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RESEARCH ARTICLE

THE ROLE OF LEADERSHIP FOR MODERN ORGANIZATIONAL CHANGES

Sukhumpong Channuwong¹, Kirati Wongsutthirat³, Teeradej Snongtaweeporn³, Darunya Patcharapitayanon⁴, Boonyabaramsee Sawangwong⁵, Panisara Suebchaiwang⁶, Parkpoom Niamsri⁷, Wannee Benjawatanapon⁸ and Rapassa ROUNG-ONNAM⁹

1. Faculty of Liberal Arts, Krirk University, Thailand.
2. B.T.Y. Development Company Limited, Thailand.
3. Faculty of Business Administration, North Bangkok University, Thailand.
4. Manager, DigiworldPatana Company Limited, Bangkok, Thailand.
5. Faculty of Humanities and Social Sciences, Kamphaeng Phet Rajabhat University, Thailand.
6. Asian Engineering Consultants Corporation Limited, Thailand.
7. Faculty of Liberal Arts, Krirk University, Thailand.
8. Faculty of Liberal Arts, Krirk University, Thailand.
9. Faculty of Business Administration, North Bangkok University, Thailand.

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Abstract

People have been seeking for more knowledge and technic about how to become an effective leader because they believe that leadership is a way to improve their work performance and drive an organization to be successful. Therefore, how leaders present themselves to others, influence and motivate the others to follow their vision and strategy is the most important role of leaders. At the same time, business companies want individuals who have "leadership ability" because they believe these individuals provide special assets to their organization, as such, leaders are necessary in each organization as they can give directions, and visions, and then motivate and lead people within the organization to achieve the same goals and purposes. This paper presents the meaning of leadership, the role of leadership, changing organizational culture and developing organizational strategies.

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Introduction:-

The rapid change of the world in terms of technology, society, culture and life style of the people requires leaders who do not merely "manage change," but use it to create competitive advantage to their organization (Channuwong, 2018; Wisamitanan et al., 2017). When things change, leadership style, organizational structure, vision and strategy must be changed to cope with those changes. Philip and Robert (2000) stated that an organizational change means changing corporate culture to focus on giving service to better and faster the needs of the customers, consumers, or the public. Like individuals, organizations whose cultures are flexible and adaptive usually outperform their counterparts. Individuals can be trained to move toward a culture of continuous change, but the organization's way of doing things must also continuously reaffirm this norm of human behavior.

Leadership approaches are things leaders do to bring change in a group or in the organization. As we are doing business with human investment, leaders are most important people to encourage followers to think critically,

Corresponding Author:- Dr. Teeradej Snongtaweeporn

Address:- Faculty of Business Administration, North Bangkok University, Thailand.

analytically, and creatively, and to develop new, update, and important ideas, knowledge and skills to followers. Leaders must consist of special traits and perspectives that can motivate followers to change their old background ideas and accept the new one. Leaders must have not only the ability to change the perspective of employees, but also to motivate employees within the organization to work for achieving organizational goals and objectives.

The Meaning of Leadership

Bass (1990) and Fleishman (1991) defined leadership as the focus of group processes. This perspective illustrates that a leader is at the center of group change and activity and embodies the will of the group. Bryman (1992) stated that leadership is a combination of special traits or characteristics such as physical factor, personality feature and ability characteristics that individuals possess and that enable them to induce others to accomplish tasks. Many individuals believe that leadership is a way to improve how they present themselves to the others. Business corporations want individuals who have “leadership abilities” because they believe these individuals provide special assets to their organizations.

Leadership has been defined in terms of the power relationship that exists between leaders and followers. This perspective illustrates that leaders have power and wield it to effect change in others. Leadership is an instrument of goal achievement in helping group members achieve their goals and meet their needs. This view includes leadership that transforms followers through vision setting, role modeling, and individualized attention (Peter, 2001). Despite the multitude of ways that leadership has been conceptualized, several components can be identified as central to the phenomenon of leadership. They are (a) leadership is a process; (b) leadership involves influence; (c) leadership occurs within a group context; and (d) leadership involves goal attainment (Channuwong et al., 2023; Peter, 2001).

