

Leadership Models and Change Management: A Systematic Review

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Abstract

The goal of the study was to thoroughly examine the organizational change management and leadership paradigms utilized in various industries. There are various leadership models that can be applied in various situations and change models that are used in various organizations, but there is no evidence of the effectiveness of these models when it comes to managing organizational change, and they aren't discussed as a group in a systematic way either. A research topic that has been highlighted by the studies is to present and examine the leadership models that are most frequently utilized in organizational change management. The past literature on empirical and theoretical topics is compiled via a systematic review. An analysis of the content that is qualitative and descriptive was planned. Scopus, Web of Science, Taylor & Francis, Google Scholar, Emerald, and PubMed search results were for research. The following leadership theories were examined: the Great-Man Theory, the Trait Theory, the Behavioural Theories, the Contingency Theories, the Situational Leadership Theory, the Path-Goal Theory, the Leader Participation Model, the Leader-Member Exchange Theory, the Transformational Theory, the Transactional Theory, the Authentic Leadership theory, the Ethical Leadership theory, and the Servant Leadership theory. Various change management models were also examined, including ADKAR, Kurt Lewin's Change Model the majority of researchers worked on separately examining leadership models and change management in various businesses, but they mostly focused on transformational leadership combined with change management strategies that are helpful in organizational transition. The findings of this study support the widespread use of transformational leadership styles in businesses that were undergoing change. Therefore, it is advised that rather than generalizing the theories, future scholars conduct study by filling up these gaps and concentrating on geographical areas where it is possible to apply leadership models to certain sectors.

Introduction

Leadership is the most important contextual factor that influences and shapes team performance and ultimately contributes to the effectiveness and success of the organization (Owens et al., 2013). Leaders are responsible for the process of social influence, defining team goals, structuring, and motivating team members with the goal to fulfil the team mission (Pudelko et al., 2015). For the successful completion of any change management plan, it needs to be carefully planned and fully budgeted. Along with these important constraints, leadership is also a spirit for the manager to capture employees back into work and to produce maximum benefits from change. The leaders are more effective than managers during the process of change (Bejestani, 2011). Change management is the process, tools, and techniques to manage the people side of change to achieve the required business outcome, it incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change (Ahn et al., 2010). Efforts to make major changes in the way organizations run are a regular occurrence in business and government entities throughout the world. Despite the regularity of these efforts, studies show that the majority of all change efforts are deemed failures by a variety of stakeholders (Pasmore, 2015).

leadership is dyadic and dynamic process, where leaders understand and professionally influence followers to transcend self-interest for the greater good of the organization, through motivating, inspiring a shared vision, and supporting higher level of need of the followers; and defining a competent rewarding system, so as achieve the challenging organizational goals, effectively and efficiently, through collective efforts (Bhattacharyya & Jha, 2018). The great men became irrelevant and consequently growth of the organizations (Samad, 2012). On the amount of direction and guidance, the dynamic among these factors was established; socio-emotional support and task behaviour, in performing a task the readiness level (commitment and competence) of the followers and relationship behaviour required by the followers functions and objective (Ryan & Tipu, 2013).

Traditional organization development models are giving way to new intervention methods and models in an age of uncertainty, complexity, globalization, and accelerating change (Karakas, 2010). There are a number of leadership models that have been implemented in various organizations and proven to be effective and instructive. However, the business world is changing rapidly with the advancement in information technology and many organizations as Riordan Manufacturing (RM) transformed to a global organization. Consequently, many facets have to be taken into consideration when developing a leadership model for RM as global organization (El-sherif, 2014).

Kotter (1988) Colin A. Carnall (2010) identifies a number of the 'characteristics needed to provide effective leadership', overcoming the problems identified in the syndrome outlined above. To be effective, leaders need a range of knowledge of industry, business functions and the firm. Also needed are a broad range of contacts and good working relationships in the firm and the industry. Linked to this will be a good track record in a relatively broad set of activities.

A systematic review is a process for reviewing relevant literature using a comprehensive, pre-planned strategy to locate existing literature, evaluate its contribution, analyse and synthesise findings and report on evidence to allow conclusions to be reached about what is known and what is not and Originating in the medical sciences, a systematic review differs from conversational reviews in that it aims at synthesising research in a systematic, transparent and reproducible manner (Ionescu, 2014). Most systematic review studies, focused on leadership theories and change management in case of different organizations specifically, in education and health sectors (e.g. Zakeer Ahmed et al., (2016); Gumus et al., (2016); Linda et al., (2017); (Rudolph et al., 2021); Deshwal & Ali, (2020); Schott et al., (2020); Mehrad, (2020a); Aij & Teunissen, (2017); Laumann, (2018)). Aiming to address gap, the current study builds on multi-level perspective by posing two research questions: What are discussed leadership models mostly with change management?, What methodological debates are discussed by past studies with related leadership models and change management?. Therefore, this review of systematic were answer those questions to fill the gaps on literature with combining leadership models used in organizational change management using content analysis that describe the different literatures finding and explore the most leadership models used in changing organizations.

Theoretical And Empirical Studies

Leadership Models

Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2012). The role of a leader is vital, and thus it cannot be overlooked. As time passed, various theories of leadership emerged, but due to change in scenario and environment, these theories also needed to have some modification in that because one single theory does not fit fully in different situations. The success or failure of an organization directly relates to the effectiveness of the organization. There are various stories in which even a sick organization revive it and move towards the way of success, and it happened only because using the right style of leadership (Deshwal & Ashraf Ali, 2020).

A leadership model is a theoretical framework for how best to manage employees. It typically suggests a corresponding response style to employee and organizational needs that has proven useful in that model. Although leadership models are similar to leadership styles, these are two separate concepts. While the model serves as the conceptual structure to explain what makes a leader great, the style represents the pattern of leadership behaviours they exhibit in pursuit of that greatness (Samarakoon, 2019).

Great-Man Theory

The Great Man Theory of leadership is centred on the ideas of prominent historians of the 19th century. The literature of the century, including Frederick Adam Woods's book *The Influence of Monarchs: Steps in a New Science of History* and many like it, analyze the influence of major rulers primarily in the Western world. The Great Man Theory thrives on the notion that most of history can be explained by the influence of male leadership figures. These men often appeared to rise to power out of nowhere and lead their people to success, and their "greatness" was often derived from military leadership. Great Man Theory reigned as the most popular theory of explaining leadership well into the mid-20th century, supposedly explaining the influence of big names such as Abraham Lincoln, Julius Caesar, and Alexander the Great (Carlyl, 2012).

Trait Theory

Trait theory is the approach to study a human personality that identifies & measures the degree to that convinced personality traits; very often recurring patterns of thoughts and behaviour of any human, like anxiousness, shyness, pessimist thought, optimist thought, openness to new things that exist from individual to individual (Penney et al., 2015).

Behavioural Theories

Behavioral theories of leadership indicate that leadership can be learned, unlike trait theory. Behavioural theories of leadership presuppose that particular behaviours are what distinguish leaders. That is, these theories begin with the assumption that an effective leader in any achievement context is one who exhibits

the behavior's that are most conducive to group productivity and group psychosocial growth (Kovach, 2018).

Contingency Theories

Those theories argue that the best type of leadership depends on situational variables and that no one style of leadership pertains or should be followed to all given workplace situations. For this reason, effective leaders can adapt their leadership style based on the nature of the group, the situation, and the objectives to be achieved (Kovach, 2018). The Fielder Model, In the year 1967, Fred Fiedler made the Fiedler Contingency Model, which states that the performance of the group depends upon the match between leaders' style of interaction with his subordinates and the level of degree which the situation gives the leader control and influence. Least Preferred Co-worker (LPC) is developed by Fielder to identify whether a leader is a task-oriented leader or relationship oriented. Along with this, he also identified three contingency dimensions that are leader-member relations, task structure, and position power.

