This method helped collect comprehensive and organized data, making sure the findings were both reliable and rich in content.

FINDINGS

The study highlights how communication is key to making organizational change work. Although planning and execution are important, most of the people involved in the study said that clear communication, especially explaining why change is happening, is vital for cutting down resistance and getting employees on board. One participant, Respondent A, talked about how the company makes sure employees understand the reasons for change, which helps them feel less worried and more willing to support the change. The research also showed that the organization uses an open-door policy, allowing communication to flow both from management to employees and from employees to management. This helps employees share their thoughts and give feedback on the change efforts. This way of communicating shows that leadership values keeping employees involved and informed as the change happens. Most participants said meetings both official and casual were the main way changes were shared. They also noted that casual conversations were important for building understanding and lowering resistance. The study also found that leaders play a big part in making sure the change is carried out properly. Louw and Venter (2013) back this up by saying leaders are responsible for making sure strategies are implemented correctly. Good leadership means turning big goals into tasks that employees can follow. Also, leaders need to be active in keeping employees motivated and committed during the change.

CONCLUSIONS

In today's quick-moving and highly competitive world, change is a constant. Companies need to keep up with these changes to stay ahead and focus on their customers. The biggest challenge when trying to make changes is getting people on board and ready to carry them out. Strong leadership is essential to bring energy back to an organization and help it adjust to new situations. Major changes in a company are usually led by top management, but any employee can start a change or help make it work. The research shows that leadership is very important for managing change well. Good leadership isn't just helpful. It is necessary to make sure change efforts are planned, carried out, and kept going. Important leadership traits that help in managing change include good communication, strong support from management, being committed to the process, setting clear and inspiring goals, and leading by example. These qualities were found to be very important in making change efforts successful in the organization studied. The study also shows that the organization knows how important leadership and communication are in dealing with change. A big part of this is using WhatsApp as a way to communicate, which helps with meetings and discussions in a way that includes everyone. The open-door policy and the chance for employees to give feedback through both formal and informal channels help build a strong sense of involvement and dedication to change. This kind of communication not only keeps employees

informed but also lowers resistance by giving them a chance to share their thoughts and feel valued. In the digital era, leaders must be able to handle both the technical parts of change and the cultural and organizational changes that come with it. Leaders need to keep up with new technology and develop skills to lead in a digital world. This includes teaching employees' digital skills so they can handle new tasks, processes, and challenges that come with digital transformation. In short, the study shows that leadership and communication are key for making change work. While the organization studied has shown a commitment to involving employees in the change process through inclusive communication, it's recommended to use more digital tools and keep improving the skills of both leaders and staff. This will help the organization be ready for future changes and technology, building a culture of being flexible, innovative, and strong in the face of ongoing change.

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