The Impact of Leadership Style on Change Management

A Case Study of Port Service Organizations

in Annaba, Skikda,& Jijel

Yacine Bounab*
University of Skikda – Algeria,
y.bounab@univ-skikda.dz

Farid Laouar
University of Skikda – Algeria,
f.laouar@ univ-skikda.dz

submitted:30/04/2026 Accepted:25/06/2026 published:30/06/2026

Abstract:

This study aims to analyze the impact of leadership styles on change management within port organizations in eastern Algeria by examining the influence of three main leadership styles: autocratic, democratic, and laissez-faire. The study adopts a descriptive-analytical approach and relies on a structured questionnaire administered to a sample of 204 administrative employees.

The collected data were analyzed using statistical techniques supported by SPSS software The results indicate the existence of a statistically significant effect of all leadership styles on change management. Furthermore, the findings reveal that autocratic leadership demonstrates the strongest influence in terms of correlation, regression coefficient, and explanatory power, followed by democratic leadership, while laissez-faire leadership shows the weakest effect.

These results highlight the importance of adopting a contingency-based leadership approach that combines different leadership styles according to the requirements of each stage of change management to ensure effectiveness and sustainability.

Keywords: Leadership styles, Change management, Autocratic leadership, Democratic leadership, Laissez-faire leadership

JEL Classification Codes: M12,M10,L90

---

* **correspondent author**

Introduction:

In light of the rapid transformations characterizing the contemporary business environment, along with continuous technological and organizational developments, change management has become a strategic necessity to ensure organizational sustainability and enhance competitiveness, particularly in vital sectors such as port institutions. The success of organizational change is no longer solely dependent on effective planning, but also on the efficiency of administrative leadership in guiding employee behavior, shaping their attitudes, and motivating them to engage positively with change.

Administrative leadership styles represent a key factor in determining the success or failure of change initiatives. These styles range from autocratic leadership, which relies on formal authority, to democratic leadership, which emphasizes participation, and laissez-faire leadership, which is based on empowerment and autonomy. Accordingly, the main research problem can be formulated as follows:

To what extent do administrative leadership styles (autocratic, democratic, and laissez-faire) **influence change management across its different stages in port institutions in Eastern Algeria**?

To address this problem, the study tests the following hypotheses:
$H0_1$: Autocratic leadership has no statistically significant effect on change management.
$H0_2$: Democratic leadership has no statistically significant effect on change management.
$H0_3$: Laissez-faire leadership has no statistically significant effect on change management.

Previous studies have highlighted the importance of leadership styles in organizational contexts. For instance, Kamel (2012) found that democratic leadership enhances decision-making effectiveness, while Khuroufa (2010) confirmed a significant relationship between leadership power and organizational change. Similarly, Al-Agha (2010) emphasized the dominant role of democratic leadership in achieving positive change, whereas Al-Bambisi (2002) demonstrated that the effectiveness of change strategies varies depending on leadership style. At the international level, Holten (2015) showed that leadership impact differs across change stages, Alkahtani (2016) noted that leaders tend to combine multiple styles, and Paglis (2002) established a positive relationship between leadership self-efficacy and motivation to lead change. More recent studies, such as Oreg et al. (2018) and Hughes et al. (2018), further confirmed that leadership style significantly

influences employees' responses and commitment to change. Despite these contributions, most studies have not provided a comprehensive comparative analysis of leadership styles across different stages of change management, particularly within the Algerian context.

Therefore, this study aims to analyze the impact of autocratic, democratic, and laissez-faire leadership styles on the various stages of change management in port institutions in Eastern Algeria. The research adopts a descriptive-analytical methodology based on data collection through questionnaires and statistical analysis to test the proposed hypotheses. The study is structured into a theoretical framework addressing leadership styles and change management, followed by an empirical section that examines the relationships between the study variables and discusses the main findings.

Firstly. Literature Review

This section of the article reviews the theoretical concepts related to the research topic, focusing on the theoretical background of administrative leadership styles, change management, and the relationship between them.

1 . Administrative Leadership

Administrative leadership is considered one of the fundamental concepts in management science, as it represents a process of mutual influence between leaders and subordinates aimed at directing collective efforts toward achieving organizational goals efficiently and effectively (Knontz & O'Donnell, 1984). Its importance lies in its ability to guide individuals' behavior within the organization and motivate them to work collaboratively toward achieving predetermined objectives .

1.1 Definition of Administrative Leadership

In this context, Hemphill and Coons (1957) define leadership as the behavior that directs individuals' activities toward achieving common goals, highlighting the behavioral dimension of leadership within organizations. Similarly (Hemphill & Coons, 1957), Yukl (2013) emphasizes that leadership is not limited to direct influence on individuals but also includes the ability to formulate a shared organizational vision and motivate employees to adopt and work toward achieving it, especially in dynamic and continuously changing environments.

From a strategic perspective, (Drucker, 2007) argues that effective leadership lies in the leader's ability to elevate individuals' performance and expand their intellectual capacities beyond traditional work boundaries. Likewise, (Olson & Simerson, 2015)view leadership as a dynamic process based on continuous interaction between the leader and organizational members, suggesting that leadership should not be seen merely as an individual trait, but rather as an organizational process embodied in relationships and interactions within the organization.

