

The Impact of Emergent Leadership on Effective Change Management - A Case Study United Technology Electric Company in Setif

أثر القيادة الناشئة على فعالية إدارة التغيير دراسة حالة يونايتد تكنولوجي إلكترونيك سطيف

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Abstract:

This study investigates the impact of emergent leadership on the effective change management stages, with a particular focus on a case study involving the United Technology Electric Company in Setif. In today's dynamic business environment, effective change management is critical for organizational success. Emergent leadership, characterized by individuals naturally stepping up to guide and adapt in response to change, represents a departure from traditional hierarchical structures.

Keywords: Effective change management; Informal leadership; Emergent leadership.

JEL Classification Codes: O12, C15

ملخص:

يتم البحث في إطار هذه الدراسة في تأثير القيادة الناشئة على مراحل إدارة التغيير الفعال، مع تركيز خاص على دراسة حالة لشركة يونايتد تكنولوجي إلكترونيك في سطيف. اليوم في بيئة العمل الديناميكية تعد إدارة التغيير الفعالة أمرا ضروريا لنجاح المنظمات، اما بالنسبة للقيادة الناشئة فهي تتميز بقيام الافراد بشكل طبيعي بتولي دور قيادي والتكيف استجابة للتغيير، دون امتلاك الفرد لمنصب قيادي في الهيكل التنظيمي للمنظمة.

كلمات مفتاحية: فعالية ادارة التغيير، القيادة غير الرسمية، القيادة الناشئة.

تصنيفات JEL: O12، C15

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INTRODUCTION:

In today's fast-paced business world, the ability to adapt and implement change is a critical factor in a company's success. Effective change management is not just a process but a strategic imperative that enables companies to remain competitive, innovative and resilient as they continue to evolve. However, the path to successful change is often fraught with challenges, ranging from stakeholder resistance to the complexity of restructuring existing processes. In this dynamic context, the concept of emergent leadership proves to be an effective catalyst in addressing the complex area of change management.

To successfully master change requires a strong awareness of the obstacles a company encounters during its transformation process. These challenges can manifest in many forms, from employee resistance to disruption of existing work processes. The complexity of change management requires a departure from traditional leadership paradigms. Enter new leadership – a concept that transcends the boundaries of traditional hierarchical structures. Emerging leaders are those who naturally adapt to change and provide leadership and guidance in response to the unique demands of an ever-changing environment.

As we delve deeper into the change management landscape, it's clear that emerging leaders have the potential to reshape the outcomes of transformation initiatives. This introduction sets the stage for examining how emergent leadership can be a dynamic force that drives organizations toward effective change management. By understanding the importance of change, acknowledging its challenges, and introducing the concept of emergent leadership, we embark on a journey to uncover the impact of this leadership approach on change management effectiveness.

So, the questions of the study are:

- Does emergent leadership have a positive impact on the stages of change management?
- Does emergent leadership have a varied impact on the stages of the change management process?

Hypothesis:

- There is a positive impact of emergent leadership on the stages of change management.
- Emergent leadership has a varying impact on the stages of the change management process.

Goals of the Study:

- Identify Key Traits of Emergent Leaders.
- Examine the Impact on Change Management stages.
- Provide Real-world Example.

Importance of the Study:

The study aims to shed light on how emergent leadership can significantly impact the effectiveness of change management processes. Understanding and harnessing the power of emergent leaders can lead to more successful and adaptive change initiatives within organizations.

The introduction must contain the basic elements that are systematically accepted in the formulation of the introduction, such as: the study problem - the study hypotheses - the study

objectives - the importance of the subject - the methodology used in the study - previous studies
- the terms of the study.

1- Emergent leadership:

1-1 Leadership

- Leadership can be defined as influencing others to uphold a shared vision and achieve common goals (ALKAN, OZBILGIN, & KAMASAK, 2023, p. 236)
- In essence, leadership behavior encompasses an individual's conduct when guiding a collective activity, steering it towards a shared goal. The crucial components of this behavior (action) are evident as the leader takes control of matters, the membership engages in interactions among group members, the representation defends their interests, and integration works to maintain the unity of the group, addressing conflicts among its members. (عيسى، 2023، صفحة 377)
- Kotter (1990, 104) took the view that leadership and management had a distinction which related to current needs. Management “is about coping with complexity” and leadership “is about coping with change”, as such one can both lead and manage. Davies (2006, 20) described strategic leadership as the ability to define and translate both vision and moral purpose into action. This is based in a need to strive for something better for the organization. It is proactive and transformational, building direction and capacity (McCarthy, 2015, p. 24)

