Perceived Change Leadership: Employees vs. Directors

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Abstract—**Nowadays with the very tight competition, every organization must survive and adapt with the change happens in the environment. However, not every organizational change program was successful; researches showed that there is even more than 50% organizational change not succeeded. The role of leaders in the success of organizational change is very significant. However, the research's result about the part of the leader in a commitment to change is still not consistent, some of the studies stated that there is a direct impact and others are not. To further identify the role of leader and found the specific characteristics of change leader that is expected by the employees, as well as by the perceptions of the directors, grounded research conducted to identify the concept of perceived change leadership. In this regard what did employees think about the characteristics of change leadership that need to be there to develop the positive reaction toward change? This study is conducted using a qualitative approach, with 32 participants from two groups (employees and Directors), using focus group discussion and in-depth interview for data collections. Research showed that there are 4 (four) types of roles of change leader namely: (a) change pioneer; (b) change enabler; (c) caretaker and (d) coach. However, the characteristics behavior from each group is slightly different.**

Keywords—*change leadership, organizational change, qualitative, perceived change, leadership behavior.*

I. INTRODUCTION

Organizations face several challenges to be more responsive to the needs, both external and internal needs of the organization. Therefore, organizations should increase their organizational innovativeness to remain competitive [1] as well as to achieve the success in organizational change. Consequently, a leader as a change agent is essential to lead, direct and manage the change process. The impact of corporate leaders has attracted attention from organizational researchers , Creswell in [2] and previous researches always mention that leader is vital on the success and failure of organizational change, Olssen in [3] and lack of proper leadership often results in weak or no motivation of employees to perform their tasks in an innovative and effective manner. Leader as a change agent is very critical in leading the organizational change. On the other hand, change leadership could not directly influence on people's commitment to change [4]. Regardless the pro and contra about the direct impact of change leader on people's commitment to change, to date, characteristics of successful change leadership not explicitly stated and defined. In this regard, although the terminology of change leader was frequently used, however, research about change leadership is still insufficient. The objective of this research is to develop a model for change leadership. Specifically, the study seeks to answer the following questions: What is the profile of change leadership (perceived change leadership, both from the perception of employees and directors)?

A. Organizational Change

People and organizations have to face changes, in this regard; organizations are created and developed on an assumption of continuity, to continue surviving, and to last [5]. Organizational change is the movement of an organization away from its present state and toward some desired future state to increase its effectiveness [6]. Leaders face an incredibly dynamic environment where change still a constant issue. To deal with change, followers must share willing to commit themselves to accomplish the leader's direction [7]. Leadership behavior is characterized as task-oriented, relationship-oriented or change-oriented [8]. First, task-oriented leaders are concerned with getting the job done through the effective management of work routines, i.e., clarifying, monitoring and short-term planning. Task-oriented behaviors may seem contradictory to creativity in research where members need autonomy and, to a great extent, self-manage according to group goals. Second, relationship-oriented leadership is concerned with supporting, developing, consulting, recognizing and empowering followers. Such a leadership style may seem suitable for stimulating creativity in research groups. Third, leaders who promote change in their organizations are capable of encouraging creativity and innovation [3].

B. Change Leadership

The effects of transformational and change leadership on employees' commitment to change. They contended that future research should look at the linkage between other leadership theories and change success when employees make decisions about how hard they will work to implement a change [9]. The leadership and organizational change literature by exploring the relationship between manager's leadership competencies and the likelihood they will emphasize the different activities involved with effective change implementation. For future research, they suggested an examination of the relationship between other leadership competencies and change agents' likelihood to underscore different activities involved with planned organizational change [10].

C. Leadership in Indonesia

The prototypical "good leader" will not offend or embarrass others but will maintain respect and interact with

others in a culturally sensitive manner (simpatico). Compliments, feedback, and criticism are usually directed at the group; personal criticism is not conveyed openly but may be directed at the individual after the workday is over. Charisma is necessary for top-level managers in Indonesia, who represent a symbol of respected authority [11]. The primary functions of senior management in Indonesia include establishing an overall theme, developing strategy, and engaging in high-level external relations [12].

D. Leadership Behavior during Organizational Change

Six patterns of leadership behavior as follows: (a) Director; which is the characteristics of directive style in clarifying performance expectations and assigning tasks) (b) Navigator; leaders are more navigators than controllers (c) Caretaker; as changes are severely constrained by external stressors consequently leaders become more caretakers shepherding the organization along as best they can. (d) Coach; charisma-inspiring and developing confidence among followers, setting challenging goals, and encouraging high expectations. (e) Interpreter, asking for suggestions and obtaining information from subordinates for important decisions. and (f) Nurturer, the nurturing image to managing change assumes that even small changes may have a significant impact on an organization, and managers are not able to control the outcome of these changes nurturing the organizations, facilitating organizational qualities that enable positive self-organizing to occur [13].

