

## "Role of Leadership in Organizational Change"

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## Abstract

The purpose of this study is to look into the application of visionary leadership to companies and evaluate the relationship between organizational change and leadership. The company, used in the research, is the National Commercial Bank (NCB) in Jeddah, and its context is used to look into whether visionary leadership affects an organizational change in any way and if so, then to what extent. Leaders are accustomed to various challenges in their situations of work ranging from meeting targets, managing their employees, and satisfying what their job descriptions entail.

This study, through an apt deliberation on past literature, which majorly takes the qualitative approach; and through the quantitative approach through interview of current managers, seeks to understand the evolution of leadership to the modern approach. The study also highlights the method that the researcher will use to collect data from the selected sample. As proposed, the methods, which the researcher seeks to use to conduct the research, will be flexible, especially to the participants. This is especially important, as the research will be founded on the phenomenological stance from where a researcher looks at a population in the eyes of the respondents and therefore poses more association with the research respondents.

The data will be collected using several methods, including questionnaires, interviews, and observation. Data triangulation will be effectively utilized to ensure that reliability and validity are attained in the research. The research will give recommendations on future works, which future scholars can search on.

**Keywords:** Leadership, Visionary Leadership, Organizational change, Leader, Manager.

## 1. Introduction

Visionary leadership seeks leading organizations' stakeholders to success. The leadership function is nulled if the stakeholders do not have specified goals and objectives. Leaders are therefore required to wholly understand what they expect both in the short-run and in the long-run. Leadership, in an organization, ought to receive all the necessary support to achieve its mandate. In addition, Leadership, through its interaction with the employees, has the potential of breaking or making an organization given its effect on operations. Contextually, the development of leadership capability is best seen as the resolve of people who hold positions of power or authority in an organization. Leaders are summarily exposed to several responsibilities, which are planning, coordination, controlling activities, and directing. All the factors mentioned above are important for a firm to achieve its set objectives.

Visionary leadership is a primary cause of the entities of leadership. As such, it is the style of leadership which is focused on the goal's accomplishment function of any organization. Leadership has aspects of differentiation against management. In as much as they are different, both categories have similarities as well. Goals differ from tasks in various aspects. Goals are generally large initiatives, which a person or a group of people set and seek to attain. Such could include building a school or say sponsoring someone's college tuition for their whole stay in college. On the other side, tasks are smaller and may be, but not limited to being part of the goals. For instance, in the building of a school example, the tasks could be completing five classrooms each month. Tasks are easily changeable, but goals are more bound and only measurable at their final stages.

Leadership, therefore, focuses on the accomplishment of goals. Goals carry a bigger intensity and are therefore appropriate for stakeholders, therefore requiring focus more than tasks do. Leadership follows the observance of goals, while management is more aligned to accomplish tasks. Additionally, the concept of risk differs across the two categories. Management is biased to the minimization of risk. Minimizing risk can occur across various paradigms. One prominent method of eliminating risk is staying off decisions, which one is unsure of. Such could, for instance, reflect managers shying away from volatile investments. On the other side, leaders have a high appetite for risk. In this regard, leaders are more likely to go beyond the norms and seek to introduce changes, which are appropriate, but they may arouse doubts at their initiation.

Visionary leadership encompasses three elements, which are the individual, the behavior of the individual, and lastly the context in which the leader is. Leading an organization with a vision is an effective tool for holding and attracting command. In any organization, leaders hold power, and therefore, the opinions have the advantage aspect. Therefore, a leader gives instructions, for instance, and the instructions would be taken more seriously than for a person who is not in power. Such opinions, directives, or orders are only appropriate if a leader has a vision. Visionary leaders inspire others to lead, and they themselves lead by example. As such, visionary leaders are more likely to consider the long-run indications of present actions. They, therefore, do not see authority as a personal tool or a tool for personal gain. Rather, they view authority as a resource, which is to be used for the good of all, and therefore seek to benefit the organization that they represent. Lastly, visionary leaders illustrate a high sense of personal dedication, charisma, inspiration both at the individual level and to others as well as depicting high intellectual and problem-solving skills.

Owing to the fact that organizations are founded on workers and leaders, it is important that organizations ought to explain the concept of the role of visionary leadership in organizational change. With a clear understanding of the context, workers are able to achieve their goals in a more streamlined manner and act in any challenges, which emerge along the way. Overall, workers are only successful when led by visionary leaders.

The aim of the present study is to indicate whether there is a relationship between organizational change and visionary leadership or not. In the study, people holding leadership positions in the selected sector, which are under evaluation, will be evaluated and therefore help the study either hold the hypotheses set appropriate or otherwise. With the theoretical framework, which contains concepts which are related to the area of study being discussed below, the paper will have a foundation on which it can base its premises. The research also will help future scholars know of what visionary leadership entails, especially in busy sectors of the economy, such as the banking sector. This study additionally will strengthen the understanding of authority in a selected organization as leaders rather than plain authoritative managers.

A leader works as a change agent who can manage an organizational process effectively. The process of change demands an effective and highly skilled leadership that is able to perceive the most desirable feature and address the issues in the most appropriate manner. Change is important for any organization for success and for their competitive advantage. Without change, businesses would likely lose their competitive edge and cannot easily be thrived. Adoption of change requires some practical steps within an organization to motivate the employees as most of the employees do not accept the change and resist it. This is the main reason the organization fails to adopt the change. For this purpose, the leader acts as a change agent because a successful leader creates an environment that persuades employees towards a common goal and motivates them through effective communication, and plan employees' actions, etc.

Leaders with a clear vision and ability to implement it can enhance the motivation, morale, and performance of followers and encourage them to learn and adopt new opportunities. So, the role of leadership is very crucial when considering the change in the organization.

A visionary leader can ascertain more effective organizational change with success. As a result, this research proposed a model that obtain from leadership competencies which is organizational change, a sustainable success which expresses the relationship between successful organizational change and role of leadership.

### 1.1 Statement of the Problem

The world has developed into what is now referred to as the global village. As such, globalization has prompted companies, institutions, and businesses alike to come up with creative countermeasures to the challenges, which come with the management of the specific entities. Businesses put in place various strategies to act up and be efficient, productive and illustrate organizational change. Organizational change is particularly an area of interest for companies all over the globe. This research focused on the Arab nation of Saudi Arabia.

With a lack of completeness in the cogwheel of managerial essence, the research will be important to infer how leadership affects organizational change and how the latter affects the management of a selected sector. Past researches focused on leadership as a whole and did not delve into its sub-components, such as the changing workplace settings, disparities in organizational culture, the role of technology, among other factors.

Organizational change entails eight steps. A lack of these elements leads out to the elimination of "the big opportunity." The first element of successful organizational change is creating a sense of urgency. For any change to be commissioned in an organization, it must be treated as something which substantiates stakeholders need to concentrate their energy.

Identifying the weak areas is a major element, which relates to the step above; in guiding the relevant players in action.

Secondly, organizational change is carried out in the realm of being business oriented and therefore appealing to the stakeholders. Stakeholders in an organization include the business owners, managers, and workers. Changes must resonate to the stakeholders at least to a certain extent, failure to which organizational change could be problematic.

The third rung on the organizational change ladder is having a strategic vision and initiatives, which show strategic inference. These are the tools, which block redundancies through checking and balancing out the system. The fourth feature is influencing workers or the stakeholders who will be involved. In this stage, a manager ought to interest the workers; appeal to them toward the goal that the manager has. For any plan to be successful in an organization, workers ought to be cooperative, failure to which organizational change may be untenable. Enabling action by eliminating barriers is the fifth aspect of organizational change. Leaders have the ability to evaluate challenges in the path of the visions that they have for the company and seek smoother operations for effectiveness.

Enhancing organizational change also requires having small timed targets. The process is divided into steps. Each step is checked against the expected outcomes. The stakeholders involved, therefore, build upon their strengths while finding ways of eliminating weaknesses. The seventh step toward successful organizational change entails accelerating plans and improving the turnaround times regarding the vision. The final step is instituting change and making the organization adherent to the change introduced.

Focusing on the work of a manager, particularly in a busy environment such as the bank sector, there are numerous obstacles that face the successful organizational change elements mentioned above. The most common barriers include bureaucracy at the workplace, human resources insubordination, and policies controlling the industry. Banks particularly handles a lot of work away from the aspects, which are open to the banking industry. However, many background processes occur in any bank. Behind the image of successful banking, hall experience is tens of staff working to ensure those customers' needs are handled in the smoothest manner and in the shortest time possible.

All managers leading workers in the banking industry seek to coordinate their followers; create synergy and deliver expected outcomes for the banks that they represent and their visions. Managers, therefore, ought to not only inspire the staff but also give essence to the process of introducing change to the forms and therefore help the organizations grow and summarily reach new heights. Consequently, for constructing the change efficiently and smoothly by leaders, the organizations need to recognize the important role of leadership in this path. The aim of the study is to explore the role of leadership in organizational change and find out what is the correlation between the two.

### 1.2 Purpose of the Study

The purpose of this research is to assess the relationship between organizational change and leadership. The relationship, which is highlighted above, will be evaluated in the lenses of innovative approach in companies as well as managerial vision. For a company to check up the competitiveness and align itself to various trends, it is imperative that the organizational change has well aligned to a company's future expected outcomes. This, in turn, supports the need for organizations to have apt leadership and subsequently address various business needs as they occur. Additionally, an effective managerial practice also ought to demonstrate an advantage in suggesting the changes that a business should take and lastly have measures of enacting the proposed changes and therefore propel the business to success. The relationship herein will be looked at with the use of resources such as part literature in the field and the results analyzed to support the study's hypothesis. The units of analysis will be questionnaires and interviews administered to the respondents from the National Commercial Bank in Jeddah.

