

## **Abstract**

In today's world change is the only constant within organizations. It has become imperative to manage change by enabling the organizations. The role of leadership in managing change has been acknowledged by all. Therefore, the aim of this study is to advance knowledge regarding the role of leadership in change and change management within organizations so as to enhance organizational effectiveness and performance. The specific objectives have been to formulate relationships between leadership behaviors and change context, change success, employee stress, resistance to change and employees' satisfaction.

In view of the above, a quantitative research method was adopted to collect data from a large sample of participants in different organizations. Survey method was used to determine the leadership behaviors, change context, change success and to acquire individual opinions about resistance to change, employee stress and employee satisfaction. This helped the researcher in identifying the specific leadership behaviors that could enhance change success and employees' satisfaction and reduce employee stress and resistance to change. The researcher designed the questionnaire specifically for this study.

In order to enhance the validity of research and understand the problem in great depth, a qualitative research method was also used. The case study method was sought to understand and represent employees' understandings regarding what influences effective change processes and how these have impacted upon them. Three case studies were conducted at International Crop Research Institute for the Semi Arid Tropics (ICRISAT), Indigm Consulting Limited and Oil and Natural Gas Corporation (ONGC). These organizations had undergone significant organizational changes to cope up with changes in the environment. As a part of the data collecting process, both informal and formal interviews were conducted at ICRISAT and Indigm Consulting Ltd. The questions were related to the need of undergoing changes, the various changes that the organizations were undergoing, how these changes were being implemented, and the influence that these changes were having on the people. Insights about organization were mainly gained by using various sources of secondary data. The case study at ONGC was based on secondary data only.

Adopting a quantitative as well as a qualitative methodology, helped to seek a deeper understanding of the complex issue of change and change management from the employees' viewpoints. These insights helped to explain how individual employees perceived the organization, the change leadership behaviors, and the changes affecting the organization and themselves as members of the organization.

Thus, understanding the dynamics between the management of organizational change and the people who work in the organization is important to top management who initiate changes. In essence, this study demonstrates the need for leaders to enable employees to have a 'voice' in change and change management processes and practices that affect them both on a personal and professional capacity.