RISK : Jurnal Riset Bisnis dan Ekonomi
Vol. 07, No. 02, Tahun 2026
available online at *https://ojs.unik-kediri.ac.id/index.php/risk*
ISSN (Online) 2722 – 3361; (Print) 2722 – 3108

Leadership and Change Management Effectiveness: The Mediating Role of Change-Oriented Organizational Culture

Fajar Purwanto*[1], Elok Cahyaning Pratiwi[2], Anis Sirojuddin Suryo Negoro[3]
[1,2,3] Faculty of Economics, Mayjen Sungkono University Mojokerto
email: fajar.purwanto@gmail.com[1], elokmaulana@gmail.com[2], sirojuddinanis@gmail.com[3]
***Koresponden penulis** fajar.purwanto@gmail.com

Received: 21 September 2026 *Revised: 16 Oktober 2026* *Accepted: 01 November 2026*

Abstract: *Organizational change requires leadership that provides strategic direction, inspires employees, and facilitates organizational adaptation. Although previous studies have examined transformational leadership, strategic leadership, and change leadership, further investigation is needed to understand their distinct contributions to change management effectiveness and the role of organizational culture as a mediating mechanism. This study examines the effects of transformational leadership, strategic leadership, and change leadership on change management effectiveness, with organizational culture serving as a mediating variable. Data were collected through a structured questionnaire from 182 employees of a manufacturing company in Indonesia and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that transformational leadership has the largest direct path coefficient for change management effectiveness (β = 0.376, p < 0.001), followed by organizational culture (β = 0.303, p < 0.001), change leadership (β = 0.299, p < 0.001), and strategic leadership (β = 0.225, p = 0.007). Strategic leadership and transformational leadership significantly influence organizational culture, whereas the effect of change leadership is not significant (β = −0.012, p = 0.909). Organizational culture partially mediates the relationships between strategic leadership and change management effectiveness (β = 0.101, p = 0.021) and between transformational leadership and change management effectiveness (β = 0.085, p = 0.026), but does not mediate the relationship involving change leadership. These findings highlight the selective role of organizational culture in translating certain leadership approaches into change management effectiveness within the studied organization. The study suggests that managers should integrate implementation-oriented change leadership with transformational and strategic leadership to facilitate organizational adaptation. The findings should be interpreted in light of the study's cross-sectional design, single-source self-reported data, and focus on a single manufacturing company.*

Keywords: Transformational Leadership; Strategic Leadership; Change Leadership; Organizational Culture; Change Management Effectiveness

INTRODUCTION

Organizational change has become a continuing managerial challenge as organizations face digital transformation, technological developments, shifting market conditions, and changing employee expectations. These developments require organizations to continuously adjust their strategies, structures, processes, and human resource capabilities to maintain organizational effectiveness. The challenge of organizational change is not limited to designing appropriate change programs but also involves mobilizing employees, managing resistance, and establishing organizational conditions that enable change initiatives to be implemented effectively.

This is an open access article under CC-BY-SA license.

Leadership plays an important role in this process because leaders influence organizational direction, employee motivation, and the capacity to adapt to changing circumstances. Previous studies have emphasized the importance of leadership in organizational adaptation, particularly when organizations need to reconfigure their routines, capabilities, and organizational structures in response to environmental changes (Day et al., 2021; Volberda et al., 2021). Recent studies have also associated leadership with digital transformation, organizational change, and employee adaptation (Chen et al., 2026; Wang et al., 2026; Yan et al., 2026). These developments highlight change management effectiveness as an important organizational outcome, reflecting the extent to which planned changes can be translated into actual organizational practices.

Leadership influences organizational change through different behavioral and managerial orientations. Transformational leadership emphasizes the development of a shared vision, employee inspiration, intellectual stimulation, and individual consideration, encouraging employees to accept new ideas and become actively involved in organizational improvement (Vera et al., 2022). Strategic leadership focuses on establishing long-term organizational direction, making strategic decisions, and aligning organizational resources and capabilities with environmental demands (Prastiwi & Tukiran, 2024). Change leadership, in contrast, emphasizes the practical management of organizational transitions through effective communication, employee mobilization, participation, and the management of resistance during the implementation of change initiatives (Hechanova et al., 2018). These three approaches are selected because they represent complementary dimensions of leadership relevant to organizational change. Transformational leadership addresses the motivational and developmental dimension, strategic leadership addresses the directional and resource-alignment dimension, and change leadership addresses the implementation and employee-mobilization dimension. Although these leadership approaches may be related in organizational practice, their conceptual emphases are different. Their simultaneous examination therefore provides an opportunity to understand how different leadership orientations contribute to organizational change rather than treating leadership as a single undifferentiated construct.

Previous empirical studies have examined various relationships between leadership and organizational change, providing a foundation for understanding the distinct contributions of these leadership approaches. (Van der Voet, 2014) investigated the relationship between leadership and organizational change in public organizations, emphasizing the relevance of leadership behavior in facilitating change processes. Binci et al. (2016) discussed leadership and organizational change by highlighting the organizational conditions associated with the implementation of change. Hechanova et al. (2018) examined change leadership in relation to

change management and employees' commitment to organizational change, providing evidence of the importance of leadership in mobilizing employees during organizational transitions. (Nguyen et al., 2023) examined the relationship between transformational leadership, organizational culture, and organizational performance, offering additional insights into the relationship between leadership and organizational outcomes. Furthermore, Prastiwi & Tukiran (2024) highlighted the relevance of strategic leadership in aligning organizational decisions with strategic initiatives. These studies demonstrate that leadership has been investigated through different theoretical perspectives and organizational outcomes. Nevertheless, their different research emphases leave room for further examination of how transformational leadership, strategic leadership, and change leadership relate to change management effectiveness within a common analytical framework.

Organizational culture provides an important explanation of how leadership orientations may be translated into organizational outcomes. Organizational culture represents shared values, beliefs, norms, and behavioral expectations that guide how employees understand organizational priorities and respond to managerial decisions. Leaders may communicate strategic directions and encourage organizational change, but the effectiveness of these initiatives also depends on whether organizational values and everyday practices support the intended changes. Kaur Bagga et al. (2023) demonstrated the mediating role of organizational culture in the relationship between transformational leadership and change management in virtual teams. Their findings provide a relevant foundation for understanding culture as an explanatory mechanism connecting leadership with organizational change. Other studies have also associated organizational culture with organizational effectiveness and innovation (Naveed et al., 2022), while research by Busari et al. (2020) and Zhu et al. (2023) highlights the role of leadership in shaping employee responses to organizational change. These findings indicate that organizational culture and leadership are interconnected factors in organizational adaptation. However, further empirical examination is needed to determine whether organizational culture mediates the relationships between different leadership orientations and change management effectiveness in a similar or selective manner. In particular, the motivational, strategic, and implementation-oriented dimensions of leadership may influence organizational culture through different mechanisms.