1-2 Informal leadership

Informal leadership is the extent to which an individual exerts influence over other people and the collective work when the individual does not have a formally appointed leader role. (leimo, 2022, p. 125). And we can say that the **Informal leader**: Is defined as a leader that is not formally appointed in the position of a leader, but nevertheless gets recognized as a leader by other people in the organization and engaged in leadership tasks. They tend to naturally surface in an anxious group of people, which faces an unsolved problem. (Veenis, 2018, p. 3)

1-3 Emergent leadership

- individuals assuming leadership roles and exerting influence over other members of the group, in this type of leadership, the leader was not in a formal position of authority, but was still able to influence other members of the group through task completion and the perception of adhering to group norms, the emergent leader was viewed positively by other group members (fenton, 2015, pp. 15-18)
- individuals that assume leadership responsibilities in leaderless groups or in groups where leaders are incompetent or have been deposed (fenton, 2015, p. 19)
- individual members without official authority may emerge into informal leader roles, such that teammates perceive them as leader-like and acknowledge their influence (Briker, Hohmann, Walter, K. Lam, & Zhang, 2021, p. 916)

Emergent leader:

An emerging leader is a person initially without a designated leadership role, holding the same status as other team members. They progressively assume a leadership role through the team's support and acceptance over time. (siregar & anindita , 2021, p. 57)

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So, he is leaders who emerge informally navigate an unpredictable process of assuming roles, accompanied by an ongoing dynamic that determines who evolves into a leader and who does not. Individuals possessing unique personality traits, cognitive abilities, and other personal characteristics are more prone to emerging as leaders. (siregar & anindita , 2021, p. 56)

Additionally, emerging leaders play a role in organizations as individuals taking on leadership responsibilities within groups lacking designated leaders, such as autonomous work teams, informal meetings. (kickull & neuman, 2000, p. 28)

1-4 Traits of emergent leaders (ALKAN, OZBILGIN, & KAMASAK, 2023, p. 243)

1-4-1 Extraversion

Extraversion is a personality trait characterized by an outgoing, energetic, and socially oriented nature. Individuals with high extraversion tend to be sociable, talkative, and assertive. They often enjoy engaging with others, participating in social activities, and seeking stimulation from their external environment.

1-4-2 Agreeableness

Agreeableness is a personality trait that reflects an individual's tendency to be cooperative, compassionate, and considerate of others. People with high agreeableness are often empathetic, helpful, and willing to compromise. They value harmony in relationships and strive to avoid conflict.

1-4-3 Openness to experience

Openness to Experience is a personality trait associated with creativity, curiosity, and a willingness to explore new ideas and experiences. Individuals with high openness are often imaginative, open-minded, and eager to engage in novel activities.

1-4-4 Conscientiousness

Conscientiousness is a personality trait characterized by organization, responsibility, and diligence. Individuals with high conscientiousness are often thorough, reliable, and disciplined. They are committed to achieving goals, pay attention to details, and exhibit a strong sense of duty and reliability.

1-4-5 Emotional stability

is a personality trait reflecting emotional resilience and stability. Individuals with high emotional stability are generally calm, composed, and less prone to experiencing negative emotions such as anxiety and mood swings. They can cope well with stress and are less likely to be easily upset.

2- Change management:

2-1 Change

Schumpeter views organizational change as a systematic process of organizational advancement, facilitating the transition from one state to a more advantageous state. In ONBcontrast to incremental change, where organizations gradually evolve, this approach emphasizes a deliberate and strategic transformation. The organization benefits by

strategically planning and executing the change process, ensuring a more favorable outcome compared to its current state. (عزبون, 2022, p. 885)

Change is a set of procedures and steps undertaken by an organization to bring about development or transformation in its goals, mission, policies, strategies, or any element of its structure. It is also known as a long-term attempt to introduce improvement and change in a planned manner, relying on a diagnostic approach to problem-solving that involves the collective participation of its members. (Sulta , 2023, p. 6)

2-2 Change Management

Change management is the effective handling of evolving pressures that individuals encounter as they progress and develop in various aspects of their material and intellectual lives. It involves interacting with and addressing these changes both within and outside business entities. This is achieved through the skillful and efficient management of administrative processes to attain the desired state. (الحاج نعاى , 2022 , p. 355)