Leadership involves influence means that leadership concerned with how the leader affects followers. Influence is the sine qua non of leadership. Without influence, leadership does not exist. Leadership occurs in group means that group is the context in which leadership takes place. Leadership involves influencing a group of individuals who have a common purpose. This can be a small task group, a community group, or a large group encompassing an entire organization. Leadership training programs that teach people to lead themselves are not considered a part of leadership within this definition. Leadership includes attention to goals means that leadership has to do with directing a group of individuals toward accomplishing some task or end. Leaders direct their energies toward individuals who are trying to achieve something together. Therefore, leadership occurs and has its effects in contexts where individuals are moving toward a goal (Semuel et al., 2017; Shelly et al., 1991).

Leadership is a way that an individual performs to have create an influence on a group of people to achieve a common goal. Peter’s definitions about leadership mentioned above can be explained that leadership as a process means that it is not a trait or characteristic that resides in the leader, but is a transactional event that occurs between the leader and his or her followers. Process implies that a leader affects and is affected by followers. It emphasizes that leadership is not a linear, one-way event but rather an interactive event. When leadership is defined in this manner, it becomes available to everyone. It is not restricted to only the formally designated leader in a group (Peter, 2001, Wisamitanan, 2017).

The Role of Leadership

Sternberg et al. (2004) found that leadership composed of successful intelligence, practical, and creative intelligence. Successful intelligence is the ability to present one’s strength to achieve organizational goals and objectives. Practical intelligence is the ability to align circumstances, environments, change and adjust situations to suit themselves to successfully perform activities. Creative intelligence is the ability to develop vision, create strategy and convince others to support his or her ideas. Stringer (2002) mentioned that behavior and leadership style of organizational leaders have direct impact in both positive and negative on organizational atmosphere and employees’ morale and attitude to work for organizational efficiency. Leaders have authorities and responsibilities to drive and lead organization to achieve success, growth and advancement. Good leader motivates and encourages followers to work for organizational success. Therefore, leaders have the most important duties to increase employees’ satisfaction and motivate them to work for the organization with their highest competency, ability, knowledge and skill.

Semuel (2017) found that leadership is widely accepted as a tool to drive and propel organization to reach its goals and has a direct positive on organizational performance of the companies. Alharbi (2021) and Snongtaweepon et al. (2022) stated that organizational development can be evaluated through the four aspects: organizational strategy,

customers, stakeholders, and growth of the companies. Organizational performance is a result of working with rightness, accuracy, promptness and responsibility by spending existing resources with saving and worthiness for the great benefits of the organization. This includes an application of modern technologies to provide ease in working, reduce operating steps, and increase speediness in producing products and providing customer satisfaction.

The effective leaders must respond to the followers' needs and work on behalf of the organization and its people, seeking to serve the best interest of both. Bolman and Deal (1997) stated that the job of leader is support and empowerment. Support takes a variety of forms such as letting people know that you are concerned about them, listening to find out about their aspirations and goals, and communicating personal warmth and openness. Leaders empower people through participation and openness and by making sure that they have the autonomy and the resources that they need to do their jobs well.

Level 5 leaders are necessary for all organizations in the 21st century because they have a strong motivation and dedicate themselves for the organization's success. They prefer blaming themselves rather than blaming the followers. Collins states: "Level 5" refers to a five-level hierarchy of executive capabilities, with level 5 at the top. Level 5 leaders embody a paradoxical mix of personal humility and professional will. They are ambitious, to be sure, but ambitious first and foremost for the company, not themselves. Level 5 leaders set up their successors for even greater success in the next generation, whereas egocentric level 4 leaders often set up their successors for failure. Level 5 leaders look out the window to attribute success to factors other than themselves. When things go poorly, however, they look in the mirror and blame themselves, taking full responsibility. The comparison CEOs often did just the opposite—they looked in the mirror to take credit for success, but out the window to assign blame for disappointing results (Collins, 2001).