### 1.3 Significance of the Study

The National Commercial Bank respondents who participated in the study illustrated how managers could put their vision into the operations of a workplace, therefore add value, and influence organizational change. This comes amidst a rapidly changing technological environment in the banking sector. The intention of the study was to understand how managers could ground successful changes, given the rampant complexities, which are adamant in the banking sector.

The findings of this study can also be used as adequate resources for the improvement of managers' lines of work not only in the banking sector but also in other sectors. The banking industry is a busy one and quite sensitive where mistakes are minimized. Therefore, the intensity of work procedures wholly differs from other sectors, particularly those who have provisions. Using this study's findings will, therefore, be appropriate for creating a prototype. The prototype could be essential in training managers in various industries and across contexts regarding visionary leadership. Therefore, the study provides particular resources, which are appropriate for introducing change in organizations to the optimum levels. The study puts into the essence that visions are the seeds for a successful future for companies, organizations, and institutions alike. Stakeholders who share a vision are most likely to work together toward the realization of the same as opposed to people who work in the same settings, but they that are not motivated by a common vision. Managers are getting more conscious of the need to have less formalized working initiatives and attract workers to close working relationships. This study is a key resource, which could help such managers, business owners and any other people who are interested in studying the positivity of visionary leadership and organizational change at the workplace.

### 1.4 Objectives of the Study

#### This research paper intends to study:

- To identify whether visionary leadership affects the performance of the employees at the National Commercial Bank or not.
- To identify whether there is a correlation between visionary leadership and organizational change at the National Commercial bank or not. If so, what is the relationship between the two? Is it a positive or a negative relationship?
- To identify the role of leadership that leads to a successful organizational change.
- To identify the significance of vision in the leadership of the National Commercial bank

## 1.5 Hypotheses

H01: The Visionary leadership negatively affects the employees' performance at the National Commercial Bank.

H02: Visionary leadership across managerial levels negatively impact organizational change at the National Commercial bank.

H03: The role of leadership does not lead to a successful organizational change at the National Commercial bank.

H04: There is no significance of vision in the leadership of the National Commercial bank.

## 1.6 Theoretical Framework

**1.6.1 Similarities and differences between leadership and management.** In general, leadership focuses on the accomplishment of goals while management is more aligned to accomplish tasks. In both of the aspects, there must be the involvement of staff. Under management, workers are seen as objects of attaining organizational goals, and therefore, managers' roles are dominant, and their control over the workers is more profound. On the other side, leaders show less control over the subordinates. This has the effect of inspiring trust and feelings of empathy for the workers. There are several elements, which are noted across leadership and management. First, both managers and leaders at the workplaces involve working with people. Both categories entail working with people. Secondly, both are found in the foundation of an organization. As such, these two kinds of organizational stakeholders are important individuals in an organization's functional structure. Both management and leadership affect how operations run in an organization. Additionally, both categories play a role in determining the work structure and the environment therein. This is because both managers and leaders are involved in decision-making. Such decisions may include decisions on work conditions, work targets, among other factors. Lastly, both leaders and managers are involved in the allocation of organizational resources to attain set goals, missions, and any plans.

Carton (2018) stated that leaders attain their goals through setting objectives. Setting objectives is appropriate for a vision to be actualized. Therefore, milestones help one keep the focus and know about any effects of their actions. It is worth the mention that leaders have varying responsibilities. Any veering off the paths results in redundancy and may make accomplishing the set goals a speculative venture. Coordinating, staff and the people under one's scope of control is not easy as was noted by Jordan and Lloyd (2017). Therefore, leaders must be determined to make their resolve and accordingly not only coordinate but also inspire their subordinates to do more, especially toward the realization of the goals which is set out on a broad spectrum.

People seek jobs for different purposes. However, there are some universal characteristics which people seek jobs for as was illustrated by Koustas (2019). The scholar above categorized the needs and one of the requirements of a job is job satisfaction and personal satisfaction. As such, job fulfillment house in its regard to the importance of a job and the effect it has on someone. Therefore, people often seek employment with a motive of say growing their income, achieving their childhood dreams, and so on. Such are the elements that leadership seeks to relay while the management focuses on people's activity toward the accomplishment of targets and not specific to the welfare of the workers, among other factors.

**1.6.2 Roles of leaders in an organization.** Leaders play some roles in any organization, as discussed below.

The roles are divided into three broad categories, which are leading as an example and visioning, empowering the staff or followers and encouraging teamwork (Alavi and Gill, 2017).

Leaders have the responsibility of leading their followers as examples. Effective leaders are responsible and consider the outcome of their decisions before acting. Leaders understand that their actions influence their followers and therefore seek expanding shared values and influencing the followers to do the right thing at all times. Leaders also give direction to the people, and this is appropriate for it lets the people know what is expected of them in which ways and at what times actions are required. Management of change in an organization falls under the broad category, which is mentioned above. As such, managers are versed with the responsibility of creating change strategies (Alavi and Gill, 2017). Change in an organization entails several steps from the planning phase to enactment or actualization of the vision. Most importantly, managers influence change, especially in their dealing with varying personalities. Leaders through leading diverse teams to handle people with different personalities, characters, and behavior. It is through the process of leading the way that leaders, therefore, influence change.

Leading by example, refers to a person doing what they ask others to do. Alavi and Gill (2017) indicated that leaders who were more on the ground show more successful in accomplishing set goals and objectives. Leading by example, contributes to organizational cohesiveness. This refers to the willingness of the workers to remain dedicated to their organizations' goals. Where workers see their managers as leaders in operations, they realize that change in the organization is a collective responsibility which everyone has a responsibility for aligning.

On the contrary, managers who sit and watch as workers go on with their operations may not attract organizational cohesiveness. Also, leading by example contributed to respect and trust in the organization. This comes as the workers see their managers as people who are fully aware of their work conditions and their plight as opposed to a merely theoretical



leader. This, in turn, promotes the managerial operation, as loyal workers are more likely to help the leaders achieve their vision. The last benefit of leading by example is that it introduces the transiting aspect of a firm. As such, workers see their leaders as trend setters and benchmark drawing on the leaders' conduct and way of operation. This, in turn, contributes to positive worker contribution.

The fourth element under the broad role of leading the way and visioning is that a leader ought to demonstrate confidence. Demonstrating confidence involves influencing the workers' perception of work and appreciates work as active ingredients. Additionally, demonstrating confidence refers to helping the followers to comprehend that the managerial units understand their plight and are in line to doing all that is necessary to improve conditions for the workers promote their growth and appreciate the role that they play in the organization (Alavi and Gill, 2017).

Empowering followers are a responsibility of workers in any setting, which dictates so. Leaders are chosen from numerous contestants or people of varying qualifications; thus, they often represent the finest and most qualified people in a group of people. As such, leaders are supposed to not only carry the vision of the team, but also ensure that the needs of each stakeholder are taken care of. Leaders, therefore, inspire their followers across various realms as proposed by Lawrence (2015). Empowering others can be quite an uphill task, and it requires the leaders to be enthusiastic. Enthusiasm in a leader appeals to the followers who in turn become inspired to be like the managers. Inspired people, in turn, translate their inspiration into energies and competencies and subsequently engage in positive work behavior.

Leaders empower their followers. It is in this regard that leaders, for instance, observe their followers' characteristics. Effective leaders show the essence of influencing positively and therefore turn followers to leaders. Additionally, effective leaders delegate authority and do not see the workers as threats. Rather, effective managers view their workers as important cogs in the organizational cogwheel; and therefore, when absent, the organization cannot move in the right direction. Under this element, leaders ought to show openness to ideas. Houwer (2016) in his study indicated that one of the leading constraints in managerial practice is rigidity on managerial inferences. Leaders, therefore, ought to accept that their followers' ideas also ought to be considered in the actualization of visions. Appreciating others' creativity enhances their innovative features, and they may, therefore, bring in more ways of streamlining operations in an organization. The last sub-element in empowering people is in empathy. Empathy refers to a person's ability to understand other's needs. More often than not, workers are faced with many challenges in their places of work. One department's issues may be completely different from other departments, even in the same organization. It is, therefore, imperative that leaders are empathetic people. Leaders ought to show strong problem-solving abilities as well as critical thinking competencies. Empathetic managers should enable workers to feel that their workplaces appreciate them and that they are not mere channels of production in their job positions (Houwer, 2016).

The third function of leadership in an organization is encouraging teamwork. Teamwork refers to people working together towards common goals. Teams differ from groups of people. A group of people has no common goal, and the vice versa applies to teams. Leaders ought to lead and build team competencies.

The first element under this responsibility is through the whole relay of the team approach. The team approach perspective entails all people being aligned as dependent parties. As such, the team approach enhances cooperation amongst the parties. Doppelt (2017) suggested that for a team to be successful there must be a leader. Additionally, the leader should not micro-manage the people but lead them through example. In addition, all team players have a role to play and should, therefore, be accorded all the resources that they need to fulfill their responsibilities. All team members ought to know of what is expected of them and their actions, therefore, ought to be aligned with the overall vision of the team.

The second element in successful team playing is the leaders' role in permitting team decisions. Decisions, which are made by a team at thereafter enacted at the organizational level, are appropriate in influencing workers feeling of entitlement. Such team players feel that their input was appreciated and the very reason why its input is used at the organizational level. Finally, successful leaders in organizations have a role of monitoring progress, albeit silently. However, leaders ought to be careful not to micromanage their subordinates to reach goals. All processes and policies should be objective and have precise blueprints. Leaders, therefore, ought to lead their teams in a way that is neither too lenient nor overly dictatorial or bossy. The assessment could take various forms such as self-assessments and external assessment as suggested by Doppelt (2017).