1.2 The Importance of Leadership

Management literature indicates that leadership effectiveness is one of the most critical determinants of organizational success in dynamic environments, as it plays a central role in guiding organizational behavior and fostering initiative and innovation among employees (Al-Makhlafi, 2019). Effective leadership also contributes to building a positive organizational culture based on trust, cooperation, and teamwork.

In this regard, Bennis—as cited in Al-Tajam and Aswat (2013)—asserts that the presence of effective leadership enhances employees' sense of importance and belonging within the organization, and contributes to creating a work environment that supports continuous learning and teamwork, which positively reflects on organizational performance and its ability to cope with challenges.

1.3 Administrative Leadership Styles

The study of group dynamics represents one of the earliest scientific attempts to explain the impact of leadership styles on individual behavior within work groups. The experimental study was conducted at the University of Iowa in 1929 under the supervision of Kurt Lewin, Ronald Lippitt, and Ralph White, and is considered one of the pioneering works in this field.

This study identified three main leadership styles: autocratic leadership, democratic leadership, and laissez-faire leadership (Lewin, Lippitt, & White, 1939):

1- Autocratic Leadership

Autocratic leadership is one of the oldest leadership styles and is characterized by the centralization of authority in the hands of the leader, who makes decisions independently without involving subordinates in the decision-making process. The leader in this style

tends to issue strict orders and instructions that must be followed without discussion (Hilal, 2012, p. 33)

Although this style may be effective in emergency situations requiring quick decision-making, it may lead to negative outcomes such as low morale, reduced job satisfaction, and decreased initiative and creativity (Al-Amian, 2011, p. 212).

2- Democratic Leadership

Democratic leadership is based on involving subordinates in decision-making, delegating authority, and adopting dialogue and consultation in addressing organizational issues. This style enhances mutual trust between leaders and subordinates and promotes organizational harmony (Amer & El-Misri, p. 38)

It also contributes to developing employees' capabilities and strengthening their sense of responsibility and belonging, which positively impacts organizational performance and the achievement of shared goals (Rashwan, 2011, p. 112).

3- Laissez-faire Leadership

Laissez-faire leadership is defined as a style that grants subordinates a high degree of freedom and autonomy in performing their tasks, allowing them to determine their responsibilities, choose methods of execution, and make decisions independently, while the leader's role is limited to providing necessary resources and information (Rashwan, 2011, p. 112).

This style is particularly suitable in contexts where employees possess high levels of competence and expertise, especially in fields that require creativity and innovation. However, it may sometimes result in weak coordination and lack of direction (O'Connor, 1997, pp. 49-50).

2. Change Management

Change is considered an inevitable phenomenon in the environment of modern organizations, as technological developments and the rapid growth of knowledge necessitate continuous adaptation to environmental changes (Groupe HEC, 2005). From this perspective, organizations strive to manage change in a scientific and systematic manner that enables them to respond to these transformations and achieve their strategic objectives**.**

2.1. Definition of Change Managemen

The concept of change management has received considerable attention in management literature, with researchers offering several definitions, including the following:

- **Warren Bennis** defines change management as an advanced strategy through which an organization responds to changes in values, attitudes, and organizational structures in a way that aligns with the requirements of a changing environment (Bennis, 2009, p. 201) .
- **S. Smith** views change management as the process of transforming an organization from its current state to a desired future state through a comprehensive and gradual approach to business development (Al-Munajjid & Al-Halal, 2014, p. 29).
- **Al-Khudari** (2013) defines it as a process aimed at creating reciprocal effects among management elements, leading to a more effective reorganization of organizational processes (AL-khudari, 2013).

From these definitions, it is evident that change management is a planned and systematic process aimed at developing the organization and enhancing its ability to adapt to both internal and external environments.

2.2 Characteristics of Change Management

Change management is characterized by a set of fundamental features that reflect its nature as a planned and goal-oriented organizational process aimed at improving institutional performance and enhancing adaptability to change. The key characteristics can be summarized as follows:

1. **Goal orientation**: Focuses on achieving clear, well-defined objectives instead of random actions.
2. **Realism**: Aligns change with the organization's actual capabilities and available resources.
3. **Alignment with employees' needs**: Considers employees' expectations to reduce resistance and increase acceptance.
4. **Effectiveness in organizational influence**: Enhances management's ability to guide employee behavior toward change goals.
5. **Participation in decision-making**: Involves employees in the change process to strengthen responsibility and belonging.

6. **Legal and organizational legitimacy**: Ensures change complies with laws and regulations for sustainability.
7. **Reform and problem-solving**: Aims to correct organizational issues and improve current conditions.
8. **Rational evaluation of costs and benefits**: Supports decision-making through careful analysis of outcomes and costs.
9. **Capacity for innovation and development**: Encourages new ideas to improve performance and competitiveness.
10. **Rapid adaptation to changes**: Enables organizations to respond quickly to environmental changes

2.3 Objectives of Change Management

Organizational change seeks to achieve a set of strategic objectives aimed at improving organizational performance and enhancing the institution's ability to adapt to environmental changes. In this context, the contributions of Musa Al-Mawzi (1999) and Ahmed Meyer (2003) provide a comprehensive perspective on the objectives of change management, which can be summarized as follows (Al-Mawzi , 1999, p. 31) (Meyer, 2003, p. 142):

- ✓ Enhancing organizational performance by improving efficiency and effectiveness in the use of available resources.
- ✓ Developing human and material resources to strengthen organizational capabilities and enhance readiness to face challenges.
- ✓ Improving the distribution of roles and responsibilities to ensure harmony and integration among organizational units.
- ✓ Rationalizing expenditures and optimizing resource utilization to achieve financial sustainability.
- ✓ Developing organizational policies and procedures in line with modern environmental requirements.
- ✓ Promoting cooperation, trust, and mutual respect among employees to support teamwork and reduce organizational conflicts.
- ✓ Developing leadership and creative capabilities to foster innovation and continuous renewal.