Situational Leadership Theory

Paul Hersey and Ken Blanchard (1969) defined situational leadership; it assumes that the effective leadership style does not remain static, and it changes as per the situation, and to be an effective and successful leader should adopt his style and approach to different situations. Situational leadership means that leaders have to change the degree of supportiveness and directness to their employees according to the given situation of subordinates and their level of motivation.

Path-Goal Theory

In 1971 Robert House developed path-goal theory. He was a graduate at Ohio State University; later, this theory was and revised in 1996. It uses initiating structure, consideration, and expectancy theory of motivation to make the theory. It defines states that a leader should clarify the path of the followers and lead him effectively towards goal by reducing roadblocks. When a task is stressful and ambiguous, directive leadership is preferable. In a structured task, supportive leadership yields high performance and satisfaction.

Leader Participation Model

The Vroom–Yetton contingency model is made by Victor Vroom and Phillip Yetton in 1973 and later in 1988 with Arthur Jago. It concluded that the best leadership style depends on the situation. Five styles are suggested, and these are Autocratic Type 1, in which leaders exercise decisions basis on the readily available information. Second, Autocratic type 2 styles, in which information is taken up by the leader from followers but takes a decision on his own. The third style is Consultative Type 1, leader's share problems with only a few followers who are relevant enough and not all, but one by one, and followers are not allowed to discuss among them. Fourth, Consultative Type 2, in this a leader consults with followers in a group, but their ideas are heard, but the decision is taken by leader only by his own, Fifth, Group based Type 2, in which problems are discussed by leader with followers, and that decision is taken which is accepted by group.

Leader-Member Exchange Theory

Leader-member exchange theory originally made in 1975 states that because of time pressure, a leader and some members build a special relation, and this group is known as in-group, and those members who are not the part of this group come in our group. Those followers who are the part of in-group get some favourable attitude from the employees in comparison to those members who are the part of out-group. The focus of the leader-member theory is on the relationship quality of a leader and his subordinates (Kovach, 2018).

Transformational theory

Transformational leadership distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organization and a course that will yield certain superior social dividend. The transformational leaders raise the motivation and morality of both the follower and the leader (House & Shamir, 1993). It is considered that the transformational leaders “engage in interactions with followers based on common values, beliefs and goals”. This impacts the performance leading to the attainment of goal. As per Bass, transformational leader, “attempts to induce followers to reorder their needs by transcending self-interests and strive for higher order needs”. This theory conforms the Maslow (1954) higher order needs theory. Transformational leadership is a course that changes and approach targets on beliefs, values and attitudes that enlighten leaders practices and the capacity to lead change (Tarker, 2019).

Transactional theory

Transactional leadership style comprises three components: contingent reward, management-by-exception (active) and management-by-exception (passive). A transactional leader follows the scheme of contingent rewards to explain performance expectation to the followers and appreciates good performance.

Authentic Leadership theory

Bill George wrote about the authentic leadership in his book ‘Authentic Leadership’ in 2003, although it was originated in 1960 to explain how an organization presents itself authentically through leadership. This style is influenced by the ethical behavior of a leader. Authentic leadership comprises with self-awareness of a leader he knows his strengths and weaknesses, makes positive relationships with employees by inspiring and encouraging them. “According to George’s concept, several dimensions in authentic leadership include knowing the authentic self, learning from one’s life story, integrating all elements of life (work, family, community and friends), building support teams, balancing the intrinsic and extrinsic motivations, practicing personal values and empowering people to lead.” (Ghazzawi et al., 2017)

Ethical Leadership theory

Ethical leadership revolves around due respect and faith in ethics, beliefs, and values. It takes into consideration the rights and dignity of other persons. Trust, faith, fairness, honesty, consideration are the

main elements of ethical leadership. Ethics refers to the values and morals which a person or a society as a whole finds reasonable to follow. It is related to the virtuousness of a person and his motives. The choices of a leader are also affected by his morality. Ethical leadership is empirically related to some of the similar related constructs such as transformational, servant, and authentic leadership, but argued that it is well distinct from these constructs (Bansal & Kumar, 2018).

Servant Leadership

The term servant leadership was given by Robert K. Greenleaf in 1970. The new angle of ethical leadership is servant leadership. This type of leader pays more attention to the growth and development of followers. Persuasion is the tool to get the work done. A Servant Leader pays more attention to the needs of the employees helps them to grow and develop. Here the leader is there who serves the followers and shares his power with them. Those people who accept servant leadership experience high-level satisfaction, trust, recognition, creativity in their work. By using servant leadership, one can achieve organizational goals without using positional and authoritative power. (Bansal & Kumar, 2018)

Change Management

A successful change includes therefore three aspects: unfreezing (if necessary) the present level L1, moving to the new level L2, and freezing group life on the new level and Since any level is determined by a force field, permanency implies that the new force field is made relatively secure against change. Kurt Lewin was seen as one of the foremost psychologists of his day, He is now best known for his three-step model of change. However, this has been criticized for its "simplicity," and it has even been suggested that Lewin "never developed such a model," yet this ignores its links to the rest of Lewin's work. Surprisingly, there appears to have been no rigorous attempt to understand the connection between Lewin's early work on field theory and his later work on social and organizational change. In addressing this gap in the Lewin literature, this article will not only show that the three-step model of change is far from being simplistic but also that it was a well-thought-out approach to change based on his development of field theory. The main difference between the two is one of nomenclature rather than substance (Burnes, 2020).

Cummings (2010) presented a model to obtain effective change management including 5 activity steps: 1) motivating change, 2) creating a vision, 3) developing political support, 4) managing the transition, and 5) sustaining momentum. The first activity step, motivating change, includes creating readiness for change and helping the change recipients address resistance to change. The second step, creating a vision, is a leadership task where the leaders are to create the 'why' and 'what' of the upcoming change. During the third step, developing political support, the leaders need to gain employees' support to implement the change and avoid individuals and groups from blocking it. As a fourth step, the management needs to create an activity plan for the change activities. In addition, it is the management's task to plan how to keep the employees committed and to build a management structure to guide the organization through the planned change. The fifth activity, sustaining momentum, includes providing resources for change, building a support system for change agents, developing new competencies and skills, reinforcing new behaviours, and staying the course to complete the change process.

Managers in modern organizations consider change as a constant and continuous factor that can be utilized to enhance organizational performance from finance, customers' satisfaction, and internal process, and learning and growth perspectives. In order to manage the change, managers adopt different change management models such as ADKAR, Kurt Lewin's change model, Kotter 8 steps model, and Mckinsey 7s model (Sheikh Hamdo, 2021).

ADKAR Change Model

Jeffrey Hiatt, the successful entrepreneur and the founder of Prosci Learning Centred, introduced ADKAR model of change management in 2006. managers need to reinforce the change process by implementing a comprehensive control and evaluation system that can point out challenges faced by all stakeholders in the organization, the employees particularly, so they help them overcome these challenges and motivate them keep engaged in the change process (Sheikh Hamdo, 2021).

KURT LEWIN'S Change Management Model

In 1947 Lewin, the social psychologist, introduced his three stages model of change process: unfreeze, change, refreeze. Lewin argued that change starts first in unfreezing the status quo.

KOTTER'S 8 Steps Change Management Model

Kotter provided his change management model that consists of eight steps: creating urgency, forming a powerful guiding coalition, creating a clear vision for change, communicating the vision, empowerment actions, achieving wins in the short- run, building on the change base reached, making change stable.