**1.6.3 McGregor's Theory X and Y: Participation of workers in a firm.** In his submission on the types of workers in an organization, Douglas McGregor came up with theory X and theory Y. Any organization has different workers who also have different personalities. On theory X and Y, employees in organizations are assessed in the five elements. These elements are the ones which illustrate the roles of employees and therefore dictate the employees add value to an organization or not (Richard et al., 2008).

Workers are engaged differently in any organization. Richard et al. (2008) indicated that while some departments or workers' roles may seem weak, no single entity in an organization is weak and all departments ought to command respect as well as the attention that they deserve.

As discussed above, management has different initiatives towards work and this; therefore, contrasts leadership aspects. Essentially, the two aspects in leading have differences, which affect the way that workers undertake their work in any organization. Theory X and theory Y will be briefly discussed below to give an inference of the differences between the two theories and any similarities if there are any, drawing from the five aspects which are direction attitude, motivation creativity and lastly responsibility.

To begin with, theory X has workers need to be constantly monitored or supervised for them to accomplish their responsibilities. In addition, there is a greater sense of centralization and workers may, therefore, feel compelled to work at the pressure. Workers, therefore, maximize any opportunity to relax at their jobs. On the other side, theory y is categorized as an advanced theory. As such, workers more mature and show more responsibility (Richard et al., 2008).

Individuals in theory X are commonly indolent as suggested by Richard et al. (2008). Such individuals do all that is in their control to stay out of their specified responsibilities at their places of work. On the other side, individuals who fall under theory Y look at work as a personal responsibility. They look forward to working, but also act natural. Therefore, they will work hard, and when the time is up, they can do something else at ease. They can also shift through responsibilities at the workplace.

As illustrated by Richard et al. (2008), individuals who fall under theory X are often less interested and are overly unambitious. Such individuals only appreciate work when it is time for the settlement of their salaries and allowances. Individuals overly show signs of laxity. Supervisors must be around them regularly; otherwise, they could spend days coming to the workplace but essentially turning in no results or adding very little to the firm. On the other hand, theory Y individuals are motivated to work. They are ambitious and seek new challenges at the workplaces.

Thirdly, people falling under theory X depict selfishness and are not focused on their role in the organization. Each worker has a role to play in the organization, but such individuals may not readily realize that their laxity at work affects the organization in a wholly different manner. The individuals herein, therefore, do not understand the need for focusing on organizational objectives. Theory Y individuals contrast the former, as they are well aware of the organization objectives and recognize that they have a role to play toward promoting the same. Theory Y workers understand that doing their work will affect the organization as a whole (Richard et al., 2008).

On theory X, workers can do all they can to evade responsibility. They will be the last to volunteer to lead, and they do not easily own up to mistakes. Therefore, individuals falling under theory X relish the blame game and fail to show dedication in creating trust. They are barely trusted, as they have no record of having a record of say contributing to change in the organization. On the other hand, those under theory Y seek a new challenge. Instead of evading responsibilities, they are on the frontline seeking new responsibilities. They believe that new responsibilities add value not only at the personal level but also to the organization as a whole (Richard et al., 2008).

#### 1.6.4 Leadership theories.

**1.6.4.1 Trait theory of leadership.** This is one of the earliest theories, which were proposed relating to the broad study of leadership. While it gained prominence in the twentieth century, the theory continues being treated as the most popular in modern times. The main premise of the theory under discussion is that leaders are born as opposed to being made. The theory has it that leadership flows across bloodlines or family trees as depicted by Northouse (2018). Therefore, the theory discredits the perception that leadership can be learned or that leaders can be trained. Therefore, no matter how one undergoes training, they will not be successful if they were not born with particular traits related to leadership and its concerned capabilities.

Leaders differ from followers. In this context, the followers are those people who at birth did not possess leadership qualities. They are, therefore, doomed to be led and have little in their ability to change affairs. Leaders, as proposed by the theory have more suppressive personality characters as compared to the followers who have suppressed personality characteristics while leaders have more points to their personalities, the points of differentiation between them and the leaders are just a few. As such, leaders possess distinctive characteristics such as body structures as well as having better interpersonal characteristics.

The leadership trait theory was an advancement of the Thomas Carlyle-developed theory, which is referred to as the great man theory of leadership. The scholar who is mentioned above had in his proposition that extraordinary leaders are the ones who shape history. Additionally, Carlyle claimed that for one to possess the extraordinary characteristics, they must have inherited the characteristics at birth as opposed to learning through academic processes. The great man theory was elemental in petitioning scholars to dig more into what leadership entails (Northouse, 2018).

Followers' look upon leaders for a number of factors. First, leaders are enthusiastic individuals whose operations not only inspire others to match up to their optimal levels, but also play their part in creating organizational change. Leaders contribute to other welfare through observing their capabilities and ensuring that such people attain their goals in an appropriate manner. Additionally, leaders are self-confident and have high levels of charisma. All these factors are relative and thus may bring out leaders as essentially liable to leadership capability (Northouse, 2018).

The features, which are highlighted above all fall under the broad categories of traits that the theory has in its scope. The following are the leader' characteristics of the trait theory of leadership.

1.6.4.1.1 Intelligence and scholarship. Leaders are seen to be deeply knowledgeable, especially when compared to their followers. Intelligence is a broad category, which entails leaders showing the ability to tackle issues most effectively while using the shortest time possible and delivering desirable outcomes (Northouse, 2018).

1.6.4.1.2 Physical traits. Leaders are considered to possess leadership qualities once they have particular physical traits. This is, however, not empirically testable as the standards differ across different settings, communities and such. Physical traits, which were focused on, included one's height, weight, or even strength as suggested by Northouse (2018).

1.6.4.1.3 Social status. Social status refers to one's position in society. Such could include one's financial worth, position in the society or the offices that they hold. Some people, such as those with vast riches and influence, were seen as leaders (Northouse, 2018).

1.6.4.1.4 Task orientation. Task orientation refers to how one undertakes responsibilities assigned to them. For instance, some people have a high appetite for risky ventures and turn into a huge success. Such individuals under the trait theory were seen as natural leaders (Northouse, 2018).

1.6.4.1.5 Personality characteristics. Personality characteristics are the distinctive characteristics that one has. They include the level of ambition that one depicts as well as the persistent desire to lead others (Northouse, 2018). In addition, self-confidence is a dotting personality characteristic and lastly qualities such as chastity, integrity, and honesty.

The theory under discussion is noted to be applicable to some prominent people around the world. At the present time, such people include Mahatma Gandhi, Richard Branson, as well as Nelson Mandela. The scholars aligned with the theory discussed feel that the individuals who are mentioned above showed the characteristics and charisma, which is improbable to train on.

As mentioned earlier, the trait theory regards leaders as individuals who hold traits as well as skills differentiating them from non-leaders as stated in Northouse (2018). Among the traits therein are that leaders easily adapt to situations, which may not be an aspect of non-leaders. Additionally, leaders are ambitious and oriented towards accomplishing goals. This essentially means that leaders can see impossibilities to other people and therefore put themselves to challenge and accomplish their visions. The traits which leaders, under the proposition of the theory are persistence, tolerance to stresses, ability to take in responsibility and competencies in cooperation, dependability, as well as being high levelly energetic. The skills that leaders show and they that differentiate them from non-leaders include an appealing oratory ability, persuasion characteristic and conceptually skilled.

1.6.4.1.6 Limitations of the trait theory. First, the Theory is not empirically testable. Therefore, there are no universal standards, which determine if one can lead depending on their aspects such as physical traits. For instance, one could seem short to some people while others could regard them as above average in height. Another limitation of the theory under discussion is that some traits are only superficial in their weak states as compared to string forms. For instance, a kid who fails to play with their peers is more likely to be easily noticed than a kid whose development is normal and who is able to play as expected. In addition, other theories conflict the inferences of the trait theory of leadership, which has it those leaders, are not made. However, some prominent leaders often give accounts of how they were poor in particular things, but upon some training, they were able to correct some of their weak areas, thereby discrediting the trait approach altogether (Northouse, 2018).

**1.6.4.2 The Behavioral Theory of leadership.** This theory was also one of the earliest formalized studies on leadership, and it was a development of the trait theory of leadership. Therefore, traits are recognized, but their role is to give the leaders the standing point. The major proposition of this theory is that there is no quantifiable of leadership capability related to traits. Rather, leaders are trained and therefore discredit the trait approach, which illustrated that leaders could not be trained. Among the pioneers of this theory was Kurt Lewis, who studied social psychology (Northouse, 2018).

The scholars in this field suggested the common leadership climates being authorial, democratic, bureaucratic, and the laissez-faire initiative in leadership as will be briefly discussed below. It is worth the mention that the leaders were observed to have different behaviors, which affects how they deal with their followers. Leaders' behaviors were therefore noted across dimensions such as observing them under lab settings or seeking follower's perspective on the kind of behaviors most commonly depicted by their leaders.

1.6.4.2.1 Authoritarian leadership. Under the authoritarian style of leadership, people have forces outside the workplace, which motivate them to work. Such could include poverty or the need for money at a personal level. Therefore, the managers were effectively able to dictate their work environments, policies and the people were supposed to follow what the leaders suggested. Leaders, therefore, make all the decisions, and there is the least participation of the workers. Opinion on such styles of leadership does not count. Authoritarian leadership has some benefits as well as drawbacks. On the benefits, the style of leadership enables swift decision-making. Leaders, through the lack of the function of seeking others'



opinion, can make quick decisions. In addition, leaders enjoy absolute control. This may be helpful to an organization's motive, especially to turn into more production. Managers have absolute control over their followers, and therefore, the goals are easily fastened. Any followers who fail to adhere to the leader specifics are easily eliminated from the process. Additionally, the process offers close supervision and therefore limits, making mistakes in the workplace. Order is the last benefit of the specific authoritarian approach as the processes are well aligned, and no one is at the advantage to change the way of doing things in the organization (Northouse, 2018).