The rest of this paper is organized as follow: Section II describes the proposed methodology. Section III presents the obtained results and following by discussion. Finally Section IV concludes this work.

II. METHODOLOGY

The research participants consist of two groups, the first Group is the Director group, which consists of HR Directors and CEO, as they usually are the one who act and understand the role of change leader. The criteria are as follows: (a) at present hold a position of HR Director or CEO; (b) permanent employees; (c) minimum two years working as an HR Director/CEO; (d) minimum educational level is bachelor degree and (e) the organization that they work have been conducted organizational change, Meanwhile, respondents from the employees have almost the same criteria as follows: (a) permanent employee; (b) minimum two years as employee in the organization; (c) minimum education is bachelor degree; and (d) the organization that they work have been conducted organizational change.

Respondents are chosen using purposive random sampling both for the two groups (the directors and the employees). The participants are collected from all over Indonesia (Jakarta and other big cities in Indonesia for the employees) and Jabodetabek (Jakarta, Bogor, Depok Tanggerang, Bekasi) area for the Director group. The planning numbers of respondents from each group was 30 respondents. However, due to some reasons only 32 respondents that show up for this research (25 from employees and seven from the Directors).

This research used analysis of qualitative data by Focus Group Discussion (FGD) and in-depth Interview. FGD in this study aims to deepen the understanding of the culture in each country and its relation to personal leadership during organizational change. In this research the FGD was conducted three (3) times consist each 8, 8 and 9 participants for each group. The FGD of nine (9) participants were conducted at Yogyakarta, consisted Manager and General Managers from all over Indonesia. The other two groups were conducted in Jakarta, Bogor, Depok, Tangerang, and Bekasi. Meanwhile, for the Director group the data were collected using in-depth interview. This study utilized a qualitative grounded theory design to examine the perception of change leadership from both respondents from two groups. The study examined participants' perspectives on change leadership, what is the characteristics of change leadership, and how these characteristics are similar/different between the two groups. The research strategies consist of (1) In-depth literature review, a literature review discusses information in a particular subject area, (2) In-depth interviews, and (3) focus group discussions/meetings were held in the participating groups.

Data analyzed using qualitative analysis. For the grounded theory study, a start list of codes was not generated and instead assigned once the data was collected and examined in context. Qualitative study, there are e three core elements of qualitative data analysis namely: (a) Reducing the data into meaningful segments and assigning names for the sections, (b) combining the codes into broader categories or themes, and (c) displaying and making comparisons in the data graphs, tables, and charts5. Meanwhile, there are types of codes: descriptive, interpretive, and pattern, implying that coding can occur with different levels of analysis, it substances ranging from descriptive to the inferential. Whereas first level coding summarizes segments of data, pattern coding helps "reduce large amounts of data into smaller analytic units"13.

III. RESULT AND DISCUSSION
This section presents the results obtained and following by discussion.

A. Result

There are two types of respondents (a) directors, consists of CEO and HR Directors as Change Leader in the organization, and (b) employees, consists of staffs up to General Manager from various type of industries. The profile of these participants was described in Table I as follows:

TABLE I. PROFILE OF DIRECTORS

No	Position	Organization
1.	HR Director	Multi National Beverage Industries (FMCG)
2.	HR Director	National Bank
3.	HR Director	International NGO
4.	HR Director	Multi National Bank
5.	HR Director	State Owned Insurance
6.	HR Director	Multi National Beverage Industries (FMCG)
7.	Director/CEO	HR & Organization Consulting

The seven directors above are the respondents that participate in in-depth interview about change leader, the role, functions and characteristics, are shown in Table II.

TABLE II. PROFILE OF EMPLOYEES (FGD MEMBERS)