MCKINSEY 7S Model

Introduced by Waterman, Peters, and Phillips in 1980 Mckinsey 7s model analyses organization from seven perspectives: strategy, structure, system, skills, staff, style, shared values, considering the first three ones as hard Ss and other four ones as soft Ss. Mckinsey 7s model is an effective analysis tool that enables managers determine the consistency level among organization's main dimensions and specify the change needed. Transformational leaders are highly concerned with their employees' individual needs. This is appreciated by the employees who, in their turn, will be highly committed to ensure change success to achieve goals set by their managers. Besides, through their cordial relationships with their subordinates, transformational leaders can deal with the situational resistance against the change effectively. According to Hussain et al., (2016) the transformational leadership style affects the organizational change process. In this type of leadership style, the leader coordinate with employees, share their knowledge, give opportunity in making decisions in organizational level.

Research Gap

After going through various studies, it is found that all the theories of leadership models and change management are not discussed collectively in a systematic way while leadership styles focused studies in

articles and change management models studied with related only transformational leadership theories. Different papers were found which were discussing leadership models, theories and styles differently related with change management models, and all theories were not found under an umbrella. Thus, these studies need to fill the gap on reviewing systematically leadership models and change management for choosing leadership models in organizational changing environment.

Research Methods

This study employed a systematic review leadership models and change management. Systematic review is characterised by a methodical, transparent, replicable methodology and presentation. They involve a comprehensive and systematic search to locate all relevant published and unpublished work that addresses one or more research questions, and a systematic presentation and integration of the characteristics and findings of the results of that search. The best reviews synthesize studies in order to draw broad theoretical conclusions about what a literature means, linking theory to evidence and evidence to theory (Siddaway et al., 2019).

Data Collection

This study was started by setting review procedure, adopted (Mehrad, 2020) from Fig. 1” displays the PRISMA that were obtained based on the research objective. As displayed below, a total of only 30 of the original 529 articles were ultimately included in the investigation, which enables to precisely outline and plan to be followed in the process of review. The review procedure enables this study to create a systematic, replicable, and transparent analysis and the paper followed a systematic article selection process as summarized.

Selection of databases

In the systematic review, databases were systematically searched for eligible studies and the data were derived from the databases Scopus, Web of Science, Taylor & Francis, Google Scholar, Emerald, and PubMed. Based on this review, the researcher selected 30 articles from amongst 529 papers that were uncovered in the databases and were somehow related to the object of study: “leadership models, Leadership theories and Change Management”.

Inclusion and exclusion

The current study used some inclusion and exclusion criteria. Three **inclusion criteria** were employed such as search boundary, time of publication, language and keywords. As per the recommendation of Tasdemir & Gazo (2018), to ensure search completeness some additional journals were added to the list but were published in international peer-reviewed journals which are considered to be the most reliable sources.

The results of the search were obtained from English-language journal articles published from 2010–2021 in peer-reviewed journals. For the initial search, the search keyword terms were as follows: a) “leadership”,

b) "leadership models", c) "Leadership theories" and d) "change management". Each of the searches consisted of two of these keywords along with "OR" and "AND": ((Leadership) OR (Leadership models) OR (Leadership theories) AND (Change Management)). Besides, the study used a series of inclusion criteria to screen papers for the review. These factors included: English language, years of papers publication > 2010, papers that had been published in peer-reviewed journals and dealt with leadership models or theories and Change Management as the main aim of the study.

The **exclusion criteria** include relevance, quality and duplication. It was done via reading of abstract and conclusion of downloaded articles from different databases. The relevance was determined by deciding whether articles fit to keywords used as search string and to ensure the quality, the study excluded unpublished articles, working papers and conference papers so as to enhance the findings from this review. Duplicated articles were excluded by assigning ID code for each article and manual detection.

Data Analysis

This study used descriptive content analysis, as well as review questions that were established at the start of the review process. The descriptive analysis was carried out using the data extraction form's categories (Snilstveit et al., 2012). It was accomplished by tabulation, specifically for the discussion of research characteristics results based on databases, kind (theoretical or empirical), and level of analysis. Qualitative with descriptive content analysis. A systematic review is used to summarize the previous empirical and theoretical literatures. The descriptive analysis aids the research characteristics sub-part, which provides the reader with a brief background of the reviewed publications in this study.

Discussion

After search process finalized, the leadership models and change management in were summarized through grouping by publication year, authors, title of study, objectives of study, findings of study and type of research depend on the source of data focus of leadership theories and change management.

The study adopted a systematic review that have been reviewed by the researchers were analysed in quantitative, qualitative and mixed approach research terms based on Leadership models/theories and Change Management. This study adopted a systematic review in investigating the research issues of leadership models and change management. In addition, the current study aimed to examine the deliverables of this study, descriptive analytical synthetic approach was used to reach on conclusion and recommendation.

By reading selected papers displayed in Table 1, it was found that nowadays researchers focused on the different types of leadership theories such as great man theory, trait theory, behavioural theory, and contingency theory, autocratic, transformational and transactional theories. Whereas change management is focused on four models ADKAR, Kurt Lewin's change model, Kotter 8 steps model, and Mckinsey 7s models. The concerns of researchers were systematically review leadership theories related with change management models.

Table 1
Summarized review on leadership models and change management

Year	Authors Name	Title	Study objective	Findings	Type of Research
2011	Bejestani, Hamid Shafaei	Improving Project Change Management Using Leadership Spirit	Evaluating the role of leadership characteristics on the project change management	Leadership is an effective spirit for a project manager to keep his/her project team in its best condition for rejecting changes, or getting back on track, or earning benefits from changes.	Research Article
2012	Samad, Sarminah	The Influence of Innovation and Transformational Leadership on Organizational Performance	To examine the relationship between innovation, transformational leadership and organizational performance.	Both transformational leadership and innovation were found to be the significant influence to on organizational performance.	Research Article
2012	VanVactor, Jerry D.	Collaborative leadership model in the management of health care	To identify differences between leadership and management and applies the concepts to collaborative management practices.	Collaboration is a synergistic work environment wherein multiple parties must work together toward the enhancement of health care management practices and processes.	Research Article
2012	Palrecha, Rita Spangler, William D. Yammarino, Francis J.	A comparative study of three leadership approaches in India	To examine the effective-ness of leadership theory within its immediate context, i.e., the local organization of focus	The results suggest that research designs that include a multi-theory, multi-methods approach in a single culture have the potential to increase our understanding of leadership processes.	Research Article

Year	Authors Name	Title	Study objective	Findings	Type of Research
2013	Ryan, James C. Tipu, Syed A.A.	Leadership effects on innovation propensity: A two-factor full range leadership model	To examine the leadership dimensions of the full range leadership model in Pakistan and the relation of leadership to innovation propensity	Leadership styles offer unique insight into the nature of leadership behaviours in Pakistani organizations and the influence that such behaviours have on innovation propensity.	Research Article
2013	Santhidran, Sinnappan Chandran, V. G.R. Borromeo, Junbo	Enabling organizational change- leadership, commitment to change and the mediating role of change readiness	To examine employees' perceptions on readiness to change, commitment and leadership during transformation initiatives.	Leadership positively and significantly affect change readiness but not commitment to change.	Research Article
2015	Penney, Samantha A. Kelloway, E. Kevin O'Keefe, Damian	Trait theories of leadership	To explore the extent to which expertise and leader characteristics congregate,	Leadership traits help every type of personality of leaders to acquire necessary skills; originate an organizational vision and an effective plan for pursuing it; and take the necessary steps to implement the vision of creating effective leaders in reality. The	Research Article