On the other side, authoritarian leadership has some drawbacks as stated in Northouse (2018). First, leaders create an atmosphere of dependence. Where all activities follow the managers' initiatives to the core, it is definite that the subordinates are more likely to be overly dependent on the leaders' activities. Therefore, motivation to innovate may be absent, and even when it is there, then it may be suppressed largely. Additionally, authoritarian leadership often shows aspects of employee exploitation. The voices of the workers are suppressed as the leaders' initiatives are taken to be wholly acceptable without questioning their credibility. Therefore, any workers who challenge the leaders are unnecessarily dismissed even if their points were sensible. Thirdly, authoritarian leadership affects change. With high staff turnover rates, the leaders fail to inspire, organizations may fail to match up to their required threshold, and therefore, this may affect productivity in a negative way.

1.6.4.2.2 Democratic leadership. Under this standpoint, there is the assumption that followers are motivated by an inner drive. However, leaders only use participation as well as the majority rule to have responsibilities achieved, in the right manner and at set times. The model herein has benefits as well as the disadvantages.

Northouse (2018) declared the first benefit of the democratic leadership model which is that it reduces the communication gap. Therefore, the workers can easily communicate with their leaders and even to those in the senior management positions. Therefore, there is less bureaucracy, and the leaders are easily trusted. Also, the model has it that leaders consider the opinions of their subordinates. Such actions boost the morale of workers. However, for this to be effective, the managers are supposed to be wary of their followers' opinions. Clearly, not each suggestion can be implemented into practice, and managers are therefore required to be careful with their decisions. Democratic leadership, as mentioned above, has the effect of creating bonds and high loyalty levels between the followers and the leaders. Workers complaints can, therefore, be corrected in time, and they feel appreciated. This, in turn, reduces absenteeism as well as the overall turnover rates. Under the model, leaders are able to develop and train other followers to be leaders.

However, the process has some disadvantages. With increased levels of negotiation, the managers may take an increased time to make decisions. Democratic leadership entails a lot of consultations in the organization. The processes may, therefore, delay making decisions, as there may be diverse feelings on the same issues at the organization. Secondly, leaders are more aligned to workers. The leaders may, at times, find themselves engulfed in awkward positions where they are forced to adhere to their workers' interests. Some decisions may have majority popularity in a firm, but they can have a substantial risk to the organizational resources and at times, even the continuity of an organization.

1.6.4.2.3 Laissez-faire leadership. This approach is also referred to as the permissive model of leadership. It entails leaders believing that it is upon them to let the subordinates work on their own terms. Such leaders believe that the internal forces in the followers are strong enough to be independent of supervision and ought to be left alone for maximization of goals. The theory above is applicable in industries, which rely on personal innovations to run. Such include problem-solving industries such as web development and architecture (Northouse, 2018).

In the specific model of leadership, the leaders have minimal responsibilities. The workers are independent of the leaders and only approach the leaders at specific stances, only such as seeking approvals or soliciting for extra resources to accomplish a task. Visionary workers are also able to work by themselves and reach their potential. It is worth the mention that at times, close supervision may limit a worker's capability. This often occurs when leaders may feel that they are, for instance, overworking the subordinates.

However, the discussed style of leadership suffers a lack of group satisfaction. People see success as a personal initiative as they, at most times, work all by themselves. It may also need to low quality work and therefore derail an organizations onslaught to a successful implementation of an overall vision. Where there is no resolve have unitary visions, workers may also find themselves under the unexpected weight of responsibilities, which did not fail in their areas at the first instance. Lack of supervision may lead to the development of low-quality outcomes and therefore transfer the inferior outcomes from one's party to others when the changes are hard to enact and such issues (Northouse, 2018).

1.6.4.2.4 Bureaucratic leadership. Under this approach, there is a common perception that the leaders are not perfect, and neither are their decisions. Also, the followers' opinions, although seemingly appropriate, may have weak areas. Therefore, one standpoint of the theory is that individuals influence is majorly external. Leaders and followers are therefore unified by adhering to set organizational policies, rules, and procedures.

Bureaucratic leadership is particularly appropriate when the processes in an organization are repeated or are highly recurring. Therefore, the organization develops a standard procedure to follow. This is appropriateness as it enhances productivity and eliminates flaws mostly emanating from the workers. Secondly, the approach, which is under discussion, is effective in minimizing malpractice in the firm. Therefore, the approach increases security in the operations of a firm and also enhances the accuracy of plans and creates seamlessness. Bureaucratic leadership also promotes a strict adherence measure of policies. All players know what is expected of them. Organizations come up with written regulations on the do's and don'ts. Therefore, all people know what their responsibilities are. They also understand the effect of their actions on those without internal structure or working relationships (Northouse, 2018).

In as much as the theory has benefits and by far possesses the highest level of accuracy among the theories, it has some downfalls. First, the approach is inflexible. Workers easily get disinterested after mastering the processes. Therefore, the method is a major deterrent of innovation. Workers cannot come up with a better initiative to handle situations. The approach limits the workers' ability to act fast. They get so accustomed to a specific working procedure, which may result in massive losses at times. For instance, the workers may not have been trained in alternative procedures. They get so accustomed to the system that they may lose focus and fail to appropriately handle crises in the firm or their places of work. Additionally, the approach is mostly aligned to how well can follow set rules and memorize their instances while eliminating the "don'ts" in the organization. The workers may, for instance, feel that their organization does not consider their qualifications. The workers are not evaluated on merit. This may affect the organization in the end as resentment started (Northouse, 2018).

**1.6.4.3 Contingency theory of leadership.** Contingency theory of leadership was an advancement of the behavioral approach to leadership as stated in Northouse (2018). The theory, which is mentioned above, has it that leaders are dependent on situations. Plans are led differently to the situations demand. Other factors, which are highlighted in theory, include a leader's personality and the composition of a team. While some leaders may come out as focusing on relationships, others are purely focused on the tasks. Being concerned with tasks involved a manager's role to accomplish certain responsibilities while being relationship-oriented entails focusing on the people, improving their outcomes and motivating them. Therefore, each situation dictates a leader taking to a specific personality for effectiveness.

**1.6.4.4 The Path-Goal Theory.** As proposed by Anderson and Sun (2017), the path-goal theory has both task-oriented as well as people-oriented leaders. Leaders across both dimensions may influence their subordinated thorough, varied ways, as long as the goals are attained. The theory proposed that people tie their behavior to what is expected at the end. Hence, the lower the threshold, the lower the resolution to achieve or perform, and the vice versa. Where people have a higher target, they also do more to achieve the set goals.

The Path-Goal theory focuses on the accomplishment of goals. The goals are the expected outcomes and can only be achieved by using some methods. The methods herein is known as the paths to obtaining the desired outcome. Further on, the path-goal has in its regard to the expectancy (Anderson and Sun, 2017).

An expectancy is an approach which has three elements, and which substantiate the theory's relation to the expectancy theory assumptions. The three elements are effort-performance probabilities, values to outcome proposition and lastly the probabilities on the performance to outcome stance. On the effort to performance probabilities element, there is the proposition that an outcome only comes because of a person's dedications and will to reach certain objectives. Secondly, values to outcomes element seek to show the importance of having people attach certain values to outcomes. Such could include, but not limited to the rewards one obtains after accomplishing something and such. Lastly, the third element, which is the performance to outcome probability, has it that outcomes are attained once players lever their performance, and there is a support to improve their conditions in attaining a goal (Anderson and Sun, 2017).

It is worth the mention that the path-goal theory possesses distinctive leadership behaviors. As such, leaders are differentiated from other theories on these characteristics. The first characteristic is that the leaders show directive leadership. Therefore, leaders are bound to communicate with their followers of what is expected of the latter (Anderson and Sun, 2017). Leaders are responsible for scheduling and setting roles, policies, as well as procedures. The second lead character, as proposed by the theory, is that leaders show supportive leadership. Leaders are, therefore, easily approachable. They are likely to give the subordinates the required support and resources, which are necessary to achieve their visions. Participative leadership is the third element. It entails the active consideration of other people's opinions and therefore draws others into decision-making. The final characteristic of leaders falling under the theory's scope is that they are focused on the set goals in their organizational activities (Anderson and Sun, 2017).

**1.6.4.5 Life cycle theory.** The theory above depends on the four pillars of leadership, which are telling, selling, delegating, and lastly participates. This theory states that leaders chose any of the pillars of leadership styles depending on the situations that they are handling and the level of maturity of the followers. Maturity, in this context, means how well a

workforce is aligned to accomplish tasks independently (Northouse, 2018). Therefore, leaders determine if they should delegate work, participate in the work, give instructions on how to do it or leave others to undertake the responsibility.

**1.6.5 The concept of an organization, change, and a leader.** The term organization is very comprehensive and can be defined in several ways. Northouse (2018) stated that the organization is considered a social unit that contains a group of people who jointly work on a continuous basis to achieve organizational goals or targets.

The word change is considered in a very general manner, but according to Lawrence (2015), change is a Latin word which means "for better". In a simple way, the word change means to modify or to make something different in a better or a positive way from the existing one by adding or excluding some values.

A leader is a person who possesses multiple qualities and characteristics that comprises leadership styles to become successful. A leader must have a clear vision that what and how to do by using different leadership styles through innovative thinking. The vision is an ideal and unique image or the art of seeing invisible things. Jäger and Sathe (2017) illustrated that a vision is understanding what the destination is and where the leader is going by motivation, inspiration, and mutual responsibility. If the leader knows where to go, then leadership is useful. So, it is essential that leaders must have a clear vision.