Changing Organizational Culture

Culture is the way we do things around here. Culture is the collection of overt and covert rules, values, and principles that guide organizational behavior and that have been strongly influenced by history, custom, and practice" (Burke, 2001). To better manage organizational energies, a strong culture offers a consistent set of implicit understandings that help in dealing with ambiguities of business politics and relationships. It is not only plant and equipment that can rust and deteriorate. Within human systems, values and norms, policies and practices, leadership and technologies can also lag or become obsolete. They may call for planned renewal when the people and their productivity are being undermined by outdated or archaic approaches or processes. In the behavioral sciences, technologies have been created for such organization development. Consultants, either internal or external, are used to solve people and structural problems, while facilitating planned change by management of the organization's culture (Phillip & Robert, 2000).

Future leaders need to understand and analyze the current changes such as technological change, social change, environmental change, economic change, political change and cultural on organizations that may have direct or indirect impact on organization. Furthermore, they should lead in influencing cultural change within their organizations. When a group of people formulates an organization, its culture reflects that of the larger community, and impacts behavior both within and without enterprise. The human and material energy exchanged through the organization is affected by culture, which may foster or undermine productivity and profits. Organizational culture may motivate or obstruct high performance. Culture is a dynamic concept that changes, as does the way we communicate it. Those with the mindset and skill of a global manager exercise proactive leadership in altering both macro and micro levels of culture. To cope effectively with accelerating change, future leaders continuously revise their images of self, role, and organization, so that attitude and behavior are modified accordingly (Phillip & Robert, 2000).

Corporate culture is dynamic, and leaders should not underestimate the adaptive changes necessary for survival. They should understand that the new organizational culture should enable people to spend their lives on something worthwhile that will outlast them, live a life of consequence without stress and undue cultural restraints, preserve for tomorrow what we can use up today, value the work as much as we did the work ethic and accept difference and appreciate similarities (Phillip & Robert, 2000; Pleansamai, 2023).

Relative to the people in tomorrow's organization, it is obvious that these will be largely knowledge/technical and service workers of multicultural backgrounds. Management consultants are beginning to appreciate that an organization's informal culture has as much as influence on corporate effectiveness as the formal structure of jobs,

authority, technical and financial procedures. Thus, the target now for planned change must be the organizational climate, along with the work attitudes and habits of employees. Organizations of the future will be excellent to the extent that maximize their human energy assets, and minimize their human energy losses. They must be able to capitalize on ad hoc, unstructured relationships among people, to cope effectively with uncertainty and accelerating change, and to cooperate in multicultural environments (Phillip & Robert, 2000).

In the past the organizations have had a close relationship with customers through face by face or personal touch, but in the present, things change very quickly, the organizations use new technologies contacting with customers very quickly and efficiently without personal touch. The computer system plays an important role in all organizations (Pratoonsawat et.al., 2023; Wisamitanan et.al, 2017). The leaders of the organization and employees must learn how to use these new advance technologies to gain the advantages over competitors. The organizations must spend much money for training employees in technical skill and communication skill, but there is no other choice without doing so. The organizations that neglect to use these new technologies or do not have the ability to use them are considered to be obsolete. The paradox of change is that it is inevitable and constant (Channuwong et al., 2023; Wisamitanan et al., 2017).

Developing Organizational Strategies

Strategy is a plan or policy of the organization designed as a direction to achieve major organizational goals and objectives. It is about choice, which affects outcomes. In the situation of the world today, the leaders must find the ways of success that fit their organizations. Although there is no one best strategy for all organizations, but finding the fit one is the leaders' duty and responsibility. Phillip and Robert (2000) stated that there must be a fit between people and their organizational culture if synergy is to occur, effective global leaders will direct more effort toward promoting that match. Leaders cope more effectively with change by means of strategic planning and management. One strategy is to carefully search and select personnel who will be comfortable in a particular system, then acculturate them to a strong culture. Another strategy is to adapt the organization to its people, especially in terms of a particular place or time.