The Indonesian manufacturing environment provides a relevant setting for examining these relationships because manufacturing organizations depend on operational coordination, standardized procedures, supervisory direction, and employee adaptation to changes in production processes and technology. Organizational change in this environment may involve

adjustments to work systems, production procedures, technological applications, employee responsibilities, and coordination across organizational units. Such changes require managers to establish clear strategic directions, encourage employee acceptance, and ensure that new organizational practices are implemented consistently. Hierarchical decision-making arrangements and collective working relationships may also be relevant considerations when examining communication, employee participation, and the acceptance of organizational change. These characteristics should be understood as contextual considerations rather than assumed attributes of every Indonesian organization. Previous research has highlighted the importance of leadership, organizational capabilities, readiness, and technology adoption in organizational transformation (Ekhsan et al., 2026). Research on transformational leadership and organizational performance also provides broader evidence of the relationship between leadership and organizational outcomes (Nguyen et al., 2023), although its findings should not automatically be interpreted as evidence specific to Indonesia without confirming the original research setting. Accordingly, examining employees of an Indonesian manufacturing company offers an opportunity to investigate how leadership approaches and organizational culture relate to change management effectiveness within a specific organizational environment.

Building on these theoretical and empirical perspectives, the present study examines transformational leadership, strategic leadership, and change leadership as distinct but complementary leadership orientations associated with change management effectiveness. Organizational culture is positioned as a mediating variable because it represents the organizational environment through which leadership values, decisions, and behaviors may influence employees' responses to change. This approach extends previous empirical discussions by examining the three leadership orientations simultaneously and assessing whether organizational culture functions as a common or selective mediating mechanism. The study does not assume that all leadership approaches influence organizational culture in the same way. Instead, it investigates whether their different conceptual orientations produce different direct and indirect relationships with change management effectiveness. This distinction is particularly relevant given that leadership approaches may be closely related in practice while retaining different theoretical functions. The examination of their respective relationships also provides an opportunity to assess the empirical distinctiveness of the constructs within the proposed research model.

The scientific contribution of this study lies in providing empirical evidence on the differentiated relationships between transformational leadership, strategic leadership, change leadership, organizational culture, and change management effectiveness within one manufacturing

organization. It contributes to the literature by examining organizational culture as a potentially selective mediating mechanism rather than assuming that culture universally transmits the influence of every leadership approach. This perspective offers a more differentiated explanation of how leadership orientations relate to organizational change effectiveness. From a managerial perspective, the findings may help managers identify which leadership approaches are associated with organizational cultural conditions that support change implementation. Understanding these relationships is particularly useful for manufacturing organizations that need to coordinate operational adjustments, maintain employee commitment, and adapt work practices to changing organizational requirements.

Based on these arguments, this study examines the effects of transformational leadership, strategic leadership, and change leadership on change management effectiveness through organizational culture among employees of an Indonesian manufacturing company. Specifically, the study investigates the direct relationships between the three leadership approaches and organizational culture, the direct relationships between leadership and change management effectiveness, the relationship between organizational culture and change management effectiveness, and the mediating role of organizational culture in the relationships between each leadership approach and change management effectiveness. Through this examination, the study aims to provide a more differentiated understanding of how leadership orientations and organizational culture relate to the effectiveness of organizational change within the manufacturing company investigated.

LITERATURE REVIEW

Theoretical Foundation

Organizational change effectiveness can be explained through the interaction between leadership behavior, organizational culture, and employees' responses to organizational transformation. This relationship requires a theoretical foundation that explains how leadership influences organizational conditions and how those conditions contribute to the successful implementation of change. The present study draws on the Resource-Based View (RBV), Social Exchange Theory (SET), and organizational change theory to explain the relationships among transformational leadership, strategic leadership, change leadership, organizational culture, and change management effectiveness.

The Resource-Based View, introduced by Barney (1991), emphasizes that organizational resources and capabilities can become sources of sustained competitive advantage when they are valuable, difficult to imitate, and appropriately organized. From this perspective, leadership capabilities and organizational culture represent important organizational resources that

support adaptation and change. Strategic leadership contributes by aligning organizational resources, capabilities, and long-term objectives with environmental demands (Ireland & Hitt, 2005) . Transformational leadership contributes by developing employee capabilities, encouraging innovation, and building commitment toward organizational objectives. Organizational culture provides shared values and behavioral norms that influence how these resources are mobilized and applied in organizational activities. Accordingly, leadership and organizational culture may jointly support an organization's ability to implement change effectively.

Social Exchange Theory, developed by Blau (2017), provides an additional explanation of how leadership influences employee responses to organizational change. The theory suggests that relationships between organizational members develop through reciprocal exchanges of support, trust, recognition, and commitment. Leaders who provide meaningful direction, communicate organizational expectations, and support employee development may encourage employees to reciprocate through greater involvement and commitment. Transformational leadership may strengthen these reciprocal relationships through inspiration and individual consideration, while change leadership may facilitate employee participation and support during organizational transitions. Such relationships can contribute to a more supportive organizational environment in which employees are willing to participate in organizational change.

Organizational change theory further explains how organizations move from existing arrangements toward intended organizational conditions. Armenakis & Bedeian (1999) emphasize that successful organizational change involves multiple dimensions, including the content of change, the organizational context, the process of implementation, and the responses of organizational members. These dimensions indicate that change effectiveness cannot be understood solely through managerial decisions or leadership characteristics. Organizational culture also matters because shared assumptions, values, and behavioral norms influence how employees interpret and respond to change initiatives. From this perspective, organizational culture may function as an organizational mechanism connecting leadership approaches with change management effectiveness.

Integrating these theoretical perspectives, this study proposes that transformational leadership, strategic leadership, and change leadership represent distinct managerial capabilities that can influence organizational culture and change management effectiveness. Organizational culture is positioned as a mediating variable because leadership behaviors and strategic decisions may become embedded in organizational practices through shared values and norms. The proposed relationships provide the theoretical basis for examining both the direct effects of leadership and the indirect effects transmitted through organizational culture.

Transformational Leadership and Organizational Change

Transformational leadership refers to a leadership approach that inspires employees to move beyond immediate individual interests and work toward shared organizational objectives. Bass (1985) identifies important dimensions of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions explain how leaders develop a shared vision, encourage new ways of thinking, and support employees in responding to organizational challenges. In organizational change situations, transformational leaders can help employees understand the rationale for change, develop confidence in new organizational directions, and recognize the value of adapting existing work practices.