- ✓ Improving problem-solving approaches using modern scientific methods.
- ✓ Achieving balance and adaptation to the external environment through effective responses to economic and technological changes.
- ✓ Creating a motivating organizational climate that fosters innovation and supports the sustainability and long-term success of change.

2.4 Steps of Change Management

Change management is a managerial process aimed at enabling organizations to adapt to environmental changes, ensuring a transition toward more efficient and effective performance. It is as follows:

1- Planning Stage

The planning stage represents the foundation of the change management process, where the need for change is identified and its objectives are defined. It involves analyzing the organization's current situation, assessing resources, evaluating feasibility and risks, and developing a clear action plan. Employee involvement at this stage helps enhance commitment and reduce resistance to change (Voehl & Harrington, 2016, p. 24)

2- Implementation Stage

This stage focuses on executing the planned changes by introducing modifications to organizational structures, policies, or technologies. It requires effective leadership, employee training, and continuous support. Managing resistance to change is critical, which can be addressed through effective communication and employee engagement (Voehl & Harrington, 2016, p. 24)

3- Support and Follow-Up Stage

In this final stage, the outcomes of change are evaluated using performance indicators. It aims to institutionalize new practices within the organization and ensure their sustainability through continuous monitoring, feedback, and managerial support (Voehl & Harrington, 2016, p. 24).

3. The Relationship Between Administrative Leadership Style & Change Management

Administrative leadership is considered one of the fundamental factors influencing the success or failure of change processes within organizations, as it plays a central role in guiding employees, motivating them, and coordinating their efforts to achieve organizational objectives. Organizational change is not limited to introducing modifications in structures or procedures; it also requires changes in behaviors and organizational culture, which necessitates effective leadership capable of managing such transformations.

Management literature indicates that the leadership style adopted within an organization directly affects employees' acceptance of change and their level of participation in its implementation. Effective leadership can create a positive organizational climate that supports innovation and encourages adaptation to environmental changes. In contrast, the use of inappropriate leadership styles may increase resistance to change and reduce the likelihood of its success (Gary Yukl, 2013).

Administrative leadership also contributes to all stages of the change management process, from planning to implementation and finally to monitoring and evaluation. During the planning stage, leaders work on formulating a clear vision for change and defining its strategic objectives, while involving employees in decision-making to enhance their commitment to the change process. In the implementation stage, leaders guide employees, provide the necessary resources, and overcome obstacles that may hinder the application of proposed changes. During the follow-up stage, leaders evaluate the outcomes of change and ensure its sustainability by reinforcing new organizational practices and fostering a supportive organizational culture (John Kotter, 1996).

The degree of leadership influence on change management varies depending on the leadership style adopted within the organization.

Accordingly, the success of change management requires adopting a flexible leadership style that combines guidance and participation, while taking into account the organization's context and its stage of development. This ensures a balance between achieving organizational objectives and maintaining employee stability within the organization (Stephen P. Robbins & Timothy A. Judge, 2017).

Secondly . Methods and Materia

This section presents the methodological framework of the study, including the research model, the definition of the population and

sample, as well as the data collection instruments and the statistical analysis methods used.

1. Research Model

This study is based on an analytical model that aims to examine the impact of leadership styles on change management in port organizations. The model consists of independent variables represented by leadership styles, and a dependent variable represented by change management with its different stages.

1.1 Independent Variables:

These represent administrative leadership styles and include:

- ✓ Autocratic leadership
- ✓ Democratic leadership
- ✓ Laissez-faire leadership

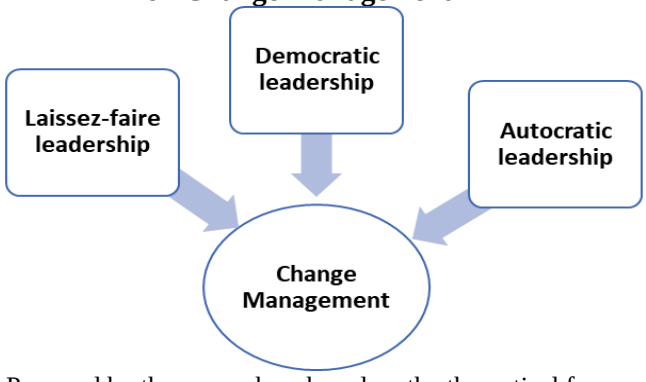
1.2 Dependent Variable:

The dependent variable is change management, which is conceptualized through three main dimensions:

- ✓ Readiness for Change
- ✓ Implementation of Change
- ✓ Resistance to Change

1.3 Model :

Figure (01): Research Model of the Impact of Leadership Styles on Change Management



Source: Prepared by the researchers based on the theoretical framework

Model Interpretation:

This model illustrates that leadership styles (autocratic, democratic, and laissez-faire) have a direct impact on change management within the studied port organizations. The level and direction of this impact are expected to vary depending on the leadership style adopted.