The apparatus that propels management and the organization to confront new situations and rearrange affairs, allowing for the utilization of positive change factors while avoiding or minimizing negative change factors. It signifies the optimal use of economic and effective methods to bring about change in service of the desired goals of the organization. (مهيبة , 2022 & عابدي , p. 552)

The process undertaken by a group of leaders involves developing a well-structured plan within a limited timeframe, executed with precision, organization, and meticulous control, aiming to achieve desired goals for change. This is achieved through the sound scientific utilization of human resources, as well as the material and technical capabilities available to organizations of various types. (كبور , 2020 , p. 601)

2-3 Characteristics of Organizational Change Management

2-3-1 Targeted

Refers to the idea that change does not occur randomly but is directed towards the movement and specific goals of the organization.

2-3-2 Realistic

Involves connecting organizational change to the scientific reality the organization experiences, considering its capabilities, resources, and current circumstances.

2-3-3 Compatibility

Requires a level of alignment between the change process and the needs and expectations of different forces within the organizational change.

2-3-4 Effectiveness

Emphasizes the necessity for change management to be active, possessing the ability to initiate movement systematically and influence others, directing the forces of change within targeted organizational units.

2-3-5 Participation

Highlights the need for positive interaction and the conscious involvement of forces and stakeholders affected by the change, fostering collaboration with change leaders.

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2-3-6 Legitimacy

Specifies that change must occur within legal and ethical frameworks simultaneously. If legal requirements conflict with change procedures, adjusting laws may be necessary to maintain legal legitimacy.

2-3-7 Reform

Implies addressing existing challenges and issues within the organization and undertaking necessary reforms.

2-3-8 Leadership

Acknowledges leadership qualities as essential for every managerial task, particularly in organizational change management.

2-3-9 Capacity for Development and Innovation

Stresses the need for a proactive approach, seeking developmental strategies beyond current practices, as change aims for advancement and continuous improvement.

2-3-10 Ability to Rapidly Adapt to Events

Emphasizes the management's concern with having the capability to swiftly adapt to circumstances, not only reacting but also aligning and controlling events within the organization.

2-4 The stages of change management

2-4-1 Unfreezing

This stage involves disrupting, removing, and eliminating current individual orientations, values, habits, and practices. Creating conducive atmospheres to instill new motivations. Actively working to reduce obstacles to change.

2-4-2 Change

In this stage, individuals learn new ideas, methods, skills, and knowledge. It includes actual changes and modifications in power structures, utilized technologies, administrative processes, etc.

2-4-3 Refreezing or Stabilization

Integrating what has been learned into actual practices. The goal is to stabilize and ensure the sustainability of the change. Positive reinforcement, additional training, and modeling techniques are used to enhance the stability of the change. (شريط, 2022 & كرمي)

2-5 Theoretical Relationship Between Effective Change Management and Emergent Leadership

The effectiveness of change management and the role of emergent leadership are interwoven in the fabric of organizational dynamics. Companies often face the need to evolve, whether in response to market shifts, technological advancements, or internal restructuring. Change management serves as the guiding framework to ensure these transformations are navigated smoothly, minimizing disruptions and optimizing the benefits.

Emergent leadership within a corporate context manifests when individuals, regardless of their formal position, step forward to lead and influence their peers during times of change. This form of leadership is dynamic, responsive, and crucial for instilling a sense of direction and purpose amidst uncertainty. Emergent leaders within a company are those

who naturally adapt to change, exhibit resilience, and effectively guide their teams through the complexities of transformation.

The synergy between change management and emergent leadership is particularly evident in the corporate sector. Change initiatives may involve shifts in organizational structure, adoption of new technologies, or implementation of innovative strategies. The success of these endeavors is often contingent on leaders who embody emergent traits, such as agility, communication skills, and the ability to foster a positive and adaptive corporate culture.

3- The Practical Aspect:

3-1 Experimental

In this case study, we delve into the dynamic interplay between emergent leadership and effective change management in United Technology Electric Company, through qualitative methods such as observations, and document analysis, this study seeks to provide valuable insights into the intricate dynamics of leadership emergence and its alignment with the demands of change implementation.

The questionnaire was adopted as the primary tool for data collection in this study, where a set of multidimensional questions was included, each contributed to its formulation in terms of clarity, transparency, and completeness. Therefore, these questionnaires went through several stages of preparation, testing, and evaluation until they became ready and suitable in their final form.

The study sample was chosen randomly and estimated at 96 workers.