The relationship between transformational leadership and organizational culture can be explained through the ability of leaders to influence shared organizational values and behavioral expectations. Leaders who consistently communicate organizational vision, demonstrate desired behaviors, and encourage employee development can contribute to the development of shared beliefs and norms. Schein (2010) explains that leadership and organizational culture are closely connected because leaders influence the assumptions and values that become established within organizations. Transformational leadership may therefore strengthen a culture that supports cooperation, learning, innovation, and organizational adaptation. Empirical research by Nguyen et al. (2023) also provides evidence of the relationship between transformational leadership, organizational culture, and organizational performance.

Transformational leadership may also contribute directly to change management effectiveness. Employees are more likely to understand and support organizational transformation when leaders communicate a clear vision, encourage participation, and provide intellectual and emotional support. Such leadership behavior can reduce uncertainty and strengthen employee commitment during the implementation of change. Previous research has associated transformational leadership with positive employee responses and organizational adaptation (Busari et al., 2020; Zhu et al., 2023) . These arguments suggest that transformational leadership can contribute to both the development of supportive organizational culture and the effective implementation of organizational change.

H1: Transformational leadership has a positive effect on organizational culture.

H2: Transformational leadership has a positive effect on change management effectiveness.

Strategic Leadership and Organizational Change

Strategic leadership refers to the capacity of organizational leaders to establish long-term direction, make strategic decisions, anticipate environmental developments, and align organizational resources with strategic objectives. Ireland & Hitt (2005) explain that strategic leadership involves establishing strategic direction, developing and maintaining core

competencies, managing organizational resources, and sustaining an effective organizational culture. Strategic leadership therefore focuses on the organizational capabilities and managerial decisions required to maintain organizational adaptability and long-term effectiveness.

Strategic leadership can influence organizational culture by establishing priorities, allocating resources, and communicating values that guide organizational behavior. Strategic decisions concerning technological development, operational improvement, human resource capabilities, and organizational restructuring can influence how employees understand organizational priorities. Leaders who consistently align organizational policies and resource allocation with strategic objectives may strengthen shared organizational values and behavioral expectations. From an RBV perspective, the alignment between leadership capabilities and organizational resources can support the development of organizational capabilities that facilitate adaptation (Barney, 1991; Ireland & Hitt, 2005) .

Strategic leadership may also directly contribute to change management effectiveness through the development of clear organizational direction and the alignment of change initiatives with long-term objectives. Organizational change requires appropriate resource allocation, coordination across organizational units, and managerial decisions that ensure the continuity of organizational operations. Strategic leaders can facilitate these processes by identifying organizational priorities, anticipating potential obstacles, and ensuring that change initiatives are consistent with organizational capabilities. These functions are particularly relevant in manufacturing organizations, where operational adjustments and technological developments require coordinated strategic decisions. Accordingly, strategic leadership is expected to contribute positively to change management effectiveness.

H3: Strategic leadership has a positive effect on organizational culture.

H4: Strategic leadership has a positive effect on change management effectiveness.

Change Leadership and Organizational Change

Change leadership refers to leadership behavior specifically directed toward facilitating and managing organizational transitions. Unlike transformational leadership, which emphasizes inspiration and employee development, and strategic leadership, which emphasizes long-term direction and resource alignment, change leadership focuses on the practical processes through which organizational change is communicated, accepted, coordinated, and implemented. Hechanova et al. (2018) highlight the importance of change leadership in supporting change management and employee commitment to organizational change.

Change leadership may influence organizational culture by establishing behavioral expectations and managerial practices that support organizational transitions. Leaders who communicate the rationale for change, encourage employee participation, address concerns, and coordinate

implementation activities can influence how employees understand organizational priorities. These practices may contribute to shared expectations regarding communication, cooperation, and organizational responsiveness. From a Social Exchange Theory perspective (Blau, 2017) , employees who receive appropriate managerial support and opportunities to participate may develop stronger reciprocal relationships with their organization. These relationships may contribute to a more supportive organizational environment.

Change leadership may also have a direct effect on change management effectiveness. The implementation of organizational change requires consistent communication, employee coordination, monitoring, and the management of resistance. Change leaders facilitate these processes by translating organizational decisions into operational activities and ensuring that employees understand their responsibilities during the transition. Hechanova et al. (2018) provide empirical support for the relationship between change leadership, change management, and employee commitment. These arguments suggest that change leadership can improve the implementation of organizational change through more effective coordination and employee engagement.

H5: Change leadership has a positive effect on organizational culture.

H6: Change leadership has a positive effect on change management effectiveness.

Organizational Culture and Change Management Effectiveness

Organizational culture refers to the shared assumptions, values, beliefs, and behavioral norms that influence how organizational members interpret situations and conduct their activities. Schein (2010) explains organizational culture through underlying assumptions, espoused values, and observable artifacts that shape organizational behavior. Denison (1990) further emphasizes the relationship between organizational culture and organizational effectiveness through cultural characteristics associated with organizational involvement, consistency, adaptability, and mission. These perspectives indicate that organizational culture provides a foundation for understanding how organizational members coordinate their activities and respond to managerial initiatives.

Organizational culture can support change management effectiveness when shared values and behavioral norms encourage coordination, organizational learning, consistent work practices, and adaptation to new organizational requirements. A culture characterized by shared expectations and constructive cooperation can help employees understand organizational priorities and integrate new procedures into their daily activities. In manufacturing organizations, these cultural conditions are relevant because changes in production systems, technology, and operational procedures require employees to coordinate their activities and

maintain consistency in implementation. Research by Naveed et al. (2022) also associates organizational culture with organizational effectiveness and innovation.

Organizational culture is therefore expected to contribute to change management effectiveness by providing the shared behavioral foundation required to implement organizational initiatives. When organizational values and norms are consistent with the objectives of change, employees can coordinate their activities more effectively and maintain the intended practices throughout the implementation process. Organizational culture may also support the sustainability of change by encouraging organizational learning and the internalization of new practices. These arguments suggest that organizational culture is an important organizational condition associated with effective change management.

H7: Organizational culture has a positive effect on change management effectiveness.

Organizational Culture as a Mediating Mechanism

Organizational culture may mediate the relationship between leadership and change management effectiveness because leadership influence can extend beyond direct managerial actions and become embedded in shared organizational values and behavioral norms. Leaders communicate priorities, establish expectations, and influence how employees interpret organizational objectives. These influences may shape organizational culture, which subsequently affects the way employees coordinate their activities and respond to organizational change. The mediating role of organizational culture therefore explains how leadership orientations may contribute to change management effectiveness through the organizational environment.