Each leadership style may influence change management differently. Democratic leadership is often associated with higher levels of employee participation and readiness for change. In contrast, autocratic leadership may facilitate faster decision-making, but it can also increase resistance to change. Meanwhile, laissez-faire leadership may lead to ambiguity and a decrease in the effectiveness of change management processes.

Accordingly, the model assumes that the effectiveness of change management largely depends on the leader's ability to select and adopt an appropriate leadership style that aligns with the organization's requirements and the dynamic environment of port institutions.

2. Population and Sample of the Study

2. 1 Study Population

The study population consists of all administrative staff working in port service organizations in eastern Algeria, namely:

- ✓ The Port Enterprise of Annaba
- ✓ The Port Enterprise of Skikda
- ✓ The Port Enterprise of Jijel

The population includes individuals from various administrative levels within these organizations, such as directors, department heads, service heads, and division heads. The total number of individuals in the study population reached **270 administrators**.

2.2 Study Sample

Due to the difficulty of studying the entire population, a **convenience sampling** method was adopted, as it is commonly used in field studies. A sample of **204 administrative employees** was selected from the port organizations under study, with the aim of adequately representing the population and enabling data analysis and the derivation of relevant findings.

2.3 Distributed and Collected Questionnaires

Questionnaires were distributed to the sample members across the three port organizations. A considerable number of valid questionnaires were retrieved for statistical analysis, as shown in the following table:

Table 01: Distribution of Questionnaires

Organization	Distributed	Retrieved	Response Rate
Port Enterprise of Annaba	52	47	90.38%
Port Enterprise of Skikda	120	85	70.83%
Port Enterprise of Jijel	35	27	77.14%
Total	204	159	77.94%

Source: Prepared by the researchers.

3. Research Instruments

To achieve the objectives of the study and collect the necessary data, the questionnaire was used as the primary data collection tool, and it was designed based on the results of observations, interviews, and available documents.

3.1 Questionnaire Structure

The questionnaire consists of two main sections:

Section One: Personal and Job-Related Data

This section includes information related to the characteristics of the respondents, such as gender, age, educational level, work experience, and job position.

Section Two: Main Questionnaire (Study Variables Measurement)

This section is divided into two main axes:

First Axis: Leadership Styles (Independent Variable)

This axis includes three leadership styles comprising **30 items**, distributed as follows:

- Autocratic leadership : Items (1–9)
- Democratic leadership : Items (10–19)
- Laissez-faire leadership : Items (20–30)

Second Axis: Change Management (Dependent Variable)

This axis includes three main dimensions representing the stages of change management, comprising **34 items**, distributed as follows:

- Preparation and planning for change

- Implementation of change and management of employee resistance
- Follow-up and support of change

A five-point Likert scale was used to mensuré respondents' answers

3.2 Validity and Reliability of the Questionnaire

First: Validity

The validity of the research instrument was verified using the following methods:

1. **Content Validity (Expert Judgment):**
   The questionnaire was reviewed by a group of academic experts in management and organization to ensure the clarity, relevance, and appropriateness of the items. Necessary modifications were made based on their feedback.
2. **Construct and Internal Consistency Validity:**
   Pearson correlation coefficients were used to measure the internal consistency between questionnaire items and their respective dimensions. The results showed statistically significant correlations at the significance level of (0.01), indicating good validity of the instrument.

Second: Reliability

The reliability of the questionnaire was assessed using **Cronbach's Alpha coefficient**, which yielded an overall value of **0.790**. This value is considered statistically acceptable, indicating that the instrument has a good level of reliability and can be used for data collection and analysis.

4. Data Analysis Methods

The data analysis in this study relied on a combination of descriptive and inferential statistical techniques using SPSS software, in order to achieve the research objectives and test the study hypotheses

4.1 Descriptive Statistical Methods

Used to summarize data characteristics, including the mean to identify overall trends, standard deviation to measure dispersion, standard error to assess accuracy, relative weight to express values as percentages for comparison, and ranking to determine variable importance**.**

4.2 Inferential Statistical Methods

Used to test hypotheses and analyze relationships, including Pearson correlation to measure the strength and direction of relationships, multiple regression to examine the impact of leadership styles on change management, and ANOVA to test the significance of the model and the combined effect of independent variables**.**

Thirdly. Results and discussion

1. Descriptive Statistical Analysis of the Sample's Attitudes toward Leadership Styles

This section aims to verify the level of adoption of leadership styles within the organizations under study.

1.1. Descriptive Analysis of the Sample's Attitudes toward the Authoritarian Administrative Leadership Style

This style is characterized by the leader issuing direct orders, imposing decisions, and exercising strict control over employees. This leadership style was measured through nine (09) items, as shown in the following table.