## 2. Literature Review

Nowadays, leadership and its role are the most highlighted problems for organizations. So, the "Leaders" are those who give directions, gain commitment and then motivate them to attain the outcomes (Northouse, 2018). This term can be regarded over multiple angles and concepts. Recent research describes leadership as "a process whereby a person influences a group of individuals to attain a shared goal (Sashkin, 1988).

Gesell (2010) declared that leaders are the "Champions of Change" because it is the top executive who keeps on going the process of change through maintaining the operational reliability of the organization.

Many scholars and researchers have also concluded that "The Role of a Leader" is significant while managing or addressing the changing issues. So, it is the leader who brings an effective change in an organization (Boston, 2000).

Further, Boston revealed organizations who do not adopt the changes cannot stay booming long in the market.

Jing and Avery (2016) suggested that one does not qualify as visionary leaders unless they have an outstanding goal structure for their organization. Essentially, leaders are best envisioned in the ways that they can manipulate the present standing in an organization to affect the future of an organization, in a positive manner.

Cheema, Akram and Javed, (2015) indicated that visionary leaders inspire the interest of other stakeholders who can afterward contribute to the vision and create synergy. In addition, optimism depiction in one's activities is of the essence, and therefore, visionary leaders carry the trait if being inspirational drawing from pooling together the elements, which build up an inspirational personality therein (Cheema, Akram and Javed, 2015).

Emotional intelligence is a key feature of visionary leaders. Margolis and Ziegert (2016) suggested that leaders are able to work together with their followers if the former relate with the feelings of the followers as well as encourage their followers to have a work-life balance.

As Vargas (2015) noted, rigidity is one of the causes of difficulties in accomplishing organizational goals, mission, and objectives. Leaders who are more flexible are open to ideas. Contrary to leaders who consider their decisions or opinions as final, open-minded leaders possess a leveraged capability to perform, and this is noted in the outcomes of the projects that they lead.

Sullivan (2016) declared another feature of visionary leadership which is being imaginative. As Sullivan noted, being imaginative enables one to outgrow their comfort zones and seek measures of development across the personal realm as well as the broad organizational stance.

Leaders, as discussed by Huda et al. (2018) are resilient individuals who are a cut above the rest of the people that they lead, otherwise known as the followers. Visionary leaders, in addition, do not see such individuals as elements, which pull the teams back. Rather the leaders being empathetic individuals understand that such people require attention and constant improvement. Therefore, visionary leaders inspire all team players and are objective in inspiring them.

Furthermore, the following paragraphs will illustrate the previous studies of the theory of visionary leadership. Theories, which were described earlier in the paper, focus on the decision process. However, the theories lack a particular stance to demonstrate how such leaders form goals, as well as how they select the most appropriate decision-making criterion or criteria. Sashkin (1988) developed the visionary leadership theory, whereby the contingency and situational theories are bound to relay the elements that are unavailable to the followers. This relates to elements seeking unitary goal-seeking and accomplishment. Essentially, Sashkin (1996) suggested that there ought to be the actualization of model actions.

The new leadership theories were developed in the eighties. The theories herein introduced new concepts in the field of organizational leadership and therefore proposed new methods of bringing in changes and conceptualizing actions at the organizational level; features which can be applied across different firms, industries, and companies.

Visionary leaders, according to this theory, have their sights on goals. As such, the leaders falling under the particular theory's scope focus on goals. To them, goals are appropriate elements and milestones, which enable one to reach new heights, both at the individual level as well as on the organizational level. Leaders influence others to reach new heights and therefore contribute to the overall growth of an organization (Huda et al., 2018).

Based on the literature review, the study will not only bridge the existing gap in literature but also complement previous findings that have highlighted various issues about the role of leadership in organizational change. Furthermore, elaborate descriptive findings in line with the explained concepts and theories will play an imperative role in ascertaining empirical, thereby affirming the roles of leadership in organizational change. Overall, even though the stated concepts may apply to different corporate organizations, the illustrative depiction of the empirical data from the National Commercial Bank will provide a broader explanation on the role of leadership in the organization across a wider scope of the corporate sector.

### 3. Methodology

#### 3.1 Introduction

This research aimed to look at the factors which played for the benefit of visionary leadership in organizational change and the factors which deterred the same, taking the National Commercial Bank in Jeddah as the focus of the study. Through looking at the visionary leadership aspects, the researcher focused on ways to determine if the managers in the sector, which is mentioned above had a leverage efficiency from having visions or whether visions were not related to the change, a factor which all organizations clearly seek. Developing a shared purpose is a major tool for effective management. Also, visionary leaders empower the people and bring about changes to the structure, operations among other aspects of an organization. This particular study, therefore, looked into whether managerial vision otherwise referred to as visionary leadership translates to change at the organization level.

This study looked at what visionary leadership encompasses, particularly in the banking sector. It is worth mentioning that one is influenced by various factors in settling for a research topic. The researcher reached this research topic after noting that despite the complexity of operations in the banking sector, few studies have been carried out on the same, yet it is a deep resource which can be easily used in other sectors or industries. The focus of the study is to come up with a compressed meta-analysis of initiatives that managers use to actualize their visions. It was of the essence to learn of the factors which influence change for future managers' use and for scholarly purposes as well.

With the research questions revolving around how leadership visions contribute to organization change, the researcher sought ways of how leaders overcome challenges which are sectorial or environmental, the process of actualization of a vision, how managers influence the others to carry on in their vision amongst related features.

#### 3.2 Research Design

The study looked at both quantitative and qualitative ways of interpretation and therefore tell how leaders put their visions into actions and subsequently bring organizational change. With the researcher opting to seek a way of understanding the feelings of the respondent, the researcher chose the phenomenological mode of study. The phenomenological model of study represents the initiative of seeking comprehension of respondents' feelings. The researcher's role is, therefore, to put themselves in the stance of respondents' eyes and therefore seek understanding what the respondents go on in their focus as subjects of a study. In this context, leaders interact with workers at the National Commercial Bank. Therefore, the research focused on understanding workers' insights and views of the leaders. The study was based on a descriptive research design in order to wholly represent the views of the participants, ranging from their interpretations of the issues, which will be under scrutiny and their experiences therein.

As mentioned above, the research will be a phenomenological study. As such, the study will be categorized in the category of research, which seeks understanding participants' experiences contextually; observing time and place. Therefore, the methods herein will seek to capture all the experiences of the workers almost with a sense of totality. The researcher, having founded, the study's stance in the phenomenological stance, will seek understanding workers' worlds in the latter's own terms. The study will delve into a realization of common features for managers in the aforementioned company and therefore use the observations to make inferences.

Having mentioned that the research followed two modes; the qualitative approach and quantitative approaches, some points are worth noting on the two approaches. First, qualitative research is founded on some pillars. As such, it encompasses features from the qualitative and quantitative approaches to research. While qualitative research involves looking at non-quantifiable aspects of the study such as trust, performance, and willingness to act, quantitative research is different. Quantitative research aims at giving recommendations or inferences on measurable elements whose variables can be calculated.

The qualitative aspects of this study sought to establish the meaning of respondents' construct through their responses as indicated on the major tool of collection of data; which were questionnaires. On the other hand, the quantitative aspects of the research herein focused on calculating the correlation between measurable scores amongst the respondents. The



measurable scores are a good way to look into the consistency of the respondents and serve as the leading tool toward the elimination of any bias.

The researcher used quantitative and qualitative approaches as it has some benefits. First, in line, the mixed-method approach offers a ready measure of triangulation of results. Therefore, results from each method, as an independent entity can be used to authenticate the standing or the accurateness of the other. Secondly, the approach is useful for the corroboration of results gained through other methods. Another advantage of the method is that, the result of a study or results set can be expanded. Lastly, the researcher prefers the approach as opposed to a purely qualitative approach or pure quantitative because the method can discover missing data. Missing data could, for instance, be the result of omission in one design.

### 3.3 Sampling

The researcher used the purposive sampling strategy. As discussed by Etikan and Alkassim (2016), purposive strategy entails settling in particular individuals as subjects. The researcher must, however, quantify their reason for believing that the persons therein may fit as samples; with no bias whatsoever and therefore represent the population which is under scrutiny.

The sampling subjects, in this case, were drawn from the busiest departments of the National Commercial Bank in Jeddah. The busiest departments in the bank are investment banking, the trading markets, risk management, and wealth management in that order. The activity in these departments is more intense and involve more steps for the workers. This is compared to departments such as the technology department and management consulting.

The managers who work in the four departments, which are busiest; investment banking, trading markets, risk management, and wealth management were the focus of this study. Therefore, the samples' identification was biasedly restricted to these areas. However, the samples were not wholly biasedly selected. The research had one hundred respondents. Eighty were workers who are in those departments. Twenty respondents were individuals holding senior managerial positions among these four departments.

Owing to the fact that the researcher did not know any of those working at the bank under study, the researcher used the snowball sampling strategy. According to Etikan, Alkassim and Abubakar (2016), the snowball technique requires a researcher to confer on people who know the viable participants. They conferred upon parties, therefore, give recommendations based on what the researcher wants to look for in research. In this paper's instance, the researcher approached the chief human resource manager at the National Commercial Bank in Jeddah. The chief human resource manager was quite resourceful. Under her instructions, human resource officers perused employee information and gave the researcher a total recommended list of one hundred and twenty-two names from four branches in Jeddah. The researcher, therefore, selected eighty respondents randomly. This was the first category of the respondents. The second category, which entailed twenty managers, was suggested by the human resource chief directly.