Transformational leadership may influence change management effectiveness through organizational culture because transformational leaders encourage shared vision, employee development, and collective commitment. These behaviors can contribute to cultural conditions that support innovation, cooperation, and adaptation. When such values become shared organizational expectations, employees may be more willing to adopt new procedures and participate in organizational transformation. Kaur Bagga et al. (2023) provide relevant empirical evidence by identifying organizational culture as a mediating mechanism between transformational leadership and change management. This provides a theoretical basis for expecting organizational culture to transmit part of the influence of transformational leadership on change management effectiveness.

H8: Organizational culture mediates the relationship between transformational leadership and change management effectiveness.

Strategic leadership may influence change management effectiveness through organizational culture by aligning organizational priorities, resources, and managerial decisions with shared

organizational values. Strategic leaders establish long-term direction and communicate the importance of organizational adaptation. When these strategic priorities become embedded in organizational norms and shared expectations, employees can better understand the objectives of organizational change and coordinate their activities accordingly. Organizational culture therefore provides a mechanism through which strategic decisions can be translated into consistent organizational practices. From the RBV perspective, the interaction between strategic leadership and organizational culture can strengthen organizational capabilities that support adaptation and change implementation (Barney, 1991; Ireland & Hitt, 2005).

H9: Organizational culture mediates the relationship between strategic leadership and change management effectiveness.

Change leadership may also influence change management effectiveness through organizational culture because leadership practices during organizational transitions can shape shared expectations concerning communication, cooperation, and the implementation of new procedures. When change leaders consistently encourage coordination and communicate organizational requirements, these practices may become part of the organization's behavioral norms. Such cultural conditions can support the acceptance and implementation of organizational change. However, the mediating relationship may depend on whether change leadership behaviors are sufficiently embedded in shared organizational values rather than remaining limited to temporary managerial actions. This distinction provides a basis for empirically examining the mediating role of organizational culture in the relationship between change leadership and change management effectiveness.

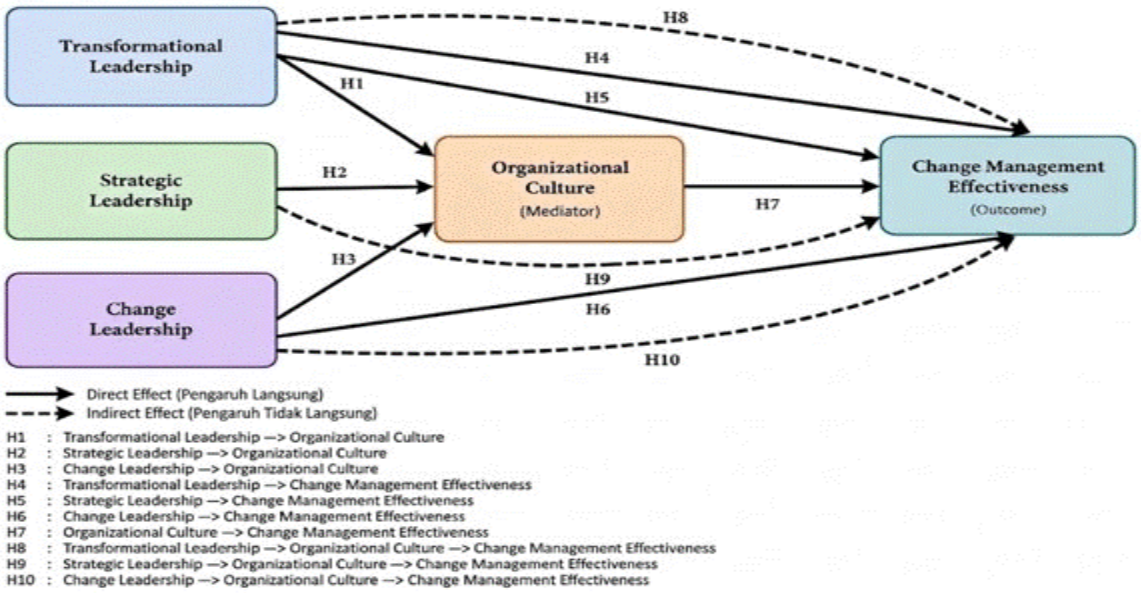
H10: Organizational culture mediates the relationship between change leadership and change management effectiveness.

Conceptual Framework

Based on the theoretical foundation and hypothesis development, this study proposes a conceptual framework connecting three leadership approaches with change management effectiveness through organizational culture. Transformational leadership, strategic leadership, and change leadership are positioned as independent variables, organizational culture as a mediating variable, and change management effectiveness as the dependent variable.

The framework includes seven direct relationships and three indirect relationships. The direct relationships examine the effects of each leadership approach on organizational culture and change management effectiveness, as well as the effect of organizational culture on change management effectiveness. The indirect relationships examine whether organizational culture mediates the effects of each leadership approach on change management effectiveness.

Figure 1. Conceptual Framework of the Study.



METHOD

This study employed a quantitative research design using a cross-sectional explanatory survey to examine the relationships among transformational leadership, strategic leadership, change leadership, organizational culture, and change management effectiveness. The research was conducted in several manufacturing companies located in Sidoarjo and Pasuruan, East Java, Indonesia. Data were collected from employees who had worked in their respective organizations for at least one year to ensure that respondents had sufficient organizational experience to assess leadership practices, organizational culture, and change management effectiveness. The study focused on employees' general perceptions of organizational change rather than on a single, specifically identified change initiative. Accordingly, the findings represent respondents' assessments of change management within their organizational settings and should not be interpreted as evaluations of a particular change program.

The target population consisted of 240 employees distributed across four occupational categories: 174 staff members and operators, 36 supervisors, 22 department heads, and 8 managers. Questionnaires were distributed to all 240 employees using a total-population invitation approach. A total of 182 questionnaires were returned and retained for analysis, representing a response rate of 75.83%, while 58 questionnaires were not returned. The final analytical sample therefore comprised 182 respondents. The actual distribution of returned

questionnaires across the four occupational categories was not available; consequently, the occupational composition of the final sample is not reported as an observed respondent distribution.

Primary data were collected through printed questionnaires distributed with the assistance of organizational contacts. The instrument consisted of 24 measurement items covering five constructs: transformational leadership, measured using five items; strategic leadership, measured using four items; change leadership, measured using four items; organizational culture, measured using four items; and change management effectiveness, measured using seven items. Responses were recorded on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). A pilot test was not conducted before the main survey. This limitation is acknowledged because preliminary testing could have provided additional evidence regarding item clarity and questionnaire comprehensibility. Accordingly, the measurement properties were evaluated using the data collected in the main survey.