No.	Position	Organization
1	People development	IT
2	Recruitment specialist	Private company
3	Communication staff	State owned enterprise
4	Program Director	Private company
5	Procurement SCM contract	Oil & gas
6	Division head	Government institution
7	HSE Coordinator	Private company
8	Assistant manager	Private company
9	Officer	Educational Institution
10	Recruiter	Private company
11	HR Specialist	Private company
12	Recruitment consultant	Private company
13	Senior consultant	Private company
14	Education staff	Government institution
15	HSE Coordinator	Private company
16	Recruitment specialist	Private company
17	Information system specialist	Private company
18	Sales training team leader	Private company
19	GM Learning development	Private company
20	Human capital manager	Drilling services of oil and gas
21	HR Specialist	State-owned institution
22	Manager	Law Office Consultant
23	Senior staff	Private company
24	Recruitment	HR Consultant
25.	GM HR Management	Fashion Industries

a. The perceptions of change leader by the directors

There are four perceptions of change leader characteristics in Indonesia, namely: as (1) change pioneer; (2) change enabler; (3) caretaker; (4) evaluator; and (5) coach. The followings are the description of each style as follows:

a) As a change pioneer

As a change pioneers, change leader should have the willingness to change, have a good vision, and clear objectives and targets that are going to achieve. Change leader should clarify the goals and objectives of the change process. Change leader should also be an agile person easy to adapt the changes, and ready to change according to the demands of the environments.

b) As a change enabler

Related to change enabler, respondents said that "change leader must have strategic, well designed and initiative plan." Moreover, respondent adds that "change leader must design an action plan for the change process which includes mentoring approach". As a change enabler, change leader leads and direct the change process. Respondents said that "change leader should drive the compelling reason for the change and organize the guiding team and sustain change initiative." Change leader must have commitment and conduct as an agent of change; change leader must conduct change arrangement, decision, and communication. Change leader also make difficult decisions and communicate the vision. Respondent agreed that "a change leader should have the ability to communicate the need for change and be able to influence the people." Besides that, the respondent agreed that "change leader needs to address all issues or concerns by giving priority to the vital role. Change leader should facilitate change in the organization." Last, respondents said, "change leader resolves concerns related to change through effective and efficient processes, honest, open communication and well-designed plans."

c) As a caretaker

A change leader as a caretaker should have the behavior that cater feeling of the employees during the process of change. As during the change process, many factors can be harmful to some people that will make them feel threatened, stress and depression. These behaviors such as: open to feedback, good with people's and social skills, as well as willing to listen are necessary for change leader.

d) As an evaluator

To make sure that organizational change runs smoothly, change leader must conduct a comprehensive study, monitoring, and evaluation, and conduct restructuration, consolidation if necessary.

e) As a couch

As a coach, at first change leader must act as a role model for all employees related to change. By being a role model, they also should have a good personality such as: enable to balance life, having good IQ and EQ, have emotional maturity, adaptability, resilient, persistent and commitment. Change leader also should be able to create a trusting environment and empowering their subordinates.
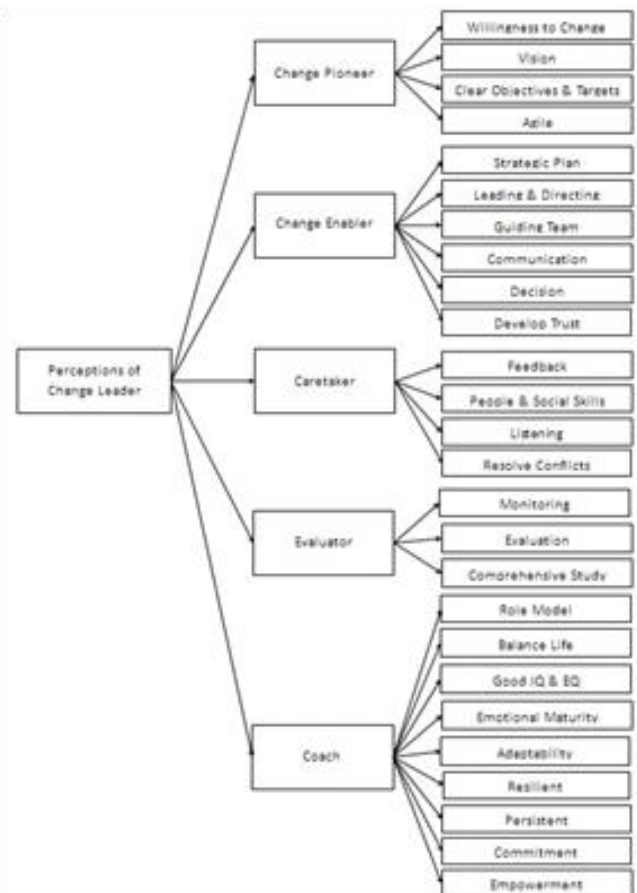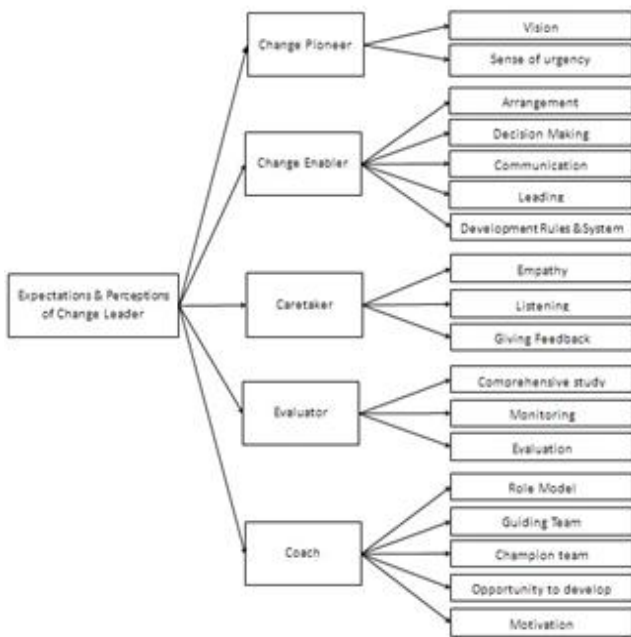