The researcher herein sought to study the effect of twenty people at the National Commercial Bank holding senior managerial positions among the departments which were mentioned earlier in the paper. The sample of twenty would help in giving an outlay of the organization's managerial units, in this case, the population.

There was, however, an inclusion criterion whose elements are highlighted below.

- 1-All the samples must have worked at the bank for at least one year.
- 2-One of the two genders was to exceed 75% of the total samples.

**Table 1**  
**National Commercial Bank Managers' Profile in Four Departments**

	No. of Managers	Years of service	Years as a manager
Investment banking	6	4,4,9,9, 13,15	4,3,7,2,9,5
Trading markets	4	5, 9, 9, 4	3, 8, 7, 5
Risk management	7	1, 2, 2,6,8,12,18	1, 1, 1, 4, 8, 6,14
Wealth management	3	5, 9, 8	2, 4, 6
Total	20		

Note. The table above represents the twenty managers under the study's scope of study and various elements which are related to their basic work at the bank, which is mentioned above.

The researcher had enough reasons to believe that the recommended managers would act as credible samples for this particular research. The first reason was that the informant (the chief human resource manager) maintains an Independent position in the company. As such, the department remains objective and non-aligned to any parties, be it the management



or the employees. The chief human resource manager is trained to act as balancing points in the institution and therefore impartial. With each informant' decision to nominate a particular manager as a sample element, the informant also gave a response or explanation for the choice, and this helped the researcher determine if the sample was appropriate in the study's context.

### 3.4 Instrumentation

The main instruments, which will be used, will be questionnaires and interviews, and lastly observations. The instruments will seek explain how leadership affects the dependent variable, which is organizational change, therein.

**3.4.1 Questionnaires.** A questionnaire is a data collection instrument consisted of a series of questions for the purpose of collecting information from participants (Klenke, 2016). Questionnaires can be designed and used to collect vast quantities of data from a variety of respondents. They have a number of benefits over other forms of data collection: they are usually inexpensive to administer; very little training is needed to develop them, and they can be easily and quickly analyzed once completed.

According to Klenke (2016), questionnaires have a specific advantage that the respondents are more likely to give detailed information as compared to other methods. Questionnaires are discrete. Therefore, questionnaires will fulfill the phenomenological aspect of the research, as the questionnaires will be discreet and ensure a high level of confidentiality.

**3.4.2 Interviews.** Interviews have long been used in research as a way of obtaining detailed information about a topic or subject. Burino (2017) stated that an interview is a conversation for collecting information.

Interviews are an ideal instrument for managers in this research, case because there is a need to collect in-depth data on managers' opinions, thoughts, experiences, and feelings about the role of leadership in organizational change. The researcher used this instrument for managers, participants rather than, say, a questionnaire because it can bring greater information attached to the research topic as well as provide vast amounts of rich and useful data for further analysis.

In order to ensure that the data collection will be objective, the questions will follow the principles laid out by Bojic, Yoshimura, and Ratti (2017) who supposed that appropriate questions ought to be open-ended and presented in a clear manner. The interview questions will, therefore, be open and give the respondents as much power as they wish to give their responses.

Questionnaires are relatively inexpensive to produce, circulate and analyze. The research interview is far more resource-intensive. It requires the researcher to elicit information from respondents on a one-to-one basis. Interviews can last for longer than an hour and can produce vast amounts of data (Burino, 2017). Although that while other instruments focus on the surface elements of what is happening, interviews give the researcher more of an insight into the meaning and significance of what is happening.

**3.4.3 Observations.** Merely asking questions or reporting the participants to carry out in situations will no doubt give the researcher a favor of what is involved, but in order to understand fully what these activities mean, how participants perceive them and what their perspective, the researcher, therefore, will use the observation as an instrument because it is necessary to see those participants in action, to experience what it is they do. Observation is an extremely handy tool for the researcher in this regard. Observation will allow the researcher to understand much more about what goes on in complex National Commercial Bank situations than it can ever discover simply by asking questions of those who participated.

## 3.5 Data Collection and Analysis Procedure

**3.5.1 Data Collection.** The researcher used several methods to collect the data used in this research. Gathering data from various sources is of the essence, as indicated by Whitaker et al. (2018). Triangulation of data only emanates from gathering it from various sources. Therefore, as mentioned earlier, the researcher, achieved triangulation by collecting data through questionnaires, interviews, and observations. Faraj, Sayegh, and Rouleau (2017) noted that data triangulation influences the validity as well as the reliability of a study. With the reliability of a study being the replication feature of a study as indicated by Jentoft and Olsen (2019), increases with the consistency of responses. When multiple responses lead to a similar explanation of the same phenomenon, then the research is seen as reliable. The researcher used the audit trail technique in data collection to ensure that the research was not only reliable but also dependable.

Data was collected from one hundred respondents in the National Commercial Bank. The data collected from respondents divided into two major factions. The first faction was the workers who interacted with the managers at the departmental level. These participants, in a real sense, are subordinate to the managers under study. There are eighty workers from the four departments (investment banking, trading markets, risk management, and wealth management). The researcher used questionnaires instrument for eighty workers. The second faction was twenty managers hold senior managerial positions which relate to the four departments. The researcher used interviews, instrument for the twenty managers.

The first step, which is as discussed earlier in the chapter, was selecting the managers to observe. The researcher delivered an invitation letter to the managers and called the managers on their official telephone lines and asked if it was okay to use their working experience at the bank for the study. All twenty managers who had been recommended accepting the initiative and also promised to be cooperating for the sake of this study's success. Afterward, the researcher delivered the consent form to managers to sign for it.

Table 2

Number of managers who participated in the interview at the National Commercial Bank

	No. of Managers
Investment banking	6
Trading markets	4
Risk management	7
Wealth management	3
Total	20

Note. The table above includes the participants who the researcher interviewed.

For the twenty-member faction, the researcher used, as mentioned earlier, the most appropriate method which is interviews applied to each party. For instance, some were away on official duty during the time of the study, and they, therefore, prefer over the telephone interviews. Others preferred interviews as they were available. On the last element, which is observable, the researcher, through the direct permission of the bank's management, observed aspects at select workplaces at the bank. This was, however, limited to a few minutes in each session and access was not granted to access all the departments in the bank.

The interviews contained open-ended questions. Also, the researcher recorded the interviews into tapes which would thereafter be transcribed. However, the participants were not supposed to share their names or positions held in the bank, which is under discussion.

The interview process started through a basic technique of breaking the ice. The researcher engaged the participants for them to feel that their input was important for the study. Additionally, the researcher assured the participants that their confidentiality was assured. The

researcher once satisfied that the participants understood the objectives of the research, thereafter, set out to begin the interview process. The participants of the interview process (who were 20) gave their signed consent before the interviews began. Those who were away were required to sign on scanned copies and mail them over electronic mail (email).

The researcher conducted a pilot interview with two senior managers post executives at the bank. They gave insight on how to include more questions which would lead the research to a better standard of understanding the role of visionary leadership in bringing change in the organization. This formed the basis for the researcher's need to either reword the questions therein or to eliminate them.

The first part of the interview, emphasized on the managers under the study work history, performance, outstanding achievements and actions among any other arising issues.

The second part of the interview focused on a lead question on how managers in the departments under probe engaged in putting workplace visions into actualized actions. The part which followed entailed the importance of putting visions into actions in the bank and how it leads to the organizational change. As suggested by Abrams (2018), having a standard research frame is important for a study to be appropriate. The researcher observed the inference above and therefore used a common interview structure for all of the twenty respondents under whom the interview instrument fell upon. It is worth the mention that for the participants who were away or those who requested their participation over the telephone or by email, the interview structure was the same with the interview questions following a similar script the researcher aimed to have a spontaneous response index. Therefore, the researcher posed some question outside the structured or scripted questions, depending on the responses which were relayed.

For the eighty subordinates, the researcher prefers using the questionnaire method. The method is more discrete and objective and also quick as it is more precise. The researcher, having received viable participants from the human resource department, earlier on, also gained the participants' contacts. The researcher then contacted the participants over electronic mail. Also, the researcher sought the help of the human resource department. This was appropriate so that the participants understand that the management understood the study and workers who had been chosen were free to engage themselves in the study. The human resources department also gave the researcher a schedule from which they could use to interact with the respondents. The researcher visited the departments under the scheduled times and interacted with the

respondents. The objectives of the study were discussed, and the respondents who had questions also had the chance to ask, and the researcher, therefore, handled the questions.

The researcher then handed out the questionnaires and communicated the timeline which the researcher, aimed to have collected the questionnaires for the next process. Some respondents were busy at that time, so the researcher sent the questionnaire to them by e-mail. The respondents were also assured of their confidentiality safeguard. Additionally, they were informed that it was not compulsory to fill in the questionnaire while in the precincts of the workplace; they could do it anywhere. The researcher also communicated to them that they were free to pull out of the study at any point, in case they felt it was more appropriate to do so.

Table 3

#### Distribution of Questionnaires in the Bank's Departments

Department	No. of respondents
Investment banking	24
Trading markets	19
Risk management	21
Wealth management	16
Total	80

Note. The table above includes the selected participants in questionnaires from the four departments.

### 3.5.2 Data Analysis.

The data from the interview and the researcher's observation and the questionnaire were first coded. The coding methods therein were borrowed from Nassauer and Legewie (2018). The transcripts from the qualitative aspects were subjected to the phenomenological analysis using the method proposed by the scholars who are as mentioned above. As such, the researcher in this study focused on some aspects of a study as listed below.

1. The connection between the participants' experiences.
2. The points understood after gaining the results, which the researcher did not understand at the start of the study.
3. Prevalence of revelations in the responses.
4. Consistency of responses or inconsistency with literature.