Because the data were obtained from the same respondents through a questionnaire, the possibility of common method bias (CMB) was considered. A single-factor assessment was conducted using principal axis factoring. The initial eigenvalue results showed that the first factor had an eigenvalue of 12.899 and accounted for 53.748% of the total variance. Following extraction, the first factor accounted for 51.803% of the variance. This percentage exceeded the commonly used 50% reference point in the Harman single-factor assessment, indicating a potential CMB concern. The result therefore does not support a conclusion that common method bias was absent. This finding was considered when interpreting the empirical results. As emphasized by Podsakoff et al. (2003) , common method bias requires careful consideration in studies relying on self-reported data, and a single-factor assessment should not be treated as conclusive evidence of its presence or absence.

The data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS version 3. PLS-SEM was selected to assess the measurement and structural models and to examine the hypothesized relationships among the research constructs. The measurement model was evaluated through indicator loadings, internal consistency reliability, convergent validity, and discriminant validity, following established PLS-SEM assessment procedures (Hair et al., 2022) . Discriminant validity was further examined using the heterotrait–monotrait ratio (HTMT), which provides an assessment of the extent to which constructs are empirically distinct (Henseler et al., 2015) . Using a reference threshold of 0.85, the HTMT values in this study ranged from 0.412 to 0.817, indicating that all construct pairs met the specified criterion. The structural model was subsequently assessed to examine the hypothesized relationships among

transformational leadership, strategic leadership, change leadership, organizational culture, and change management effectiveness. Hypothesis testing was conducted using a bootstrapping procedure with 5,000 resamples. The analysis examined the estimated path coefficients and their statistical significance, including the mediating role of organizational culture in the relationships between the three leadership constructs and change management effectiveness.

RESULT

The empirical analysis used PLS-SEM to assess the quality of the measurement model and examine the proposed relationships. Five constructs were analyzed: change leadership (CL), change management effectiveness (CME), strategic leadership (SL), organizational culture (OC), and transformational leadership (TL). The results are presented in four parts: reliability and convergent validity, discriminant validity, direct effects and hypothesis testing, and indirect effects with mediation analysis.

Table 1. Reliability and Convergent Validity of the Measurement Model

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Change leadership (CL)	0,972	0,976	0,980	0,923
Change management effectiveness (CME)	0,915	0,919	0,932	0,663
Strategic leadership (SL)	0,845	0,851	0,897	0,688
Organizational culture (OC)	0,986	0,987	0,990	0,960
Transformational leadership (TL)	0,883	0,889	0,916	0,689

Table 1 shows that all constructs have acceptable reliability and convergent validity. Cronbach's alpha ranges from 0.845 to 0.986, rho_A from 0.851 to 0.987, and composite reliability from 0.897 to 0.990, all above 0.70. The AVE values range from 0.663 to 0.960, indicating adequate convergent validity. Organizational culture has the highest values, with composite reliability of 0.990 and AVE of 0.960. Overall, the measurement results indicate satisfactory reliability and convergent validity across the constructs. However, the exceptionally high reliability values for organizational culture (OC) and change leadership (CL) warrant further examination, as they may indicate overlapping or redundant measurement items rather than superior measurement quality. Therefore, the indicator loadings and conceptual distinctiveness of the items should also be considered when interpreting the measurement model.

Table 2. Discriminant Validity: Fornell–Larcker Criterion

Construct	Change leadership (CL)	Change management effectiveness (CME)	Strategic leadership (SL)	Organizational culture (OC)	Transformational leadership (TL)
Change leadership (CL)	0,961				
Change management effectiveness (CME)	0,695	0,814			
Strategic leadership (SL)	0,756	0,714	0,829		
Organizational culture (OC)	0,406	0,637	0,518	0,980	
Transformational leadership (TL)	0,602	0,713	0,701	0,504	0,830

Table 2 confirms discriminant validity based on the Fornell–Larcker criterion. The square root of AVE for each construct is higher than its correlations with other constructs. The values are 0.961 for CL, 0.814 for CME, 0.829 for SL, 0.980 for OC, and 0.830 for TL. The correlation analysis revealed relatively strong associations among the leadership constructs, particularly between change leadership (CL) and strategic leadership (SL) (r = 0.756), followed by transformational leadership (TL) and strategic leadership (SL) (r = 0.701), and CL and TL (r = 0.602). Although these correlations provide preliminary information about the relationships among the constructs, discriminant validity should be evaluated using the HTMT criterion rather than relying solely on comparisons with the square roots of AVE. Furthermore, the relatively high correlations among the predictors warrant an assessment of inner-model collinearity using variance inflation factors (VIF). This issue is particularly relevant to the CL–OC relationship, as the positive bivariate correlation (r = 0.406) contrasts with the nearly zero and statistically insignificant structural path coefficient. Accordingly, the nonsignificant CL–OC relationship should be interpreted cautiously because the estimated effect may reflect shared variance or a suppression effect involving the other leadership predictors.

Table 3. Direct Effects and Hypothesis Testing

Path	β	*t*	*p*	Decision
Change leadership (CL) → Change management effectiveness (CME)	0,299	3,655	0,000	Supported
Change leadership (CL) → Organizational culture (OC)	-0,012	0,115	0,909	Not Supported
Strategic leadership (SL) → Change management effectiveness (CME)	0,225	2,694	0,007	Supported
Strategic leadership (SL) → Organizational culture (OC)	0,332	2,512	0,012	Supported
Organizational culture (OC) → Change management effectiveness (CME)	0,303	5,313	0,000	Supported
Transformational leadership (TL) → Change management effectiveness (CME)	0,376	5,328	0,000	Supported
Transformational leadership (TL) → Organizational culture (OC)	0,279	2,581	0,010	Supported

Table 3 presents the direct effects and hypothesis results. Change leadership has a positive and significant effect on change management effectiveness (β = 0.299, t = 3.655, p < 0.001), but its effect on organizational culture is negative and not significant (β = −0.012, t = 0.115, p = 0.909). Strategic leadership positively affects change management effectiveness (β = 0.225, t = 2.694, p = 0.007) and organizational culture (β = 0.332, t = 2.512, p = 0.012). Organizational culture also has a significant positive effect on change management effectiveness (β = 0.303, t = 5.313, p < 0.001). Transformational leadership has the strongest effect on change management effectiveness (β = 0.376, t = 5.328, p < 0.001) and also positively affects organizational culture (β = 0.279, t = 2.581, p = 0.010). Overall, six of the seven direct relationships (H1–H7) are statistically significant, while one relationship, namely change leadership to organizational culture (CL → OC), is not statistically significant.