Table (02): Respondents' attitudes toward the Authoritarian Administrative Leadership Style

Items	(Mean)	SD	RW%	(Rank)	Evaluation
Separation between planning and implementation	3.78	0.912	75.6	2	High
Strict implementation of plans	3.70	0.786	74.0	3	High
Forcing workers to follow the established plan	3.86	0.769	77.2	1	High
Punishing anyone who does not comply with rules and instructions	3.64	0.909	72.8	5	High
Imposing decisions by force even if workers are not convinced	3.35	1.020	67.0	8	High
Employees are not willing to work according to instructions and procedures	3.60	0.886	72.0	6	High
Punishing anyone who encourages violation of	3.66	0.933	73.2	4	High

instructions					
Orders are resisted by workers	3.35	0.981	67.0	7	High
Not allowing workers to criticize or express their opinions	3.28	0.962	65.6	9	Moderate
Authoritarian administrative leadership (overall)	3.58	0.634	71.6	—	High

The source: Prepared by the researchers based on SPSS outpu

The results show that the authoritarian administrative leadership style is relatively highly prevalent within the studied port organizations, with an overall mean of 3.58 and a relative weight of 71.6%. This style is clearly characterized by centralized decision-making, strict adherence to plans and procedures, and a strong reliance on formal authority and control.

The findings also reveal variations in respondents' views, where the item related to enforcing compliance with the established plan received the highest rating, reflecting strong managerial control. In contrast, the item concerning allowing employees to criticize or express opinions ranked last at a moderate level, indicating limited employee participation within these organizations.

Overall, the results confirm the dominance of the authoritarian leadership approach, accompanied by a relatively weak level of employee involvement in decision-making.

1.2. Descriptive Analysis of the Sample's Attitudes toward the Democratic Administrative Leadership Style

Table (03): Respondents' attitudes toward the democratic administrative leadership style

Items	(Mean)	SD	RW%	(Rank)	Evaluation
Designing clear and comprehensive work plans	3.60	0.921	72.0	1	High
Ensuring flexibility in plan implementation	3.38	1.095	67.4	3	Moderate
Listening carefully to workers' feedback	3.16	1.206	63.2	7	Moderate
Modifying the work plan according to emerging data	3.14	1.141	62.8	8	Moderate

Ensuring a high level of participation	3.45	1.071	69.0	2	High
Explaining the real reasons for change	3.31	1.143	66.2	5	Moderate
Convincing workers of the importance of change	3.04	1.121	60.8	10	Moderate
Supporting workers during implementation (guidance and training)	3.21	0.994	64.0	6	Moderate
Reassuring workers that outcomes benefit everyone	3.36	1.953	67.0	4	Moderate
Engaging in dialogue with workers about achieved gains	3.08	1.134	61.6	9	Moderate
Democratic administrative leadership (overall)	3.92	0.758	78.2	—	High

The source: Prepared by the researchers based on SPSS outputs

This style is based on the principles of participation, dialogue, and consultation with employees, as well as involving them in decision-making processes. This approach was measured through ten (10) items, as shown in the following table.

The results in Table (03) indicate that the democratic leadership style is practiced at a high level (3.92; 78.2%), reflecting a clear adoption of participative leadership practices within the port organizations. The most emphasized aspect was designing clear and comprehensive work plans, while convincing employees of the importance of change ranked lowest, revealing a relative weakness in motivation and persuasion practices. Overall, the findings show a positive orientation toward participative leadership, with a need to further strengthen communication and persuasion skills to enhance the effectiveness of change management

1.3. Descriptive Analysis of the Sample's Attitudes toward the Free (Laissez-faire) Administrative Leadership Style

This leadership style is based on the principle of employee empowerment, whereby the leader grants employees a greater degree of autonomy in performing their tasks. It was measured through eleven (11) items, as presented in Table (04).

Table (04): Respondents' attitudes toward the Free (Laissez-faire) Administrative Leadership Style

Items	(Mean)	SD	RW%	(Rank)	Evaluation
Building a shared understanding of the organization	3.93	0.657	78.6	5	High
Removing barriers to information exchange	3.91	0.699	78.2	6	High
Focusing on trust and cooperation	3.82	0.758	76.4	8	High
Sharing a common vision with employees	3.99	0.716	79.8	3	High
Viewing oneself as a supportive resource for the organization	3.99	0.417	79.8	2	High
Creating favorable conditions for future change	3.88	0.741	77.6	7	High
Supporting information sharing at all levels	4.39	0.662	87.8	1	High
Enhancing coordination and integration among organizational units	3.76	0.775	75.2	11	High
Promoting awareness and learning from mistakes	3.77	0.704	75.2	10	High
Focusing on developing leaders' and employees' skills	3.81	0.686	76.2	9	High
Sharing power widely with employees	3.95	0.549	78.8	4	High
Free (Laissez-faire) administrative leadership (overall)	3.92	0.812	78.2	—	High

The source: Prepared by the researcher based on SPSS outputs.

The results in Table (04) indicate that the laissez-faire leadership style is practiced at a high level (3.92; 78.2%), reflecting a clear reliance on decentralization and employee empowerment. The statement "Supporting information sharing at all levels" ranked first (4.39), highlighting a strong emphasis on transparency and organizational communication. Overall, this leadership style underscores trust, autonomy, and collaboration, which enhances

employees' capabilities and supports the organization's adaptability to change.