Year	Authors Name	Title	Study objective	Findings	Type of Research
2015	Reichenpfader, Ursula Carlford, Siw Nilsen, Per	Leadership in evidence-based practice: a systematic review	To systematically review published empirical research on leadership as a determinant for the implementation of evidence-based practice (EBP) and to investigate leadership conceptualization and operationalization in this field.	Leadership was mostly viewed as a modifier for implementation success, acting through leadership support.	Systematic Review
2016	Moradi Korejan, M Shahbazi, H	An analysis of the transformational leadership theory	To examine leadership becomes more important and it is considered as a critical success factor.	Transformational leader is inspiring and creative and leads people in a way that they try more than their abilities in the organization and also invent and innovate in their work area.	Research Article
2016	Thomson, Norman B. Rawson, James V Slade, Catherine P Bledsoe, Martin	Transformation and Transformational Leadership: A Review of the Current and Relevant Literature for Academic Radiologists	To examine transformation leadership of current and relevant for Academic Radiologists	Change management or transformation is a management skill set that can be learned and developed. Transformational leadership is a leadership style defined by the relationships between the leaders and the followers and the results they are able to achieve together to meet organizational goals.	Research Article

Year	Authors Name	Title	Study objective	Findings	Type of Research
2017	Ghazzawi, Khalil Osta, Bernard Choughri, Radwan	Situational leadership and its effectiveness in rising employee productivity	To discuss the impact of situational leadership style on employees motivation.	a positive relationship was found between situational leadership and employee productivity	Research Article
2017	Bugubayeva, Roza Olzhabayevna Sansyzbayevna, Roza Bespayeva Teczke, Maciej	Approaches and models for change management	To organize knowledge in the field of change management and presents the main models related to this issue.	Change management has evolved over the past several years with change management models, processes, and plans developed to help ease the impact change can have on organizations.	Literature Review
2017	Aij, Kjeld Harald Teunissen, Maurits	Lean leadership attributes: a systematic review of the literature	To provide insight into applicable attributes for lean leaders in health care.	a model for health-care leaders to apply lean in their organizations.	Systematic Review
2017	Cannatelli, Benedetto Smith, Brett Giudici, Alessandro Jones, Jessica Conger, Michael	An Expanded Model of Distributed Leadership in Organizational Knowledge Creation	To show how leadership transcends organizational boundaries as a means of creating a new context for the continuous spiral of organizational knowledge.	a static and monolithic understanding of distributed leadership to illustrate how an expanded model informs the situational leadership framework and spiral of knowledge creation across an organization's hierarchy and boundary in the context of social entrepreneurship.	Research Article

Year	Authors Name	Title	Study objective	Findings	Type of Research
2017	Laumann, Karin	Organizational Change Management Theories and Safety -A Critical Review	To review critically change management theories and safety theories	bridges theories of organizational change and the theory of high reliability organizations (HRO) as a safety theory and discusses how a change process can be feasible with safety as a main priority.	Critical Review
2018	Kovach, Mary	An Examination of Leadership Theories in Business and Sport Achievement Contexts	To examines the impact of transformational leadership in multiple contexts, specifically business and competitive sport.	studies demonstrate how transformational leadership transcends disciplines and exemplify the value of transformational leadership, resulting in higher achievement outcomes.	Research Article
2018	Bansal, Jahanvi Kumar, Dinesh	Is Ethical Leadership Beneficial?	To shed light on the various aspects, dimensions, and outcomes of ethical leadership.	ethical leaders are perceived to nurture and promote ethical behavior by setting examples for others in ethical terms, acting as ethical role model, setting ethical standards and principles, engaging in open communication about ethical matters with employees.	Research Article

Year	Authors Name	Title	Study objective	Findings	Type of Research
2019	Elsan Mansaray, Hassan	The Role of Leadership Style in Organisational Change Management: A Literature Review	To examine the role of leadership style in organisational change management has been investigated considerably	several leadership styles that can act as promoter in change management processes: ranging from authoritarian leadership, transformational leadership, laissez-faire leadership, servant leader, transactional leadership, democratic leadership, strategic leadership, bureaucratic leadership, to consultative and participative leadership. leadership has become an essential component for a successful change in any organization in order to face the ever-contentious market competitiveness.	Literature Review
2019	Eva, Nathan Robin, Mulyadi Sendjaya, Sen Dierendonck, Dirk Van Liden, Robert C	Servant Leadership: A systematic review and call for future research	To provide a conceptual clarity of servant leadership vis-à-vis other value-based leadership approaches	the servant leadership research can move forward and continue to offer significant insights to the leadership field over the next 20 years.	Systematic Review

Year	Authors Name	Title	Study objective	Findings	Type of Research
2019	Lovelace, Jeffrey B. Neely, Brett H. Allen, Julian B. Hunter, Samuel T.	Charismatic, ideological, & pragmatic (CIP) model of leadership: A critical review and agenda for future research	To examine the model's primary principle that there are multiple ways to effectively lead in organizations, the cognitive and behavioral variations that differentiate the CIP model of leadership styles	wide scale proliferation of the model remains elusive. As such, this effort provides the first comprehensive review of the CIP model to analyze its potential to expand our understanding of leadership in science and practice.	Critical Review
2019	Schell, William J.	Leadership and change management	To provide the reader with tools to help change their organizational culture.	change process is to promote transformational leadership behaviors for any leader involved in the change effort, especially those at the top of the organization.	Research Article
2019	Lal, M Maureen	Leading Effectively Through Change	To explore the essential elements that contribute to successful change management and the strategies leaders can employ to keep their nurses, and their organizations	The Magnet environment not only advances the fundamental principles that enhance change management, but also gives leaders the tools to stay agile and adaptable as they continue to improve structures, processes, and expectations.	Research Article
2019	Tarker, Daniel	Transformational Leadership and the Proliferation of Community College Leadership Frameworks: A Systematic Review of the Literature	To demonstrate how transformational leadership and the five-factor model can inform community college leadership	transformational leadership theory and the five-factor model as theories to help synthesize these multiple constructs is useful.	Systematic Review

Year	Authors Name	Title	Study objective	Findings	Type of Research
2020	Deshwal, Vivek Ashraf Ali, Mohd.	A Systematic Review of Various Leadership Theories	To examines the theories that emerged in leadership literature. Various theories like trait, behavioral, contingency, and emerging theories are described briefly in a systematic way.	It is found that as time passed, the way to see leadership also changed, styles like transformational, transactional, authentic, ethical, servant emerged as new dimensions which suit to the changing business environment.	Systematic Review
2020	Burnes, Bernard	The Origins of Lewin's Three-Step Model of Change	To show that the three-step model of change is far from being simplistic but also that it was a well-thought-out approach to change based on his development of field theory.	It has been criticized for its "simplicity," and it has even been suggested that Lewin "never developed such a model," yet this ignores its links to the rest of Lewin's work and the main difference between the two is one of nomenclature rather than substance.	Research Article
2020	Mehrad, Aida Fernández-Castro, Jordi González Gómez de Olmedo, Maria Pau	A systematic review of leadership styles, work engagement and organizational support	To conduct a systematic review based on these variables.	leadership styles (transformational leadership and transactional leadership) and organizational support were found as two imperative organizational factors to access better outcomes at the workplace.	Systematic Review