The questionnaire analysis using SPSS 26 was conducted with a 95% confidence level and a 5% margin of error.

Fig (1): Sample Division by Gender

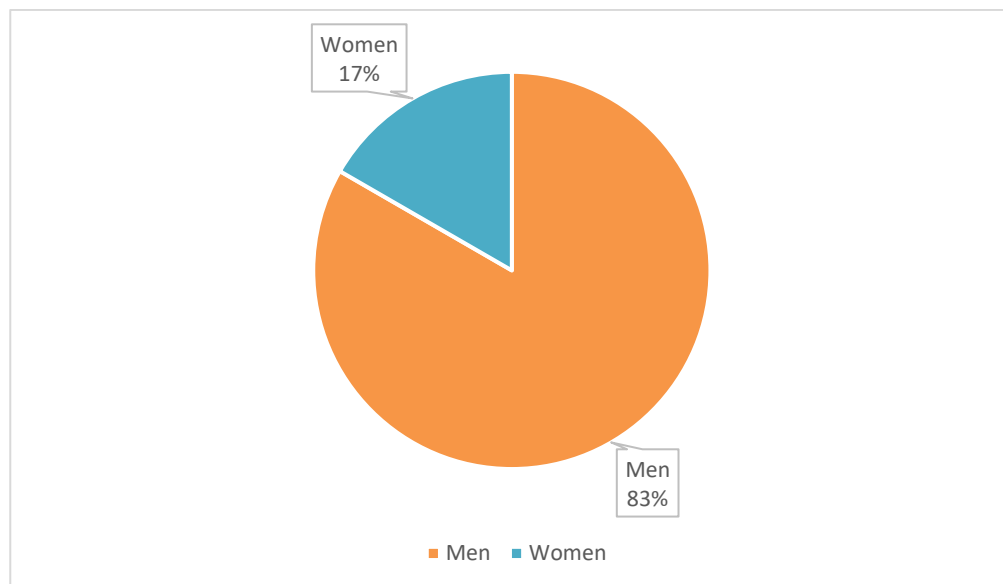


Fig (2): Sample Division by Age Group

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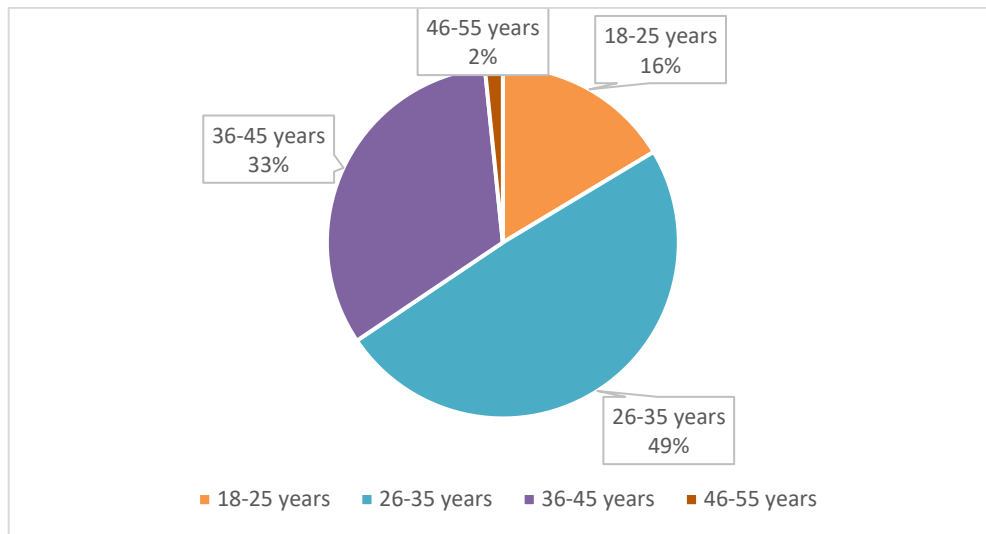