2. Descriptive Analysis of the Sample's Attitudes toward the Dimensions of Change Management

This section aims to analyze the opinions and attitudes of the sample members regarding the dimensions of change management, which are represented in the following:

1. Preparation and planning for change
2. Implementation and management of resistance to change
3. Monitoring and support of change

Table (05): Overall Results of Change Management Dimensions

Dimension	(Mean)	(S D)	(RW%)	Evaluation
Preparation and Planning for Change	3.8926	0.69008	77.8	High
Implementation and Management of Resistance to Change	4.1120	0.82300	82.2	High
Monitoring and Supporting Change	3.8070	0.64400	76.0	High
Overall Change Management	3.9370	0.68600	78.7	High

The source: Prepared by the researcher based on SPSS outputs

The findings of the descriptive analysis indicate that change management practices in the organizations under study are implemented at a high level, as reflected by an overall mean score of (3.937) and a relative weight of (78.7%). This suggests that the surveyed organizations demonstrate a generally positive orientation toward adopting and applying change management practices across its different stages.

At the dimensional level, **implementation and management of resistance to change** ranked first with a mean score of (4.112) and a relative weight of (82.2%). This finding indicates that greater attention is given to the execution phase of change, particularly through efforts aimed at understanding the causes of resistance, encouraging employee participation, and adopting gradual implementation approaches. This may reflect an increasing organizational awareness of the importance of managing human-related challenges during change processes .

The **preparation and planning for change** dimension ranked second with a mean score of (3.8926) and a relative weight of (77.8%),

suggesting that organizations also place considerable emphasis on the preparatory phase of change. This includes defining objectives, allocating resources, and establishing a supportive environment for change initiatives, which is considered a key prerequisite for successful implementation.

The **monitoring and supporting change** dimension ranked third with a mean score of (3.807) and a relative weight of (76.0%). Although the level remains high, this result may indicate relatively less emphasis on post-implementation activities such as continuous evaluation, reinforcement of new practices, and the institutionalization of change within organizational routines. This suggests a potential area for improvement in ensuring the sustainability of change outcomes over time.

Overall, the results reflect a generally balanced approach to managing change across its main stages (planning, implementation, and follow-up). However, the findings also suggest that strengthening monitoring and follow-up mechanisms could enhance the long-term effectiveness and sustainability of change initiatives.

2. Hypothesis Testing

2.1Testing the First Main Hypothesis

- **Null Hypothesis ($H0_1$):**
  There is no statistically significant effect of authoritarian leadership on change management in the studied ports**.**
- **Alternative Hypothesis (H_1):**
  There is a statistically significant effect of authoritarian leadership on change management in the studied ports**.**

Table (06): Results of Testing the Second Hypothesis

Independent Variable	Dependent Variable	R	R^2	B	T	Sig	F	Sig F
Authoritarian Leadership	Change Management	0.324	0.104	0.776	6.636	0.000	3.677	0.000

The source: Prepared by the researcher based on SPSS outputs

Analysis

The results indicate a statistically significant relationship between authoritarian leadership and change management, with a correlation coefficient (R = 0.324) and a significance level (Sig = 0.000 < 0.05). This suggests the existence of a positive association between the two variables.

The coefficient of determination (R^2 = 0.104) shows that authoritarian leadership explains 10.4% of the variation in change management, while the remaining proportion is likely influenced by other organizational, behavioral, and contextual factors not included in the model.

The regression coefficient (B = 0.776) indicates a positive association, suggesting that higher levels of authoritarian leadership tend to be associated with higher levels of perceived change management practices within the studied organizations. However, this result should be interpreted as an association rather than a direct causal effect, given the cross-sectional nature of the data.

Furthermore, the F-statistic significance (Sig F = 0.000) confirms that the overall regression model is statistically significant.

Based on these results, the null hypothesis (H_{01}) is rejected and the alternative hypothesis (H_1) is accepted, indicating a statistically significant relationship between authoritarian leadership and change management in the studied ports.

The estimated regression model can be expressed as follows: $cm = \beta_0 0.776\, al + \varepsilon$

cm : Change Management/ al: Authoritarian Leadership

2.2. Testing the Second Main Hypothesis:

- **$H0_2$**: There is no statistically significant effect of democratic leadership on change management.
- **H_2**: There is a statistically significant effect of democratic leadership on change management.

Table (07): Results of Testing the Second Hypothesis

Independent Variable	**Dependent Variable**	**R**	**R^2**	**T**	Sig	**B**	**F**	**Sig F**
Democratic Leadership	Change Management	0.254	**0.065**	3.296	0.001	0.454	10.867	0.001

The source: Prepared by the researchers based on SPSS outputs

Analysis:

The results indicate a statistically significant positive relationship between democratic leadership and change management, with a correlation coefficient (R = 0.254) and a significance level (Sig = 0.001 < 0.05), confirming the presence of a meaningful association between the two variables.

The coefficient of determination ($R^2 = 0.065$) shows that democratic leadership explains 6.5% of the variance in change management, while the remaining variation is likely attributable to other organizational and contextual factors not included in the model.

Moreover, the regression coefficient (B = 0.454) suggests a positive association, indicating that higher levels of democratic leadership tend to be associated with higher levels of change management practices within the studied organizations. However, this relationship should be interpreted as an association rather than a direct causal effect, given the limitations of cross-sectional survey data.

In addition, the significance of the F-statistic (Sig F = 0.001) confirms that the overall regression model is statistically significant.

Based on these findings, the null hypothesis (H_{02}) is rejected and the alternative hypothesis (H_2) is accepted, indicating a statistically significant relationship between democratic leadership and change management in the studied ports.