Table 4. Indirect Effects and Mediation Analysis

Indirect Path	β	*t*	*p*	Mediation
Change leadership (CL) → Organizational culture (OC) → Change management effectiveness (CME)	-0,004	0,116	0,908	No Mediation
Strategic leadership (SL) → Organizational culture (OC) → Change management effectiveness (CME)	0,101	2,318	0,021	Partial Mediation
Transformational leadership (TL) → Organizational culture (OC) → Change management effectiveness (CME)	0,085	2,232	0,026	Partial Mediation

Table 4 shows the indirect effects of leadership on change management effectiveness through organizational culture. Change leadership has a negative and insignificant indirect effect (β = −0.004, t = 0.116, p = 0.908), indicating no mediation effect. In contrast, strategic leadership has a positive and significant indirect effect (β = 0.101, t = 2.318, p = 0.021), while its direct effect is also significant, indicating partial mediation. Transformational leadership also has a significant indirect effect through organizational culture (β = 0.085, t = 2.232, p = 0.026), with a significant direct effect on change management effectiveness. The mediation analysis indicates that organizational culture (OC) carries statistically significant indirect effects in the relationships of strategic leadership (SL) and transformational leadership (TL) with change management effectiveness (CME), with relatively small indirect effect coefficients of 0.101 (p = 0.021) and 0.085 (p = 0.026), respectively. In contrast, the indirect effect of change leadership (CL) through OC is not statistically significant. These findings suggest that OC plays a mediating role in the relationships involving SL and TL, although the magnitude of the indirect effects should be interpreted cautiously. Following Zhao et al. (2010) and (Nitzl et al., 2016) , the mediation classification should also consider the significance and direction of the direct and indirect effects.

DISCUSSION

The findings reveal different patterns in the relationships among transformational leadership, strategic leadership, change leadership, organizational culture, and change management effectiveness. Of the seven proposed direct relationships (H1–H7), six are statistically significant, while the relationship between change leadership and organizational culture is not supported. Transformational leadership has a positive and significant effect on change management effectiveness ($\beta = 0.376$, $p < 0.001$), representing the largest direct path coefficient in the structural model. Strategic leadership ($\beta = 0.225$, $p = 0.007$), change leadership ($\beta = 0.299$, $p < 0.001$), and organizational culture ($\beta = 0.303$, $p < 0.001$) also have significant positive effects on change management effectiveness. Transformational and strategic leadership are significantly associated with organizational culture, whereas the effect of change leadership on organizational culture is not significant ($\beta = -0.012$, $p = 0.909$). These results suggest that the three leadership approaches contribute differently to change management effectiveness and organizational culture within the participating manufacturing companies.

The positive relationship between transformational leadership and organizational culture supports H1. Transformational leadership emphasizes the development of shared vision, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985) . These leadership behaviors can influence how employees understand organizational priorities, respond to new ideas, and develop shared expectations concerning workplace behavior. Schein (2010) explains that leadership plays an important role in shaping organizational culture through the assumptions, values, and behavioral expectations established within an organization. The significant relationship identified in this study suggests that transformational leadership is associated with cultural conditions that support organizational adaptation. This finding is also consistent with the broader argument that leadership practices can contribute to the development of shared organizational values and norms.

The significant positive effect of transformational leadership on change management effectiveness supports H2. The estimated path coefficient ($\beta = 0.376$, $p < 0.001$) indicates a positive relationship between transformational leadership and the effectiveness of organizational change management. Leaders who communicate a clear vision, encourage employees to reconsider established practices, and provide individual support may help employees understand the objectives of change and participate in its implementation. These behaviors are relevant when organizations introduce new procedures, technologies, or operational arrangements that require employee adjustment. The finding is broadly consistent with Busari et al. (2020) , who examined the relationship between transformational leadership

and employee responses to organizational change. It also supports the view that leadership behaviors oriented toward motivation and employee development are relevant to organizational adaptation.

Strategic leadership demonstrates significant positive relationships with organizational culture and change management effectiveness, supporting H3 and H4. Its relationship with organizational culture ($\beta = 0.332$, $p = 0.012$) indicates that strategic direction and managerial decisions are associated with the shared values and behavioral expectations within the organization. Ireland and Hitt (2005) describe strategic leadership in terms of establishing strategic direction, developing core competencies, managing organizational resources, and maintaining an effective organizational culture. These functions provide a theoretical explanation for the relationship identified in this study. Strategic leadership also has a positive effect on change management effectiveness ($\beta = 0.225$, $p = 0.007$). This finding suggests that aligning organizational resources, capabilities, and priorities with intended changes is relevant to the implementation of organizational transformation. From the Resource-Based View, organizational resources and capabilities can support adaptation when they are effectively coordinated and utilized (Barney, 1991) . Strategic leadership may therefore contribute to change management by connecting organizational objectives with the resources and capabilities required to implement change.

The relationship between change leadership and organizational culture does not support H5. The estimated coefficient is close to zero and statistically insignificant ($\beta = -0.012$, $p = 0.909$). This result requires careful interpretation because the bivariate correlation between change leadership and organizational culture is positive ($r = 0.406$). The difference between the positive bivariate association and the nearly zero structural path suggests that the unique contribution of change leadership becomes limited when transformational leadership and strategic leadership are included simultaneously in the model. The correlations among the leadership constructs, particularly between change leadership and strategic leadership ($r = 0.756$), indicate substantial shared variance that warrants further examination. Potential conceptual overlap among leadership dimensions and possible redundancy in organizational culture indicators may also influence the estimated relationship. These possibilities cannot be established as the causes of the nonsignificant result without further diagnostic analysis, particularly inner-model variance inflation factors and a detailed examination of indicator content. Accordingly, the finding should be interpreted as a nonsignificant unique structural relationship in the estimated model rather than evidence that change leadership has no relationship with organizational culture.

In contrast, change leadership has a positive and significant effect on change management

effectiveness (β = 0.299, p < 0.001), supporting H6. This result highlights the relevance of leadership practices directed toward the implementation process, including communicating change objectives, coordinating activities, involving employees, and addressing resistance. Hechanova et al. (2018) discuss the role of change leadership in change management and employee commitment to change. Their work provides relevant support for understanding why leadership focused on the change process may be associated with implementation outcomes. The present finding suggests that change leadership is directly relevant to change management effectiveness, even though its unique relationship with organizational culture is not statistically significant in the estimated model. This distinction reinforces the importance of examining leadership constructs separately rather than assuming that all leadership approaches influence organizational outcomes through identical pathways.

Organizational culture has a positive and significant effect on change management effectiveness (β = 0.303, p < 0.001), supporting H7. Shared values, assumptions, and behavioral norms can influence how employees interpret organizational priorities and coordinate their responses to new requirements. Schein (2010) emphasizes that organizational culture provides a foundation for understanding and explaining patterns of organizational behavior, while Denison (1990) links cultural characteristics with organizational effectiveness. In the context of manufacturing organizations, shared expectations and coordinated work practices are relevant to the implementation of operational changes because employees often need to adjust their activities while maintaining coordination across organizational functions. The positive relationship identified in this study suggests that organizational culture is an important organizational condition associated with effective change management. This interpretation is also compatible with research connecting organizational culture with innovation and organizational effectiveness (Naveed et al., 2022) .