Moreover, the research contained a quantitative part through which was referred to as the rating Annexure. The rating Annexure contained eight elements or questions. The questions were either positively or negatively inclined. As such, three questions were negatively inclined. According to White (2017), this is important as it eliminates bias in a study. The ratings were looked at using the statistical package for social sciences – IBM SPSS was the least acceptable reliability coefficient (alpha).

The questionnaires were distributed across the four departments, as illustrated above in Table 3. The analysis was carried out through the analysis of variance (ANOVA) method in the statistical package of social sciences (SPSS). Afterward, the data was interpreted so as to note the inferences of the study.

The rating Annexure had seven ratings which are strong disagreement, disagreement, somewhat disagreement, neutral, somewhat agreement, agreement, and lastly strong agreement. The ratings are indicated in an ascending manner, from 1 to 7.

The questionnaire sought the indications of whether managerial operations at the bank are aligned to visionary leadership and how it contributes to organizational change at the National Commercial Bank. The rating annexure contained seven ratings as mentioned above on a Likert scale type format. The researcher authoritatively rid the research off bias through negatively phrasing three questions. The questionnaire contained eight elements. Therefore, to reach a summary, the scores were added and then divided by 8. Higher scores indicated the respondent's perception of managerial operations at the bank being aligned to visionary leadership and subsequently tied to organizational change. The vice versa also applies where low scores indicate respondent's alignment to managers' lower perception toward managers visionary leadership. The use of this type of questionnaire has been used in past studies and illustrated quite some element of reliability. For instance, Lin et al. (2015) used the structure and reported high alpha eco-efficiency with a range .82 to .93.

## 4. Results and Discussions

The following represents the findings inference of the study. ANOVA effectively illustrates the respondents' perception of their managers, as observed by the Likert style scale.

Table 4

Descriptive Table

Departments	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Investment banking	24	45.0833	9.12672	1.86298	41.2295	48.9372	24.00	56.00
Trading markets	19	45.7368	8.69765	1.99538	41.5447	49.9290	24.00	56.00
Risk management	21	52.0476	4.29507	.93726	50.0925	54.0027	40.00	56.00
Wealth management	16	47.1875	7.18534	1.79634	43.3587	51.0163	32.00	55.00
Total	80	47.4875	7.99999	.89443	45.7072	49.2678	24.00	58.00

Note. The descriptive table provides some very useful descriptive statistics, including the mean, standard deviation and 95% confidence intervals for the dependent variable for each separate department (Investment banking, trading markets, risk management, and wealth management), as well as when all departments are combined (Total). These figures are useful when needing to describe the data.

The ANOVA statistics stand for the analysis of variance between two or more groups (departments). In other words, the ANOVA statistics analyzes the average scores and the variation within those scores between more than two groups. As noticed in Table 4 that there are 80 participants in the questionnaire. There is one independent variable or categorical variable (departments) and it has four levels (24 participants in the investment banking department, 19 participants in trading markets department, 21 participants in the risk management department, and lastly 16 participants in wealth management department). The dependent variable or continues variable is the total score of respondents. For each dependent variable (the total score of respondents), the descriptive output gives the sample size, mean, standard deviation, minimum, maximum, standard error, and confidence interval for each level of the (departments) independent variable. The above table also illustrates that the mean scores for investment banking ( $M= 45.08$ ,  $SD= 9.12$ ,  $N= 24$ ) and trading markets ( $M= 45.73$ ,  $SD= 8.69$ ,  $N= 19$ ) departments are lower in comparison to the risk management ( $M=52.04$ ,  $SD=4.29$ ,  $N=16$ ) and wealth management ( $M=47.18$ ,  $SD=7.18$ ,  $N=24$ ) departments.

The next eight bar charts will show the responses of the questionnaire questions by 80 employees distributed at the four departments based on rating Annexure scale.

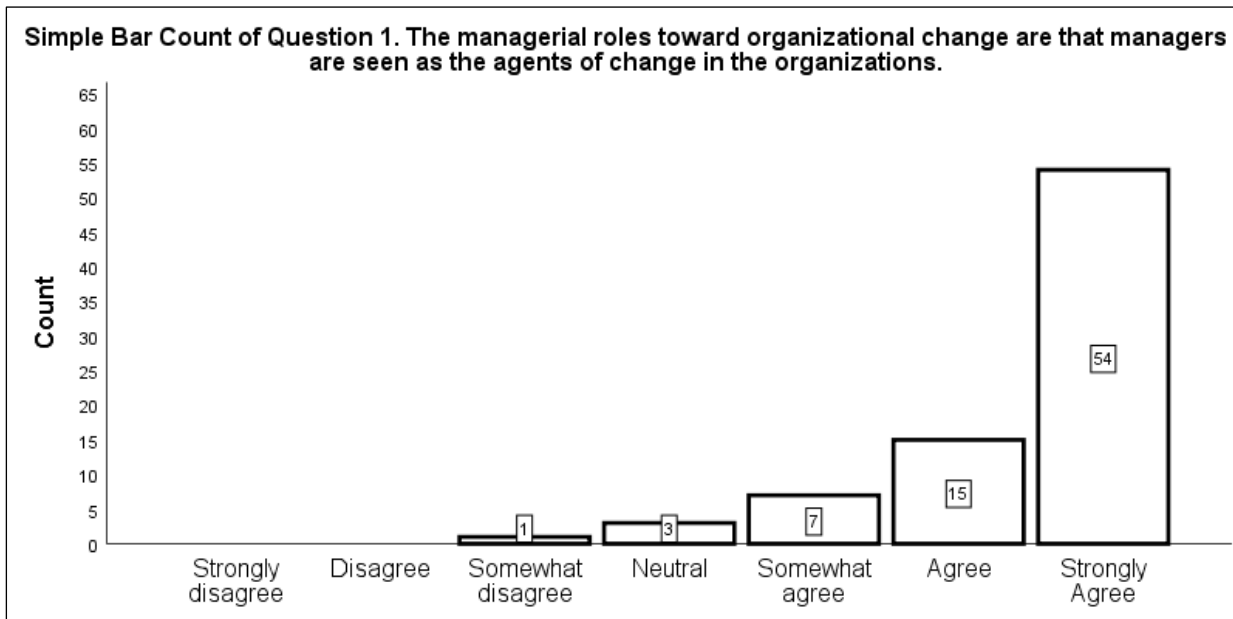


Figure 1. Simple Bar Count of Question 1. The managerial roles toward organizational change are that managers are seen as the agents of change in the organizations.

The figure above is a bar chart showing the total number of workers on the issue that managers are seen as the agent of change. As mentioned earlier, the total number of responses were 80. The number of those who strongly agreed represented the highest frequency by 54. Those who just agreed were 15. The lowest number 1 which represented the ones who somewhat disagreed.

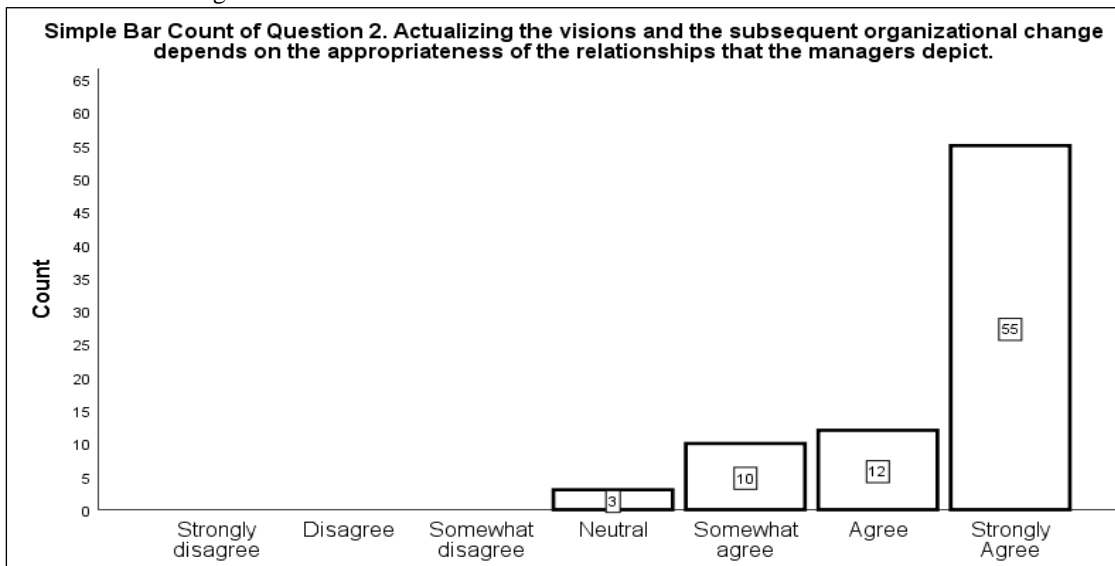


Figure 2. Simple Bar Count of Question 2. Actualizing the visions and the subsequent organizational change depends on the appropriateness of the relationships that the managers depict.

The bar chart above represents the responses who gave opinions about actualizing the visions and the subsequent organizational change depends on the appropriateness of the relationships that the managers depict. The highest value was 55 which represented those who strongly agreed with that idea. 3 was the lowest value represented by neutral.