Fig (3): Sample Division by Educational Level

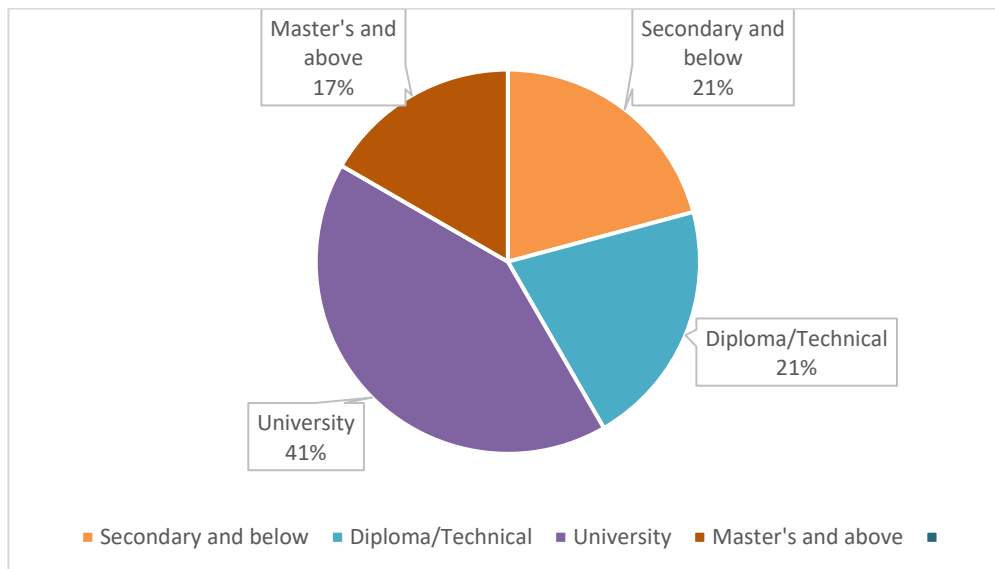
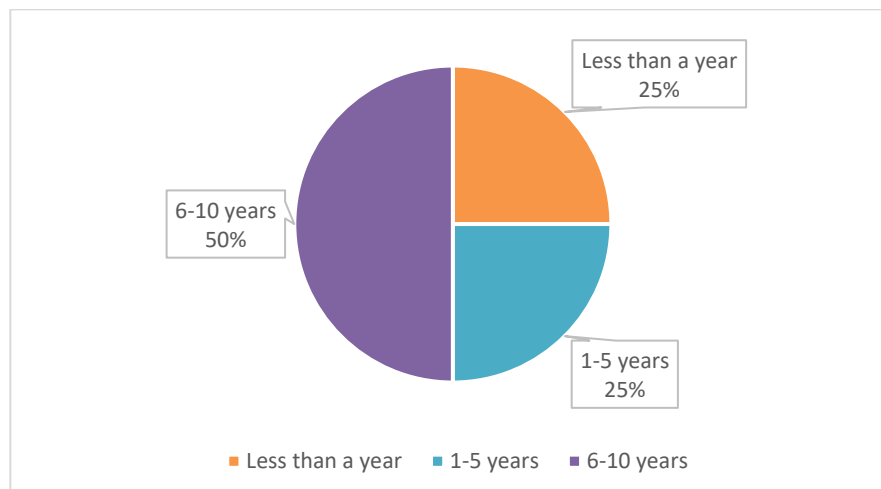


Fig (4): Sample Division by Tenure in the Company



3-2 RESULTS

3-2-1 The study's credibility

Table (1): Internal Consistency Coefficient for Study Variables

	Effective change management	Emergent leadership
Alpha cronbach	0.75	0.82

Source: Compiled by the researcher based on the outputs of SPSS.

A value of alpha (α) of 0.75 generally indicates acceptable consistency in assessments of change management effectiveness. This value is considered good. A value of alpha (α) of 0.82 indicates higher consistency in assessments of emergent leadership compared to change management effectiveness.

Table (2): Mean and Standard Deviation

	Effective change management	Emergent leadership
Arithmetic mean	6.8	7.2
Standar deviation	1.5	1.2

Source: Compiled by the researcher based on the outputs of SPSS.

In analyzing the effectiveness of change management, the mean score for change management effectiveness stands at 6.8. This figure reflects the average assessment provided by participants regarding the effectiveness of change management. If evaluations fall below 5, it may suggest a need for improvement in this domain. Additionally, with a standard deviation of 1.5, a higher value signifies substantial variation in evaluations. This implies that while some participants rate management highly, others perceive it to be of lesser quality.

Moving on to emergent leadership analysis, the mean score for emergent leadership is 7.2. This figure represents the average rating given by participants for emergent leadership qualities. If assessments surpass the mean, it suggests the presence of effective emergent leadership within the organization. Furthermore, with a standard deviation of 1.2, a lower value indicates greater consensus among participants regarding the level of emergent leadership demonstrated.