The mediation analysis provides further insight into the relationships between leadership and change management effectiveness. Organizational culture has a significant indirect effect on the relationship between transformational leadership and change management effectiveness, with a coefficient of 0.085 (p = 0.026), supporting H8. This result suggests that organizational culture represents one possible pathway through which transformational leadership is associated with change management effectiveness. The indirect relationship is relatively small, indicating that the contribution transmitted through organizational culture should not be overstated. The finding is consistent with the mediation mechanism examined by Kaur Bagga et al. (2023), who identified organizational culture as a mediating mechanism in the relationship between transformational leadership and change management. The present result extends this discussion to the

participating manufacturing companies, while recognizing that the magnitude and significance of indirect effects may vary across organizational settings.

Organizational culture also has a significant indirect effect on the relationship between strategic leadership and change management effectiveness, with a coefficient of 0.101 ($p = 0.021$), supporting H9. This finding suggests that strategic leadership may be associated with change management effectiveness partly through organizational culture. Strategic priorities and resource allocation can influence organizational expectations and shared behavioral norms, which are relevant to the coordination and implementation of change. The indirect effect, although statistically significant, is relatively small. Therefore, organizational culture should be understood as one of the pathways connecting strategic leadership with change management effectiveness rather than the sole mechanism explaining this relationship. The result is consistent with the Resource-Based View, which emphasizes the importance of organizational capabilities and resources in supporting adaptation and organizational performance (Barney, 1991; Ireland & Hitt, 2005).

In contrast, the indirect effect of change leadership on change management effectiveness through organizational culture is not statistically significant, and H10 is therefore not supported. This result indicates that the proposed cultural mediation pathway is not empirically established for change leadership in the present model. Although change leadership has a significant direct relationship with change management effectiveness, the results do not demonstrate that this relationship is transmitted through organizational culture. The distinction may reflect differences in the roles represented by the leadership constructs: change leadership focuses on activities associated with managing and implementing organizational transitions, whereas organizational culture concerns shared assumptions, values, and norms. However, this interpretation should be regarded as a theoretical explanation rather than a directly tested mechanism. Further research is needed to examine whether other organizational or employee-related mechanisms help explain the relationship between change leadership and change management effectiveness.

Taken together, the findings suggest that transformational leadership, strategic leadership, change leadership, and organizational culture have different patterns of association with change management effectiveness. Transformational leadership has the largest direct path coefficient among the predictors of change management effectiveness, while strategic leadership and change leadership also demonstrate significant positive relationships. Organizational culture is significantly associated with change management effectiveness and carries significant indirect effects in the relationships involving transformational and strategic leadership. The indirect relationship involving change leadership is not supported. These findings contribute to a

differentiated understanding of leadership and organizational change by examining three leadership approaches within the same empirical model. They suggest that organizational culture may be an important indirect pathway for some leadership approaches, although this pattern should be interpreted within the scope and limitations of the present study rather than generalized as a universal mechanism.

The practical implications are relevant to managers responsible for organizational change in manufacturing companies. Transformational leadership can support change initiatives through shared vision, employee motivation, intellectual stimulation, and individual support. Strategic leadership can contribute by aligning organizational direction, resources, and capabilities with the objectives of change. Change leadership remains important for communicating change requirements, coordinating implementation, involving employees, and addressing resistance. Managers should therefore consider the complementary functions of these leadership approaches when planning and implementing organizational transformation. The significant relationship between organizational culture and change management effectiveness also suggests that managers should pay attention to shared values, behavioral expectations, cooperation, and organizational learning. Cultural development should be addressed through consistent managerial practices and organizational systems rather than assumed to occur automatically following the introduction of new procedures or policies.

This study has several limitations. First, the cross-sectional design captures relationships among the research constructs at one point in time and does not establish temporal or causal relationships. Second, the study relies on self-reported questionnaire data collected from a single source, creating the possibility of common method bias. The single-factor assessment indicated that the first extracted factor accounted for 51.803% of the variance, exceeding the commonly used 50% reference point. This finding indicates a potential common method bias concern and should be considered when interpreting the results. Third, the correlations among the leadership predictors indicate the need for further examination of collinearity. Because inner-model VIF results were not available for the reported analysis, the extent to which shared variance among the predictors influenced the estimated structural relationships remains uncertain. Fourth, the structural model did not incorporate control variables, such as organizational position and employee tenure, which may be relevant to employees' perceptions of leadership and organizational change. Fifth, the exceptionally high reliability estimates for organizational culture and change leadership may indicate overlapping or redundant measurement items. A pilot test was also not conducted, limiting the preliminary assessment of item clarity and questionnaire comprehensibility. Finally, the study was conducted among employees of manufacturing

companies in Sidoarjo and Pasuruan, East Java, and examined general perceptions of organizational change rather than responses to one specifically identified change initiative. The findings should therefore be interpreted within the participating organizations and should not be generalized automatically to other industries or organizational settings. Future research could employ longitudinal designs, multiple data sources, additional control variables, and more refined measurement instruments. Further studies could also examine specific organizational change initiatives and investigate whether organizational context, leadership characteristics, or employee attributes influence the relationships identified in this study.

CONCLUSION

This study suggests that transformational leadership, strategic leadership, change leadership, and organizational culture are associated with change management effectiveness through different patterns of relationships. Transformational leadership has the strongest direct relationship with change management effectiveness, while strategic leadership is positively associated with both organizational culture and change management effectiveness. Organizational culture is positively associated with change management effectiveness and represents a significant indirect pathway linking transformational and strategic leadership with change management effectiveness. In contrast, change leadership has a significant direct relationship with change management effectiveness, but its relationship with organizational culture and its indirect effect through organizational culture are not statistically significant.

The main contribution of this study is the examination of three leadership perspectives within an integrated model of organizational change management. The findings suggest that organizational culture may serve as an indirect pathway for some leadership approaches, particularly transformational and strategic leadership, but this mediation pattern is not supported for change leadership. This provides a more differentiated understanding of the relationships among leadership approaches, organizational culture, and change management effectiveness within the participating manufacturing companies. However, the findings do not establish causal relationships or demonstrate that the effects of leadership depend on particular functions or temporal orientations, as these dimensions were not directly examined.

From a managerial perspective, the findings suggest that manufacturing managers should consider the different roles of leadership when managing organizational change. Transformational leadership may be relevant to strengthening employee motivation and shared organizational values, while strategic leadership may support organizational direction and the alignment of resources with change objectives. Change leadership remains important for

communicating change objectives, coordinating implementation, involving employees, and addressing resistance. Managers should also pay attention to organizational culture through consistent systems, routines, organizational learning, and employee participation. Cultural development should be treated as an ongoing managerial concern rather than an automatic outcome of a particular change initiative.