The estimated regression model is expressed as follows:

$$cm = \beta_0 + 0.454\, dl + \varepsilon$$

cm : Change Management/ dl: Democratic Leadership

2.3. Testing the Third Main Hypothesis

- **$H0_3$:** There is no statistically significant effect of laissez-faire leadership on change management.
- **H_3:** There is a statistically significant effect of laissez-faire leadership on change management.

Table (08): Results Of Testing The Third Hypothesis

Independent Variable	Dependent Variable	R	R^2	T	Sig	B	F	Sig F
Laissez-faire Leadership	Change Management	0.212	0.045	*2.725*	0.007	0.466	7.423	0.007

The source: Prepared by the researchers based on SPSS outputs

Analysis:

The results indicate a positive statistically significant relationship between laissez-faire leadership and change management, as the significance level (Sig = 0.007 < 0.05) confirms the presence of a meaningful association between the two variables. In addition, the coefficient of determination ($R^2 = 0.045$) reveals that laissez-faire leadership explains only 4.5% of the variance in change management,

while the remaining variation is likely attributable to other organizational and contextual factors not included in the model.

Furthermore, the regression coefficient (B = 0.466) indicates a positive effect, suggesting that higher levels of laissez-faire leadership are associated with greater adoption of change management practices within the studied organizations. However, this relationship should be interpreted as an association rather than a causal effect, given the cross-sectional nature of the data.

Moreover, the F-statistic (F = 7.423, Sig F = 0.007) confirms that the overall regression model is statistically significant. Based on these findings, the null hypothesis (H_{03}) is rejected and the alternative hypothesis (H_3) is accepted, indicating a statistically significant relationship between laissez-faire leadership and change management in the studied organizations

the estimated regression model is given by $\underline{cm = \beta_0 + 0.466\, lfl + \varepsilon}$

cm : Change Management/ lfl: Laissez-faire Leadership

3. Discussion of the Results

The study findings indicate that all three leadership styles (authoritarian, democratic, and laissez-faire) are practiced at a high level within the studied port institutions. However, their relationships with change management differ in terms of strength, correlation, and explanatory power.

The comparative analysis of the hypothesis testing results suggests that authoritarian leadership exhibits the strongest association with change management. It recorded the highest correlation coefficient (R = 0.324), the largest regression coefficient (B = 0.776), and the highest explanatory power (R^2 = 0.104). This indicates a relatively stronger statistical relationship compared to the other leadership styles. This result may be interpreted in light of the operational context of port institutions, where structured coordination, rapid decision-making, and formal authority are often essential, particularly during the implementation phase of change.

In contrast, democratic leadership shows a moderate but statistically significant relationship with change management (R = 0.254, B = 0.454, R^2 = 0.065). Although its explanatory power is lower than authoritarian leadership, it appears to contribute to fostering employee participation, improving communication, and supporting involvement in decision-

making processes. This finding is consistent with the descriptive results, which indicated a relatively high level of adoption of participative practices, particularly during the planning and preparation stages of change. Nevertheless, its effect may be moderated by contextual constraints related to organizational structure and decision-making speed.

As for laissez-faire leadership, it demonstrates the weakest relationship and explanatory power among the three styles ($R = 0.212$, $B = 0.466$, $R^2 = 0.045$), although the relationship remains statistically significant. While the regression coefficient appears positive, the lower correlation and explanatory power suggest a less stable association with change management outcomes. This may be explained by the limited managerial intervention associated with this style, which may be less suitable in highly structured environments such as port organizations that require coordination and close supervision during change processes.

Overall, all three leadership styles show statistically significant relationships with change management ($Sig < 0.05$), suggesting that leadership behavior is an important factor in explaining variations in change management practices. However, the differences in effect size indicate that no single leadership style alone is sufficient to ensure effective change management.

Regarding the dimensions of change management, the results show that implementation and resistance management is the most dominant dimension, followed by preparation and planning, and finally monitoring and support. This suggests that the studied institutions place greater emphasis on the execution phase of change, while comparatively less attention is given to post-implementation evaluation and sustainability mechanisms, which may influence the long-term effectiveness of change initiatives.

Overall, the findings suggest that effective change management is better understood as a process influenced by a combination of leadership styles rather than reliance on a single dominant approach. Authoritarian leadership may support decisiveness and implementation, democratic leadership may facilitate participation and acceptance, while laissez-faire leadership may contribute to autonomy and flexibility under appropriate conditions.

Therefore, it may be concluded that adopting a contingency-based perspective could be beneficial, where leadership styles are adapted according to the stage of change (planning, implementation, and

monitoring) and the organizational context, in order to enhance the effectiveness and sustainability of change outcomes.

Conclusion

This study aimed to examine the relationships between leadership styles—authoritarian, democratic, and laissez-faire—and change management within the port institutions under investigation, by addressing the research problem related to the extent to which leadership styles are associated with organizational change management.

The findings indicate that all three leadership styles are statistically significantly associated with change management, although the strength of these relationships varies across styles.

Authoritarian leadership appears to have the strongest association with change management outcomes, which may reflect the relevance of centralized decision-making and organizational discipline in structured and highly regulated environments such as port institutions.