Year	Authors Name	Title	Study objective	Findings	Type of Research
2020	Siangchokyoo, Nathapon Klinger, Ryan L Campion, Emily D	Follower transformation as the linchpin of transformational leadership theory: A systematic review and future research agenda	To examine existing criticisms and explicating tree fundamental as- assumptions related to the role of follower transformation.	the theory assumption that the positive individual, group, and organizational effects of transformational leadership are due to the transformation of followers in specific and enduring ways. We offer a systematic review of empirical evidence related to follower transformation as the conceptual foundation of transformational leadership theory.	Systematic Review
2020	Mendy, John	Leadership and the Changing World of Work: A review, a critique and new directions	To conduct a comprehensive systematic literature review and critique with the view to develop a more comprehensive understanding of emerging leadership and change patterns.	leadership styles' positive (or effective) impacts within the context of the changing world of work is supported.	Systematic Review

Year	Authors Name	Title	Study objective	Findings	Type of Research
2021	Sheikh Hamdo, Samer	Change Management Models: A Comparative Review	To review the change concept and factors driving change in the organization.	Study shows that, despite some differences between the ADKAR, Lewin's, Kotter's 8 steps, and McKinsey 7s models of change models, they have common factors which are dividing change management process into consecutive stages and considering the importance of human resources side in the change process.	Literature Review
2021	Tariku, Melkamu Temesgen	A Systematic review on the effects of leadership styles on organizational performance in Ethiopia: Exploring gaps on existing literatures	To present and explore gaps the effects of leadership styles on organizational performance in Ethiopian organizations.	Most researchers were focused on transformational leadership, but in countries like Ethiopia with high number of illiteracies the attempt to practice transformational leadership can result to wrong decisions.	Systematic Review

In general, as shown in the Table 1, most researchers concentrated on transformational leadership in conjunction with change management methods that are beneficial in organizational transition. To select the right leadership style to utilize in a given situation, a leader must first determine the maturity level of his or her followers in relation to a specific task, according to Hersey-Blanchard leadership. According to this leadership paradigm, a low level of follower readiness is best matched with a telling style. A modest level of follower readiness is best matched with a selling technique. It promotes two-way conversation. The leader, on the other hand, is in charge of making decisions. Followers can make decisions when their leader uses a participative leadership style. Transformational leaders may make their followers feel like they are an important part of the organization and show them how they can contribute.

In general, all change management models recognize the importance of human resources in the change management process, albeit some of these models place a more emphasis on this aspect than others. Managers must not only grasp change management methods, but also embrace the appropriate

leadership style to effectively manage change. Managers can use a variety of leadership styles to deal with organizational transformation. Common leadership styles include autocratic, democratic, transactional, and transformational leadership, among others. Managers in autocratic leadership do not consult their subordinates before making decisions. Managers that use a democratic leadership style, on the other hand, debate their decisions with their staff so that everyone has a say in the decisions that need to be made. Although this leadership style could be effective for some situations, it does not seem to be effective to manage the change in modern organizations (Jennifer M. George, 2011).

Managers that practice transformational leadership attempt to drive their subordinates through the influence of their amicable relationships in such a way that these employees trust themselves and realize their underlying abilities and talents, allowing them to perform at their best. Transformational leadership style is, in fact, a critical determinant in managers' ability to effectively lead change. Transformational leaders are those who can convince their employees of the value of their jobs (Jennifer M. George, 2011).

They can effectively influence employees' behavior to get them to adopt the change vision using their emotional intelligence. Furthermore, transformational leaders can boost employees' creativity and lead them to develop creative ways to overcome all hurdles that may arise as a result of the change process, hence improving change management effectiveness. Individual requirements of employees are a top priority for transformational leaders. Employees will appreciate this, and they will be strongly devoted to ensuring the success of the transition in order to meet the goals set by their management. Furthermore, transformational leaders can effectively cope with situational resistance to change through their cordial relationships with their subordinates.

Study characteristics

Aiming to provide readers with a brief introduction regarding the reviewed articles, the study used points such as databases characteristics as follows.

Figure 3 below shows the pie chart showing the databases used to search articles for review. The result is presented as follows.

The above pie chart shows that 42 of articles used for review, in this study, were accessed from Scopus 26.2% followed by Google Scholar 14.3% and Emerald 14.3% while PubMed 9.5%, Taylor & Francis 4.8% and Web of Science 4.8%.

As shown in the pie chart above, majority (93.3%) of reviewed studies were Mixed approach while few of reviewed studies (3.3%) were qualitative and (3.3%) quantitative research of articles were theoretical and empirical studies.

As presented in the Fig. 5 above, exactly in year 2019 were 20.0% followed by in year 2020 16.7% of reviewed studies adopted while small number of reviewed 3.3% in year 2011 of them systematically reviewed articles.

As shown in the pie chart above, majority (53.3%) is research article followed by (30%) of systematic review studies while small number of reviewed (6.7%) were critical review studies.

The study findings are discussed as follows:

According to the results of this systematic review, previous studies who have conducted them specifically recommend transformational leadership on organizational change. They also say that organizational support makes an effective contribution to performance, attitude, the organizational behaviour of employees, and their engagement. These realities should be explained or introduced more comprehensively to managers, leaders, and the heads of various workplaces. This study reviews ADKAR, McKinsey 7s, Lewin's, and Kotter's change management models. In principle, all models provided some stages through which change should be managed. Although all the mentioned models considered the importance of human resources in attaining the change, ADKAR model was that one which focused on the importance of people side the most. Further, McKinsey 7s model is found to be more useful in determining the organizational areas where the change should be conducted. Also, Kotter's model pointed out very important point which is the importance of short- run wins that employees should receive in order to reach high level of employees' engagement in the change process. On the other hand, this study points out the importance of managers' role in change management. More specifically, the study refers to the leadership style that managers should adopt which is transformational leadership style. Transformational leaders, through their cordial relationships with employees, their emotional intelligence, and their concern with their subordinates' individual needs, can effectively deal with situational resistance against change and stimulate the employees' creativity to ensure the success of change process.

Change became inevitable thing in the modern organizations. Financial factors, technological factors, marketing factors, and human resources related factors are the most important driving factors of change in the contemporary business environment. Scientists and professionals became aware of this importance and introduced different change management models. This study reviews ADKAR, McKinsey 7s, Lewin's, and Kotter's change management models. In principle, all models provided some stages through which change should be managed. Although all the mentioned models considered the importance of human resources in attaining the change, ADKAR model was that one which focused on the importance of people side the most. Further, McKinsey 7s model is found to be more useful in determining the organizational areas where the change should be conducted. Also, Kotter's model pointed out very important point which is the importance of short- run wins that employees should receive in order to reach high level of employees' engagement in the change process. On the other hand, this study points out the importance of managers' role in change management. More specifically, the study refers to the leadership style that managers should adopt which is transformational leadership style. Transformational leaders, through their cordial relationships with employees, their emotional intelligence, and their concern with their subordinates' individual needs, can effectively deal with situational resistance against change and stimulate the employees' creativity to ensure the success of change process.

Leadership has always been considered as one of the most important factors of success and failure in any organization and numerous researches have been conducted in this field. In recent decades,

transformational leadership has attracted lots of attentions to itself. Transformational leaders employ their personal abilities to promote ideals of others and transfer individuals to higher level of performance. Transformational leaders play critical role in organizational performance. In other words, whatever characteristics of transformational leadership are evident; members will be more encouraged to enhance organization's performance. Because transformational leaders make people motivated. Obviously, when leaders have great personalities, pay attention to individual differences and high level needs of people and provide mental stimulation, thereby, they increase members' involvement and their tendency to make greater effort to succeed and create high-performance in the organization (Moradi Korejan & Shahbazi, 2016). Transformational leadership is the process of engagement of the leader with subordinates in order to create a connection that advances and promotes the degree of inspiration and ethics in both the leader and the subordinates (Northouse, 2013).