Several limitations should be considered when interpreting these findings. The study employed a cross-sectional design, which limits the ability to establish temporal or causal relationships. The data were collected through self-reported questionnaires from a single source, and the common method bias assessment indicated a potential concern. The correlations among leadership predictors also suggest the possibility of shared variance or collinearity, which requires further examination. In addition, the model did not include control variables, and the high reliability estimates for organizational culture and change leadership may indicate potential redundancy among measurement items. The findings are also limited to the participating manufacturing company and should not automatically be generalized to other organizational settings. Future research could employ longitudinal designs, multiple data sources, additional control variables, and refined measurement instruments to examine the consistency of these relationships across different organizations and change initiatives.

BIBLIOGRAPHY

Armenakis, A. A., & Bedeian, A. G. (1999). Organizational Change: A Review of Theory and Research in the 1990s. *Journal of Management*, *25*(3), 293–315. https://doi.org/10.1177/014920639902500303

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, *17*(1), 99–120. https://doi.org/https://doi.org/10.1177/014920639101700108

Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.

Binci, D., Cerruti, C., & Braganza, A. (2016). Do vertical and shared leadership need each other in change management? *Leadership & Organization Development Journal*, *37*(5), 558–578. https://doi.org/10.1108/LODJ-08-2014-0166

Blau, P. (2017). *Exchange and power in social life*. Routledge.

Busari, A. H., Khan, S. N., Abdullah, S. M., & Mughal, Y. H. (2020). Transformational leadership style, followership, and factors of employees' reactions towards organizational change. *Journal of Asia Business Studies*, *14*(2), 181–209. https://doi.org/10.1108/JABS-03-2018-0083

Chen, Z., Wang, Y., & Park, J. (2026). Research on the impact of digital transformational leadership on digital innovation performance. *Scientific Reports*, *16*(1). https://doi.org/10.1038/S41598-025-34966-5

Day, D. V., Riggio, R. E., Tan, S. J., & Conger, J. A. (2021). Advancing the science of 21st-century

leadership development: Theory, research, and practice. *Leadership Quarterly*, *32*(5). https://doi.org/10.1016/J.LEAQUA.2021.101557

Denison, D. (1990). Corporate culture and organizational. *New York: Wiley. Dike, P.(2013). The Impact of Workplace Diversity on Organizations. Dobbin, F., & Jung, J.(2010). Corporate Board Gender Diversity and Stock Performance: The Competence Gap or Institutional Investor Bias. NCL Rev*, *89*, 809.

Ekhsan, M., Badrianto, Y., Suwandi, S., Hermawan, H., & Septiani, A. (2026). Strategic human resource capabilities for digital transformation: Linking talent, leadership, competence and readiness to technology adoption. *SA Journal of Human Resource Management*, *24*. https://doi.org/10.4102/SAJHRM.V24I0.3327

Hair, Jr. J. F., Hult, G. T. M., & Ringle, C. M. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). In *SAGE Publications, Inc.* (3e ed., Number Mi). SAGE PublicationsSAGE Publications.

Hechanova, M. R. M., Caringal-Go, J. F., & Magsaysay, J. F. (2018). Implicit change leadership, change management, and affective commitment to change. *Leadership & Organization Development Journal*, *39*(7), 914–925. https://doi.org/10.1108/LODJ-01-2018-0013

Henseler, J, Ringle, M, C., & Sarstedt, M. (2015). *A new criterion for assessing discriminant validity in variance-based structural equation modeling*. https://doi.org/10.1007/s11747-014-0403-8

Ireland, R. D., & Hitt, M. A. (2005). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *Https://Doi.Org/10.5465/Ame.2005.19417908*, *19*(4), 63–77. https://doi.org/10.5465/AME.2005.19417908

Kaur Bagga, S., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*, *28*(2), 120–131. https://doi.org/10.1016/j.apmrv.2022.07.003

Naveed, R. T., Alhaidan, H., Halbusi, H. Al, & Al-Swidi, A. K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge*, *7*(2), 100178. https://doi.org/10.1016/J.JIK.2022.100178

Nguyen, N. P., Hang, N. T. T., Hiep, N., & Flynn, O. (2023). Does transformational leadership influence organisational culture and organisational performance: Empirical evidence from an emerging country. *IIMB Management Review*, *35*(4), 382–392. https://doi.org/10.1016/j.iimb.2023.10.001

Nitzl, C., Roldan, J. L., & Cepeda, G. (2016). Mediation analysis in partial least squares path modeling: Helping researchers discuss more sophisticated models. *Industrial Management & Data Systems*, *116*(9), 1849–1864.

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879.

Prastiwi, I. B., & Tukiran, M. (2024). Navigating AACSB accreditation with strategic leadership and change management: a systematic literature review. *Quality Assurance in Education*, *32*(3), 340–355. https://doi.org/10.1108/QAE-12-2023-0214

Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.

Van der Voet, J. (2014). The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure. *European Management Journal*, *32*(3), 373–382. https://doi.org/10.1016/J.EMJ.2013.10.001

Vera, D., Bonardi, J. P., Hitt, M. A., & Withers, M. C. (2022). Extending the boundaries of strategic leadership research. *Leadership Quarterly*, *33*(3). https://doi.org/10.1016/j.leaqua.2022.101617

Volberda, H. W., Khanagha, S., Baden-Fuller, C., Mihalache, O. R., & Birkinshaw, J. (2021). Strategizing in a digital world: Overcoming cognitive barriers, reconfiguring routines and introducing new organizational forms. *Long Range Planning*, *54*(5). https://doi.org/10.1016/j.lrp.2021.102110

Wang, C., Fan, Z., Pellegrini, M. M., Ciampi, F., & Niu, S. (2026). From digital leadership to talent management: dual innovation pathways of organizational change in digital transformation. *Journal of Organizational Change Management*, *39*(4), 809–829. https://doi.org/10.1108/JOCM-10-2025-0846

Yan, K., Latukha, M., Guo, W., & Luo, Y. (2026). Leading organizational change: building employee resilience through adaptive leadership. *Strategy & Leadership*, 1–17. https://doi.org/10.1108/SL-12-2025-0420

Zhao, X., Lynch, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and Truths about Mediation Analysis. *Journal of Consumer Research*, *37*(2), 197–206. https://doi.org/10.1086/651257

Zhu, Y., Long, L., Liu, W., Shu, P., & Chen, S. (2023). How and when does authentic leadership reduce employee resistance to change? An explanation from uncertainty management theory. *Leadership & Organization Development Journal*, *44*(8), 969–993. https://doi.org/10.1108/LODJ-03-2023-0155