Fig. 1. Change Leader perception

Fig. 2. The expectations of Change Leader

As a conclusion, Figures 1 and 2 show the perception and expectation of change leader characteristics by the perceptions of the Directors and the employees.

B. Discussion

Research showed that there are five types of change leader that is expected to perform as well as perceived by both the employees and directors namely: (a) change pioneer; (b) change enabler; (c) caretaker; (d) evaluator; and (e) coach. These 5 (five) types are found in two groups. However, there are slightly different behaviors comprises between the two groups, especially in coach behaviors. At the director's profile, the coach is primarily connected with the personal characteristics of a change leader. In comparison of the types and roles of change leader, there is a slight difference in the types of leader16. There are six types of change leaders, and there is no discussion about the personal characteristic of change leader but only discussing about the role of change leader in the organizational change [13]. Meanwhile, change leader has three roles, namely socialization, implementation and monitoring & evaluation1. In this study those three roles have also found, and in addition to that there are two additional roles which have not mentioned previous research, namely role as a coach and as a caretaker.

On the other hand, given the high failure rates for successful change implementation Herold in [14] the potential for increasing success rates justified the research efforts. Examining how leaders of large organizations affect change implementation, which are intertwined in a culture that promotes selfless service and mission first attitudes, provided valuable data on effective change implementation. Aligning people towards common goals and empowering them to take the actions needed to reach them [15] and characterize leadership as inspiring and mobilizing others to

achieve purposeful change. There is a high positive correlation between task-oriented leadership behaviors and overall change success [16]. It implies that a balance of both task-oriented and people-oriented leadership behaviors are required for successful change initiatives.

There are some limitations of this research namely: research has only a limited number of respondents especially the director position; the majority of the respondents were supervisor up, and only a limited number of respondents were staffs; and the number of distributing for each role were not the same. Based on these limitations, there are some suggestions for future research as follows: (1) Comparison of further analysis of organizational change implementation that includes data from all tiers within the organization, and differing biographical data for participants, each of which will be explored in more detail. (2) In this study, the majority the participants are men, because the ratio of men to women leader, however it may also be helpful to examine the role of gender in their role as a change leader, and (3) This research has already found the model, next stage is developing concept more thoroughly followed by the details of behavior, and the tolls to measure it.

IV. CONCLUSIONS

Research showed that there are five types of change leader that is expected to perform as well as perceived by both the employees and directors namely: (a) change pioneer; (b) change enabler; (c) caretaker; (d) evaluator; and e) coach. These 5 (five) types are found in two groups. However, there are slightly different behaviors comprises between the two groups, especially in coach behaviors. At the directors' profile, a coach is mostly connected with the personal characteristics of a change leader.

This grounded theory study sought to understand the process and experience of leaders in the successful implementation of organizational change management. It is anticipated that the research will contribute to the body of knowledge on leadership for effective change management. By understanding what leads to successful change implementation, leaders can take measures to ensure higher success rates for achieving organizational change initiatives.

Through conducting this research, insights were gained as to how leaders can more effectively manage the change processes in their organizations. The research contributes the body of knowledge on leadership for effective change management, by providing practical guidelines that will help leaders implement strategies to achieve higher rates of success in accomplishing organizational change objectives. The completed research is expected to contribute to the body of knowledge on leadership for effective change management. By understanding what leads to successful change implementation, superiors and leaders are enable to measure to ensure higher success rates for achieving organizational change. By conducting the research, recommendations have emerged as to how leaders can more effectively manage the change processes within their organizations. The study contributes theories on leadership for effective change management, by providing practical guidelines that will help leaders implement strategies to achieve a higher rate of success in achieving organizational change objectives.

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