A transformational leader can also, indoctrinate pride and faith in groups, as well as inspire and empower groups. Thus, in my opinion, transformational leadership style can help to reduce resistance to change. As, resistance to change can be one of the many reasons for the failure of change initiatives. Hence, it is crucial to go deeper in this field while observing organizational change (Elsan Mansaray, 2019).

To eliminate the problem of generalizability future researchers should employ this study in other services sectors including Banking (Private commercial banks, foreign commercial banks), Insurance, and Telecommunication and engaged in other services to empirically validate the findings of the study. The researcher has examined only the influence of transformational leadership for change implementation. Hence, it is suggested to use the full range of leadership styles from Transactional to Laissez-Faire to further investigate how each leadership style influences change management. These findings would contribute to the existing theory and also broaden the knowledge in the realm of change management. Finally, it is suggested to examine the demographic linkages such as gender, age, working experience and educational qualifications with transformational leadership (S, 2021).

The complexity of the organizational process cannot be explained just by using comprehensive one-way predictive models. What is required is to understand the inter-linkages among the variables of the study. This study contributes to understanding the interrelationship between leadership, change readiness and commitment to change using the partial least square methodology. It was once thought that leadership affects commitment directly. But, empirical evidence in our study suggests the opposite. However, the generalization made in our study is limited to the organization under study. More research is needed to explore the issues in greater detail. However, we believe that this study has paved the path for future research to consider and expand the link between leadership, change readiness and commitment to change (Santhidran et al., 2013).

Theoretical and Managerial Implications

Theoretical Implications

The findings of this study show that leadership style and employee involvement in change is encouraging step for change process of organization. Armstrong (2015) presented a model to obtain effective change management including 5 activity steps: 1) motivating change, 2) creating a vision, 3) developing political support, 4) managing the transition, and 5) sustaining momentum. The first activity step, motivating change, includes creating readiness for change and helping the change recipients address resistance to change. The second step, creating a vision, is a leadership task where the leaders are to create the 'why' and 'what' of the upcoming change. During the third step, developing political support, the leaders need to gain employees' support to implement the change and avoid individuals and groups from blocking it. As a fourth step, the management needs to create an activity plan for the change activities. In addition, it is the management's task to plan how to keep the employees committed and to build a management structure to guide the organization through the planned change. The fifth activity, sustaining momentum, includes providing resources for change, building a support system for change agents, developing new competencies and skills, reinforcing new behaviours, and staying the course to complete the change process. However, the effect of Kurt Lewin's model is indirect through separate phases in the process.

Transformational leaders employ their personal abilities to promote ideals of others and transfer individuals to higher level of performance (Moradi Korejan & Shahbazi, 2016). The transformational leadership style has been studied as the most important factor for change process in prior studies (Hussain et al., 2018).

Managerial implication

Different organizations use different organizational change model for stay in competition in the market. All previous studies that leadership is the key factor for change process. The study indicates the dominant role of leadership, employee involvement and sharing knowledge in change process of Lewin's model. As we see the knowledge sharing is an important catalyst for unfreezing stage and moving stage for the process. On the same time employee involvement is the main factor for shifting of organization from one phase to another, so all these factors are interrelated for the current change process (Hussain et al., 2018). Leadership style that managers should adopt which is transformational leadership style. Transformational leaders, through their cordial relationships with employees, their emotional intelligence, and their concern with their subordinates' individual needs, can effectively deal with situational resistance against change and stimulate the employees' creativity to ensure the success of change process (Sheikh Hamdo, 2021).

Future Research Direction

This study is believed to offer several opportunities for future research in leadership models and change management. First, this study provides opportunity to empirically examine in different views leadership models with changing organization. To carry out research on these topics empirical studies should recognize the bridging position of leadership models and change management models in changing organizations. Therefore, this study suggests that to review all models with different sector organization with geographical location that feasible to implement leadership models on specific sectors rather than generalize the theories.

Limitation of the study

This paper limited with studies published from the period from 2011 to 2021 only keywords leadership, leadership models, Leadership theories and change management. This study faces yet another limitation due to the adoption of descriptive content analysis as a method of data analysis. Such method of data analysis is susceptible to possible subjectivity although the systematic approach was employed by the researcher to ensure potential biases in the study. Thus, future studies can reduce subjectivity problem by using various software tools as tools enable a researcher to reduce the subjectivity that frequently occurs during the use of traditional content analysis and in the implementation of codifications manually done by an academic (Graneheim et al., 2017). And also not used software as it allows researchers to identify structures, recurrences, patterns in the text that have not necessarily been imagined a priori. Finally, this systematic review does not include geographical and sector categories in their analysis to find the specific result implications.

Conclusion

The main purpose of this systematic review to know the most effective used leadership model with change management depend on different literatures. Leadership also deals with employee motivation and development, increasing their intellect and making them more effective and efficient, and their models can be used more effectively in the change management processes. Thus, most exponents identified transformational leadership as the most famous leadership style that will be in position to address the trials and difficulties of the emerging administrative practices. To them a transformational leader has the potential to stir his group to deliver more than anticipated by the organisation Elsan Mansaray, (2019), Tariku (2021), Sheikh Hamdo (2021), and different authors confirm transformational leadership models mostly effective on changing organizations in efficient and effectiveness. A transformational leader can also, indoctrinate pride and faith in groups, as well as inspire and empower groups. Thus, in my opinion, transformational leadership style can help to reduce resistance to change. As, resistance to change can be one of the many reasons for the failure of change initiatives. Hence, it is crucial to go deeper in this field while observing organizational change (Elsan Mansaray, 2019). Therefore, future researchers are suggested to carry out research by filling these gaps and focusing on unexplored issue depend on their geographical areas with their organizations.

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Abbreviations

- **ADKAR** - Awareness, Desire, Knowledge, Ability and Reinforcement
- **LPC** - Least Preferred Co-worker

Declarations

We the undersigned declare that this manuscript is original, has not been published before and is not currently being considered for publication elsewhere. We would like to draw the attention of the Editor to the following publications of one or more of us that refer to aspects of the systematic review manuscript presently being submitted. We wish to confirm that there are no known conflicts of interest associated with this publication and there has been no significant financial support for this work that could have influenced its outcome.

We confirm that the manuscript has been read and approved by all named authors and that there are no other persons who satisfied the criteria for authorship but are not listed. We further confirm that the order of authors listed in the manuscript has been approved by all of us. We confirm that we have given due consideration to the protection of intellectual property associated with this work and that there are no impediments to publication, including the timing of publication, with respect to intellectual property. In so doing we confirm that we have followed the regulations of concerning intellectual property.

We understand that the Corresponding Author Mr. Biniam Getnet Agazu is the sole contact for the Editorial process (including Editorial Manager and direct communications with the office). He is responsible for communicating with the other authors about progress, submissions of revisions and final approval of proofs. We confirm that we have provided a current, correct email address which is accessible by the Corresponding Author and which has been configured to accept email from biniamgetnet1@gmail.com .