For global corporations, discontinuous change can be costly in terms of loss of profits and in reversing losses. Behavioral resistance to change is a natural reaction because the culture and power are threatened. Therefore, effective leaders anticipate resistance, diagnose it, and then manage it, or incorporate it into the system. The global managers should be sources of innovation, and skillful in managing change. In this context, agents of change may apply their efforts to altering personal, organizational, and cultural goals. With a global leader operating in diverse cultures and circumstances, for example, the very differences require appropriate adaptation of organizational objectives, processes and procedures. Their revision might include a goal of learning to be knowledgeable and comfortable as possible wherever they are located, even if it means creative circumvention of local constraints. Within an organization or culture, the initial concern would be to examine the change possibilities in six categories: (1) Structure (the system of authority, communication, roles, and work flow). (2) Technology (problem solving mechanisms, tools, and computers). (3) Tasks (activities accomplished, such as manufacturing, research, service). (4) Processes (techniques, simulations, methods, such as management information systems). (5) Environment (internal or external atmosphere). (6) People (personnel or human resources involved).

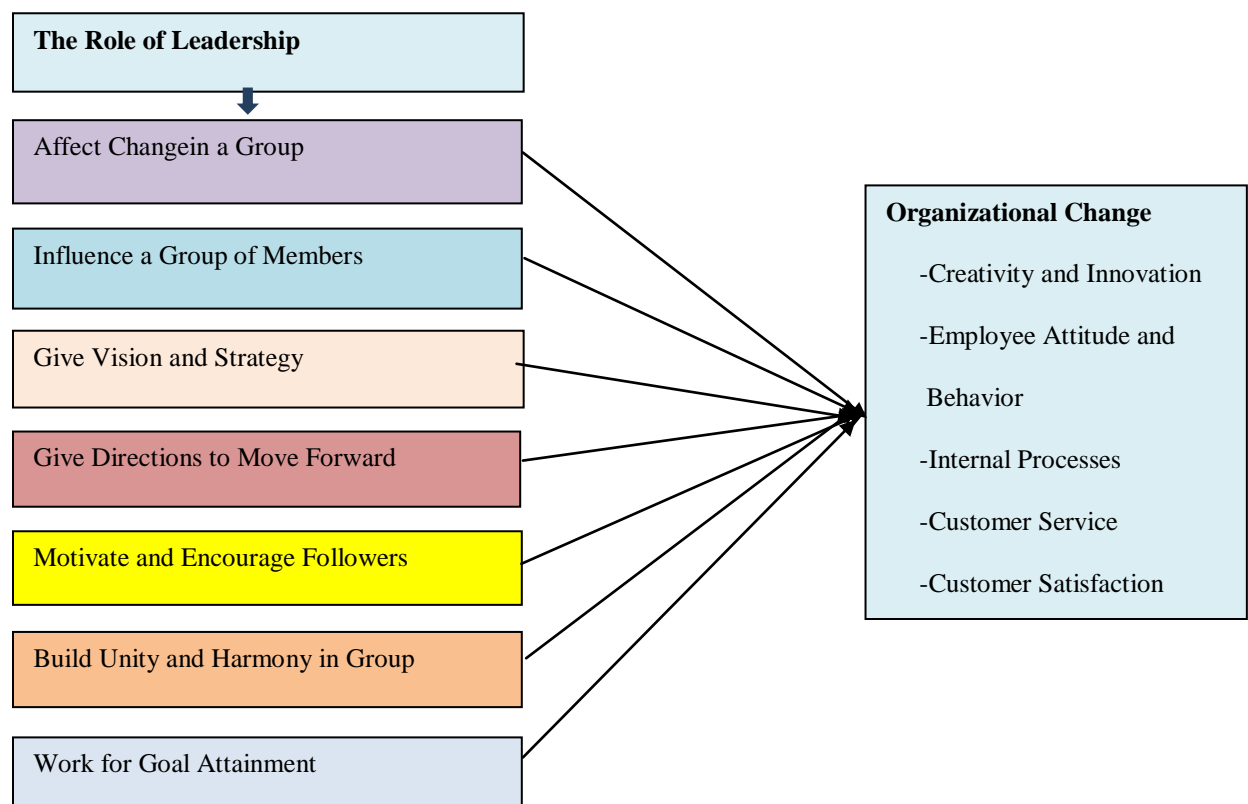
Having decided upon which category or combinations to focus one's energy for change, the leader might follow these steps: (1) Identify specific changes that appear desirable to improve effectiveness. (2) Create a readiness in the system for such change. (3) Facilitate the internalization of the innovation. (4) Reinforce the new equilibrium established through the change (Phillip & Robert, 2000; Stephen & Marry, 1996).