3-2-2 Hypothesis testing

Table (3): Positive impact of emergent leadership on change management stages

	Average for ECM	Average for EL
Arithmetic mean	4.8	7.2
Standar deviation	0.9	1.3

Source: Compiled by the researcher based on the outputs of SPSS.

The high mean for emergent leadership indicates a positive response.

The difference between the mean effectiveness of change management stages may signify a positive impact.

Table (4): The effect of emergent leadership on change management stages.

	Average for ECM	Average for EL
unfreezing	4.5	6.8
change	5.2	7.5
refreezing	4.9	6.2

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Source: Compiled by the researcher based on the outputs of SPSS.

This table indicates variation in the impact of emergent leadership on specific stages.

Emergent leadership may have a greater positive impact in the change stage compared to the refreezing stage, for example.

Table (5): Examining the positive impact of emergent leadership on the stages of change management.

	Average for EL	Average for ECM	P-VALUE	Correlation coefficient (r)	Coefficient determination (R^2)
Total group	7.2	4.8	0.05	0.65	0.42
Standard deviation	1.3	0.9			

Source: Compiled by the researcher based on the outputs of SPSS.

- small P-value indicates a statistically significant difference between the average emergent leadership and the effectiveness of change management stages.

The correlation coefficient (r) indicates the strength of the statistical relationship between the variables, where a value of 0.65 suggests a strong relationship.

- The coefficient of determination (R^2) indicates the proportion of variance in the effectiveness of change management stages. In this case, emergent leadership can explain approximately 42% of the variance in the effectiveness of change management stages.

Table (6): Testing for the varying impact of emergent leadership on the stages of change management.

	Average for EL	Average for ECM	P-VALUE	Correlation coefficient (r)	Coefficient determination (R^2)
Unfreezing	6.8	4.5	0.05	0.60	0.36
Change	7.5	5.2	0.05	0.70	0.46
Refreezing	6.2	4.9	0.05	0.55	0.30

Source: Compiled by the researcher based on the outputs of SPSS.

- Small P-values in all stages indicate statistical differences between the average emergent leadership and the effectiveness of change management stages in each.
- Correlation coefficients (r) indicate the strength of the statistical relationship between the variables in each stage.
- Coefficients of determination (R^2) reveal the expected level of explanation for the effectiveness of change management stages by emergent leadership in each stage.

3-3 DISCUSSION

The results indicate a significant association between emergent leadership and the effectiveness of the change management process. Emergent leadership, characterized by adaptability, proactiveness, and the ability to inspire and motivate others, appears to play a pivotal role in driving successful organizational change initiatives. The strong correlation coefficients and the statistically significant p-values suggest a robust relationship between emergent leadership behaviors and the various stages of the change management process.

Specifically, the findings highlight the importance of having leaders who can effectively navigate through the complexities of change, particularly during the planning, execution, and evaluation phases. Moreover, the higher coefficients observed in certain stages underscore the nuanced impact of emergent leadership, indicating varying degrees of influence across different facets of the change journey. These results imply that organizations should invest in nurturing and empowering emergent leaders as they emerge as key drivers in facilitating and sustaining organizational change efforts. Overall, the findings underscore the critical role of emergent leadership in fostering an environment conducive to successful change implementation and organizational adaptation.

Conclusion:

In conclusion, the findings of the study underscore the critical importance of emergent leadership in driving effective change management processes within organizations. The significant correlations observed between emergent leadership behaviors and the effectiveness of various stages of the change process highlight the pivotal role that leaders play in navigating organizational transformations. Leaders who exhibit qualities of adaptability, proactiveness, and the ability to inspire and motivate others are essential assets in facilitating successful change initiatives.

The study's results emphasize the need for organizations to invest in identifying, nurturing, and empowering emergent leaders who can effectively guide teams through the complexities of change. By recognizing the impact of emergent leadership on change management outcomes, organizations can strategically cultivate leadership capabilities and foster a culture that encourages innovation, flexibility, and resilience.

Furthermore, the nuanced nature of the relationship between emergent leadership and change management suggests that leaders must possess a multifaceted skill set to address the diverse challenges encountered throughout the change journey. By leveraging emergent leadership qualities at different stages of the change process, organizations can enhance their ability to adapt to evolving circumstances and achieve sustainable organizational change.

In summary, the study underscores emergent leadership as a key driver of effective change management and highlights the importance of integrating leadership development initiatives into organizational change strategies. By doing so, organizations can enhance their capacity for innovation, agility, and long-term success in an ever-changing business environment.

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