Figures

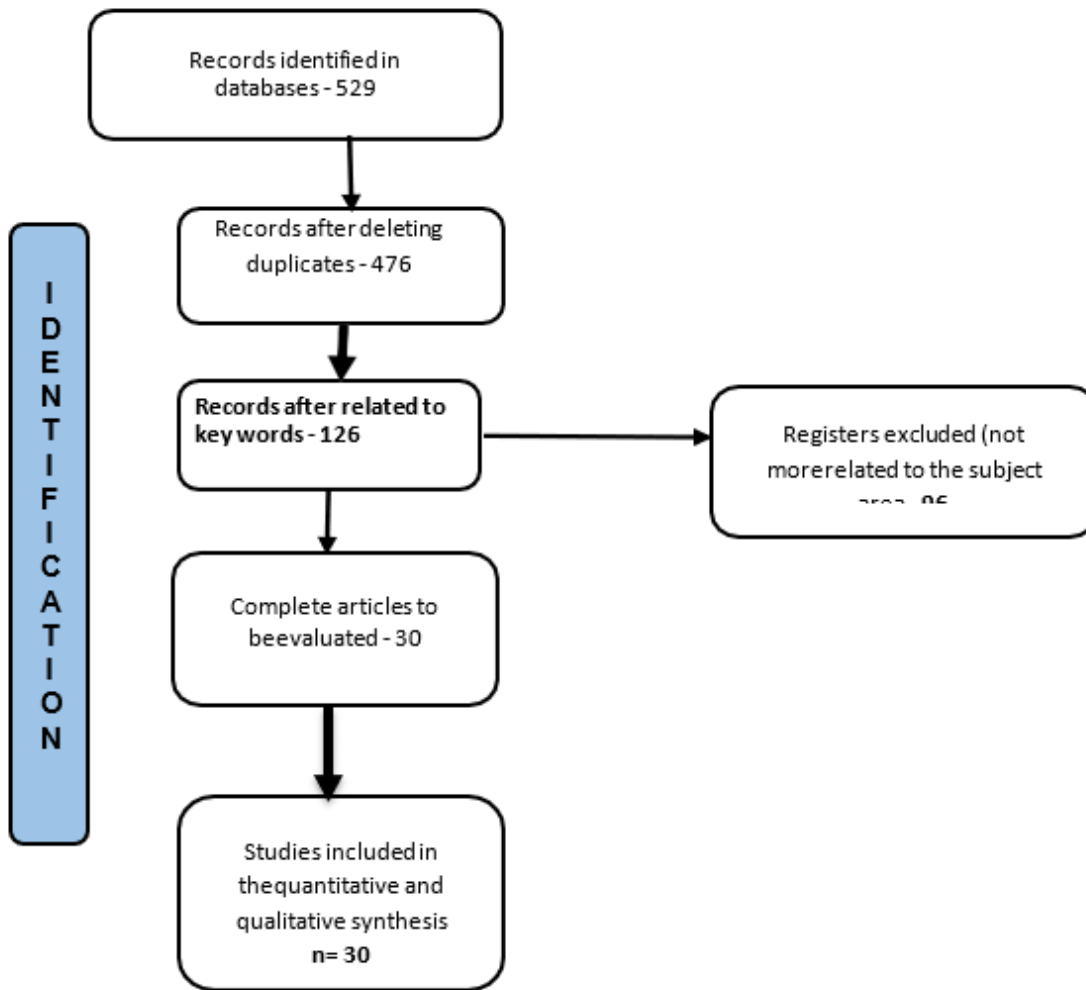


Figure 1

Displays the PRISMA that were obtained

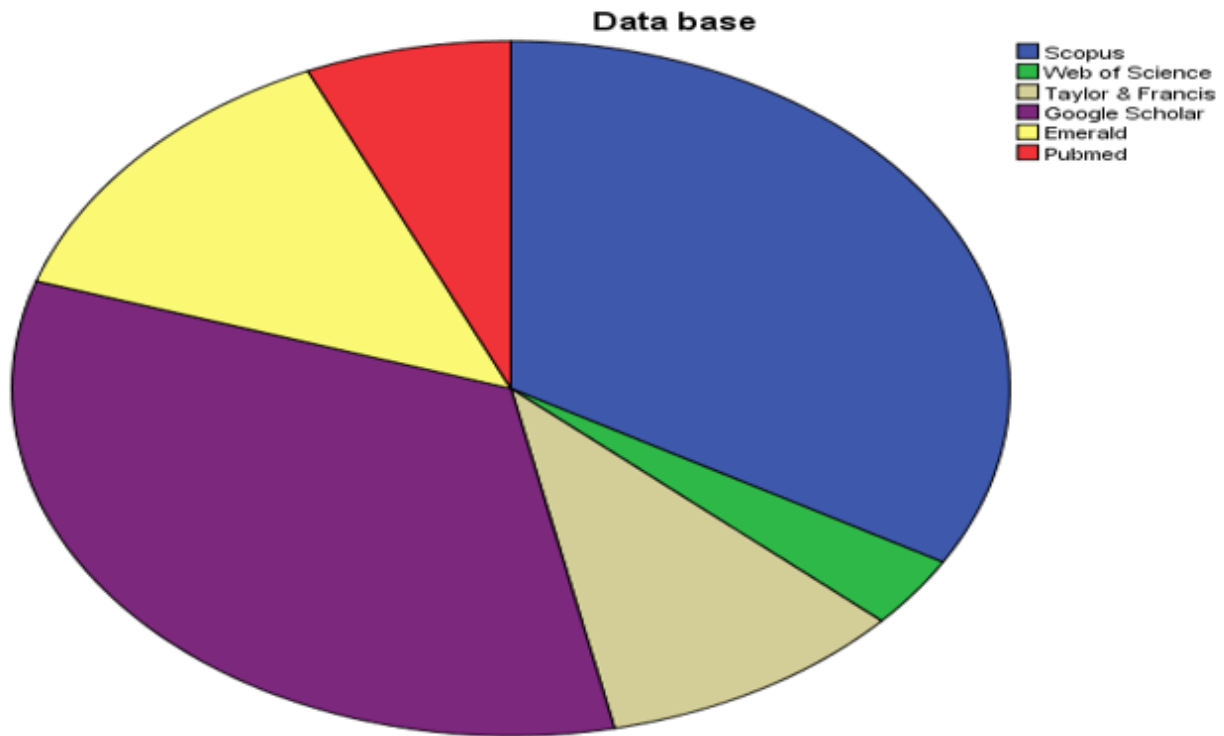


Figure 2

The databases for article search