Since actions come from thinking and ideas, it is reasonable to say that without correct knowledge and wise decisions, there is no way to build organization development process. That is why people need to learn from sages and from those who are wise and experienced in organizational development. In order to achieve organizational goals, current organizations require the leaders who have perspectives to want to change the organizational culture by practicing the followings: (1) Conduct a cultural analysis to identify cultural elements needing change. (2) Make it clear to employees that the organization's survival is legitimately threatened if change is not forthcoming. (3) Appoint new leadership with a new vision. (4) Initiate reorganization. 5. Introduce new stories and rituals to convey the new vision. (5) Change the selection and socialization processes and the evaluation and reward systems to support the new values (Stephen & Marry, 1996).

Shelly, Kirkpatrick & Edwin (1991) suggested six traits that differentiate leaders from non-leaders: (1) Drive. Leaders exhibit a high effort level. They have a relatively high desire for achievement, they're ambitious, they have a lot of energy, they're tirelessly persistent in their activities, and they show initiative. (2) Desire to lead. Leaders have strong desire to influence and lead others. They demonstrate the willingness to take responsibility. (3) Honesty and integrity. Leaders built trusting relationships between themselves and followers by being truthful or non-deceitful and by showing high consistency between word and deed. (4) Self-confidence. Followers look to leaders for an absence of self-doubt. Leaders, therefore, need to show self-confidence in order to convince followers of the rightness of goals and decisions. (5) Intelligence. Leaders need to be intelligent enough to gather, synthesize, and interpret large amounts of information; and to be able to create visions, solve problems, and make correct decisions. (6) Job-relevant knowledge. Effective leaders have a high degree of knowledge about the company, industry, and technical matters. In-depth knowledge allows leaders to make well-informed decisions and to understand the implications of those decisions.

The Role of Leadership for Organizational Change

Based on the study, the role of leadership for organizational change can be presented in Figure 1.



Conclusion:-

Today's managers operate in a global environment that has changed more rapidly and extensively than any other period in human history. In order to survive and develop, leaders not only need new skills for coping with change, but must learn to build an environment that is open to dynamic change within their systems, as well as within the life-styles of their colleagues and themselves. Although our outlooks on change and leadership are culturally conditioned, leaders should realize that the new work culture worldwide requires us not only to be open to change, but also to build it into the organizational systems. Thus, we must stay relevant in meeting human needs by creating new markets, processes, products, and services.

Leadership is the special characteristics of leaders to lead, motivate and encourage the others to do something; it is an instrument of goal achievement in supporting a group of members to achieve their goals and meet their needs. It

can be concluded in leadership is a process that leaders present themselves to followers to affect change; leadership involves influence; leadership occurs within a group context; and leadership focuses on goal attainment.

The role of leadership is very much important to the success of an organization. Leaders who have good leadership are at the center of group change; they encourage followers to change their attitudes and behaviors to work for organizational success. Good leaders give directions to followers to work in the same way to achieve organizational goals; they have a power relationship and wield it to affect change in the organization. Leaders direct their energies toward individuals to achieve something together. Therefore, the role of leadership is very much important to drive an organization to reach the expected goals and objectives.

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