Democratic leadership also shows a positive and statistically significant association with change management. This suggests that participative practices may contribute to improving employee involvement, enhancing communication processes, and supporting greater acceptance of change initiatives.

In contrast, laissez-faire leadership demonstrates a weaker, yet statistically significant, association with change management. This implies that autonomy and flexibility may play a supportive role, but are unlikely to be sufficient on their own within formal organizational settings that require coordination and structured guidance.

The results further suggest that greater attention is given to the implementation and resistance management stages of change compared to the planning stage, while monitoring and evaluation practices appear to receive comparatively less emphasis. This may indicate a potential gap in ensuring the long-term sustainability and institutionalization of change outcomes.

Recommendations:

- Adopt a balanced leadership approach that integrates different styles according to each stage of the change process.
- Strengthen democratic leadership practices to enhance employee participation and reduce resistance to change.

- Maintain the effectiveness of authoritarian leadership during critical phases requiring discipline and decisive action.
- Improve monitoring and evaluation systems to ensure the sustainability of change outcomes.
- Enhance internal communication channels to clarify objectives and reduce uncertainty.
- Provide continuous training programs to develop leadership and change management skills.

Future Research Suggestions:

- Investigate the role of organizational culture in influencing change management effectiveness.
- Conduct comparative studies across different sectors to generalize findings.
- Examine the long-term impact of leadership styles on the sustainability of organizational change.
- Use qualitative research methods (such as interviews and case studies) to gain deeper insights into leadership practices.

List of references

Foreign Sources:

1. Alkahtani, A. H. (2011). The impact of personality and leadership styles on leading change capability of Malaysian managers. *International Journal of Business and Management*, 6(12), 104–114.
2. Bennis, W. (2009). *On becoming a leader*. New York: Basic Books.
3. By, R. T. (2021). Organizational change management: A critical review. *Journal of Change Management*, 21(1), 1–15.
4. Drucker, P. F. (2007). *Management challenges for the 21st century*. New York: Harper Business.
5. Hemphill, J. K., & Coons, A. E. (1957). Development of the leader behavior description questionnaire. In R. M. Stogdill & A. E. Coons (Eds.), *Leader behavior: Its description and measurement* (pp. 6–38). Columbus: Ohio State University.
6. Holten, A.-L. (2015). Leadership style and the process of organizational change. *Leadership & Organization Development Journal*, 36(1), 2–16.
7. Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review. *Journal of Organizational Behavior*, 39(5), 549–569.
8. Koontz, H., & O'Donnell, C. (1984). *Principles of management: An analysis of managerial functions* (5th ed.). New York: McGraw-Hill.

9. Lewin, K., Lippitt, R., & White, R. K. (1939). Patterns of aggressive behavior in experimentally created social climates. *Journal of Social Psychology*, 10(2), 271–299.
10. Olson, E. E., & Simerson, B. K. (2015). *Leading organizational change*. San Francisco: Jossey-Bass.
11. Oreg, S., Bartunek, J. M., Lee, G., & Do, B. (2018). An affect-based model of recipients' responses to organizational change events. *Academy of Management Review*, 43(1), 65–86.
12. Paglis, L. L. (2002). Leadership self-efficacy and managers' motivation for leading change. *Journal of Organizational Behavior*, 23(2), 215–235.
13. Voehl, F., & Harrington, H. J. (2016). *Change management excellence*. Boca Raton: CRC Press, p. 24.
14. Yukl, G. (2013). *Leadership in organizations* (8th ed.). Boston: Pearson.
15. Al-Agha, W. H. (2010). Administrative leadership and its role in achieving organizational development and positive change in banks operating in the Gaza Strip. Master's thesis, Islamic University, Gaza.
16. Al-Bambisi, M. A. (2002). Leadership styles and change management: An applied study on Jordanian public shareholding companies. Master's thesis, Yarmouk University, Jordan.
17. Kharoufa, R. M. Y. (2010). Leadership power as a tool to support areas of organizational change. Master's thesis, University of Mosul, Iraq.
18. Al-Khudari, M. A. (2013). Change management: An introduction to modern approaches. Amman: Dar Al-Masirah for Publishing and Distribution.
19. Dudin, A. Y. (2012). Change management and organizational development (pp. 24–26). Amman: Dar Al-Masirah.
20. Rashwan, H. A. (2011). Organizational behavior. Alexandria: University Knowledge House.
21. Al-Omaian, M. S. (2011). Organizational behavior in business organizations. Amman: Dar Wael Publishing.
22. Al-Qahtani, S. S. (2016). Administrative leadership: Transformations and challenges. Riyadh: Dar Al-Obeikan.
23. Kamel, A. A. (2012). The impact of administrative leadership styles on decision-making for change. Scientific Journal, pp. 45–67.
24. Al-Louzi, M. (1999). Organizational development: Fundamentals and modern concepts. Amman: Dar Wael Publishing and Distribution.
25. Maher, A. (2003). Organizational development: A practical guide to restructuring, administrative excellence, and change management. Alexandria: University Publishing House.
26. Al-Masri, M., & Amer, A. (n.d.). Modern management. Cairo: Dar Al-Fikr Al-Arabi.
27. Al-Mukhlafi, A. (2019). Modern administrative leadership. Amman: Dar Al-Masirah.
28. Hilal, M. A. (n.d.). Administrative leadership skills. Cairo: Center for Performance Development.