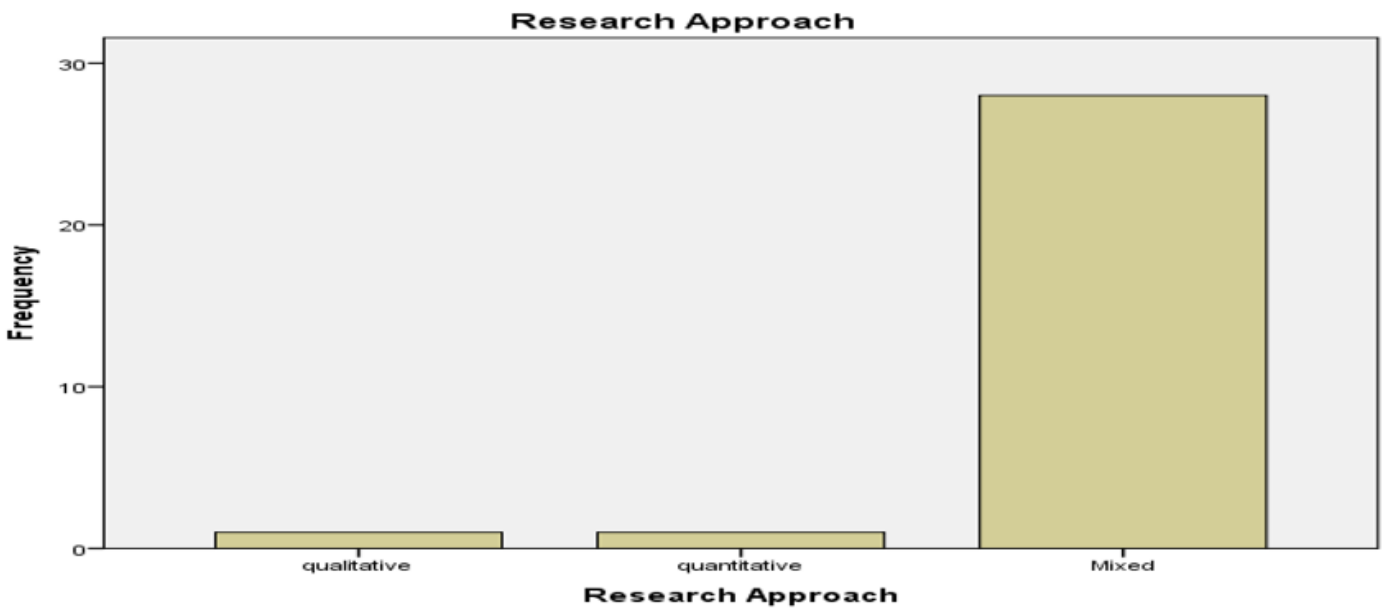


Figure 3

Type of studies reviewed

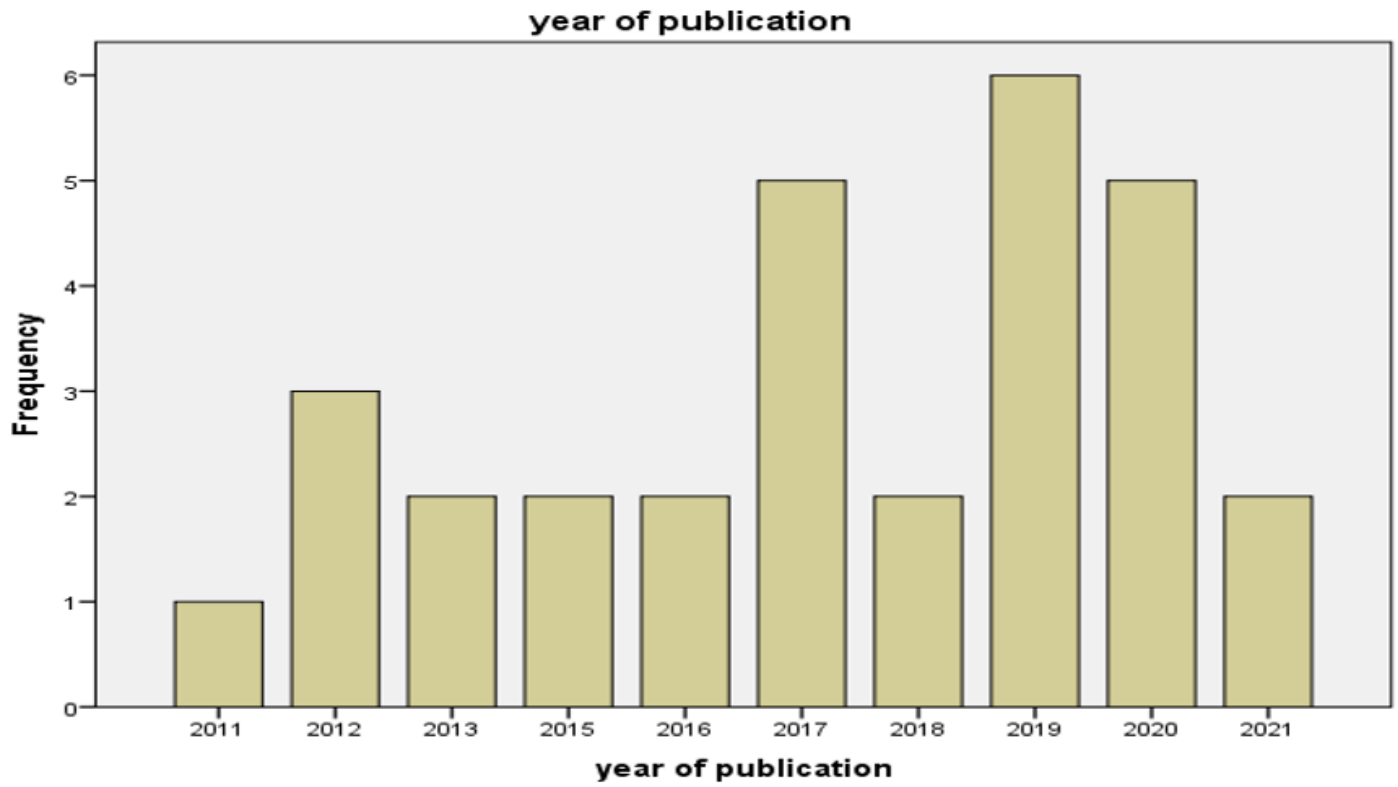


Figure 4

Year of publication

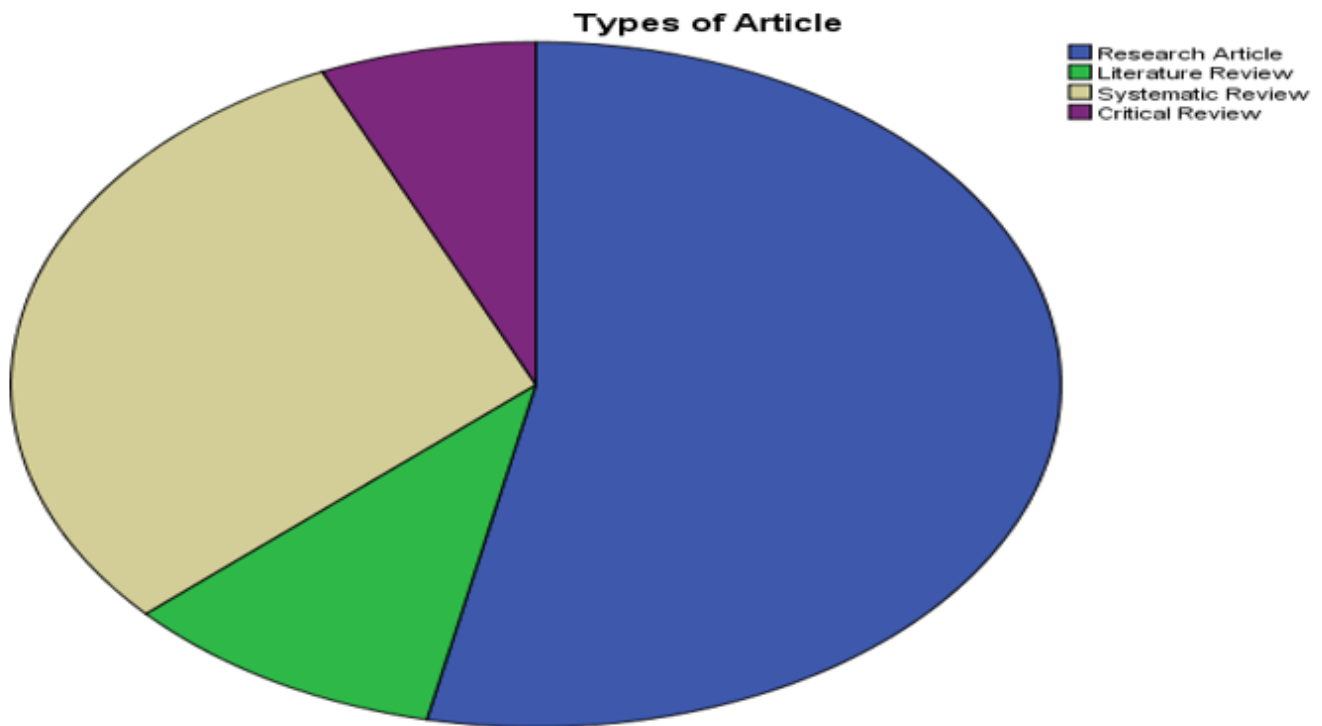


Figure 5

Type of Article