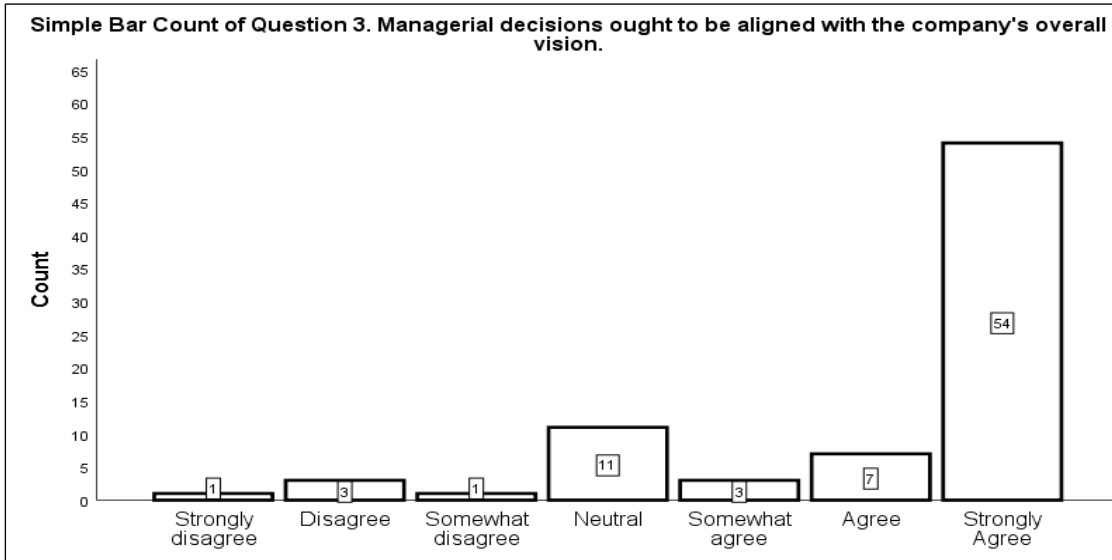


Figure 3. Simple Bar Count of Question 3. Managerial decisions ought to be aligned with the company's overall vision.

Figure 3 illustrates a different number of workers ranging from strongly agree to strongly disagree on the belief that the managerial decisions that can be aligned with the company's overall vision. Only 1 who strongly disagreed and one somewhat disagreed. Those who strongly agreed with that thought were 54 workers. Meanwhile, those who neutral were 11.

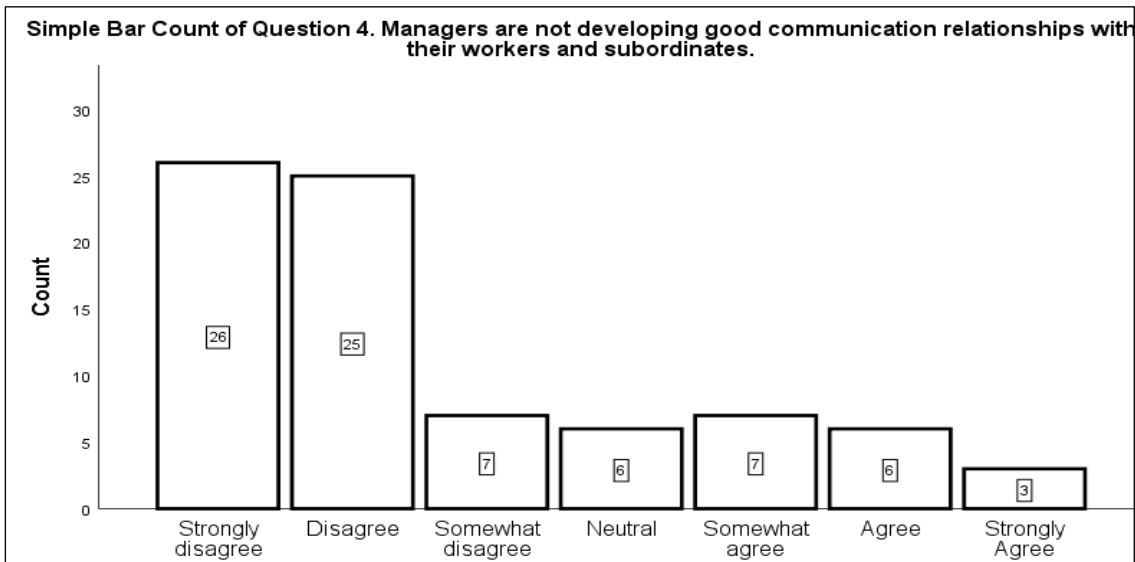


Figure 4. Simple Bar Count of Question 4. Managers are not developing good communication relationships with their workers and subordinates.

The bar chart above illustrates the number of workers ranging from strongly agree to strongly disagree about the idea that managers are not developing good communication relationships with their workers and subordinates. 26 is the number of workers who strongly disagreed followed by those who disagreed and was represented by 25. The lowest value was 3 represented by strongly agree.

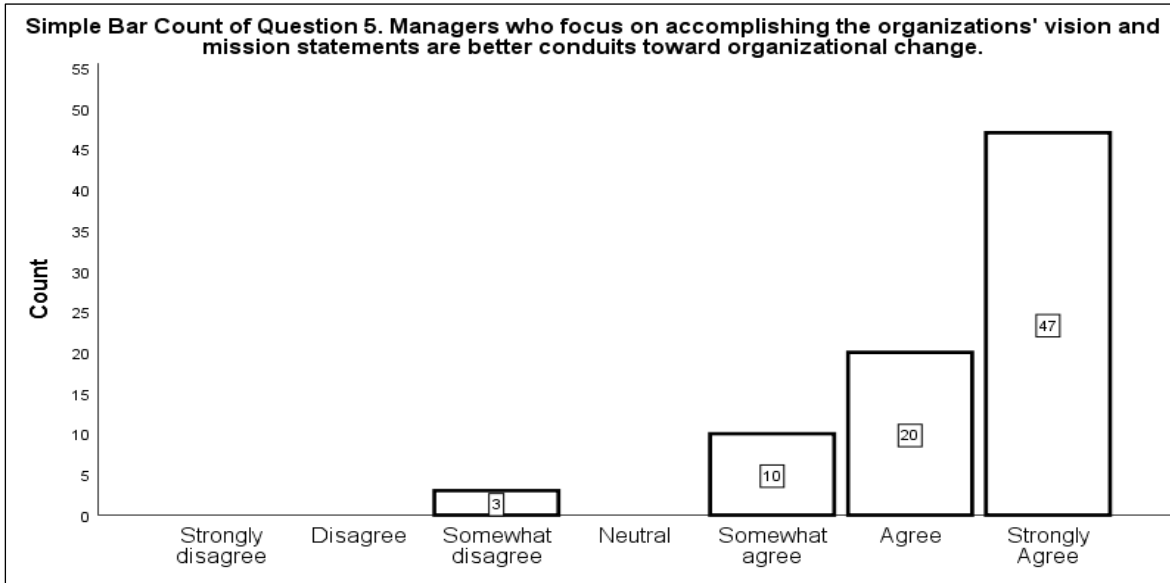


Figure 5. Simple Bar Count of Question 5. Managers who focus on accomplishing the organizations' vision and mission statements are better conduits toward organizational change.

Figure 5 above shows the number of workers on the issue that managers who focus on accomplishing the organizations' vision and mission statements are better conduits toward organizational change. The number of people who strongly agreed on that idea had the highest value of 47 workers. It is then followed by 20 for those who agreed.

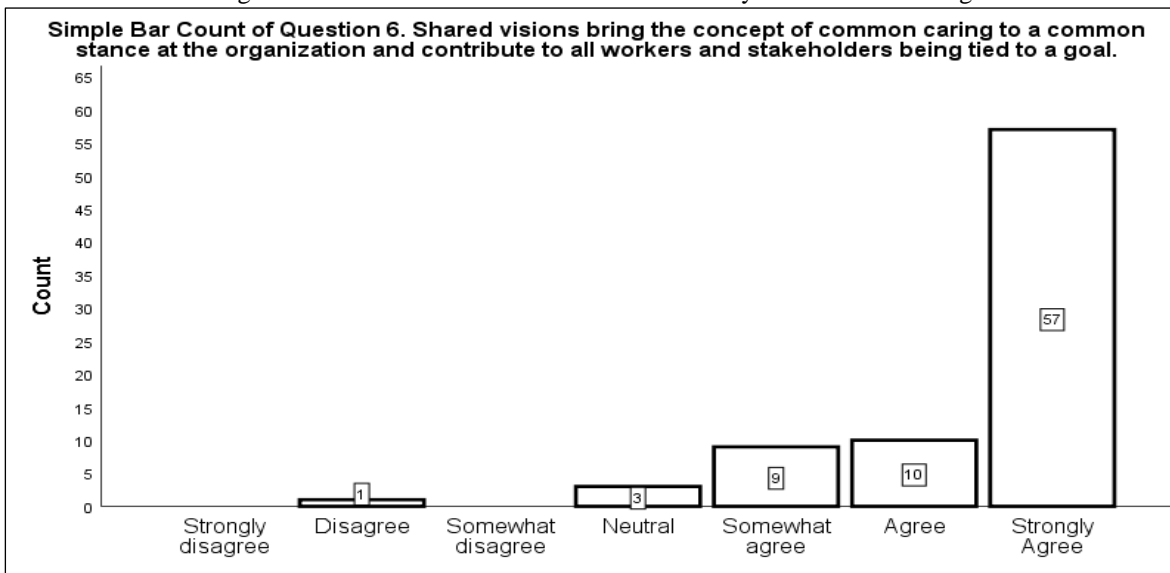


Figure 6. Simple Bar Count of Question 6. Shared visions bring the concept of common caring to a common stance at the organization and contribute to all workers and stakeholders being tied to a goal.

Figure 6 above declared that those who disagreed with idea that the shared visions bring the concept of common caring to a common stance at the organization and contribute to all workers and stakeholders being tied to a goal was only 1 followed by 3 who were neutral. 10 employees were agreed with that idea and 57 who strongly agreed.

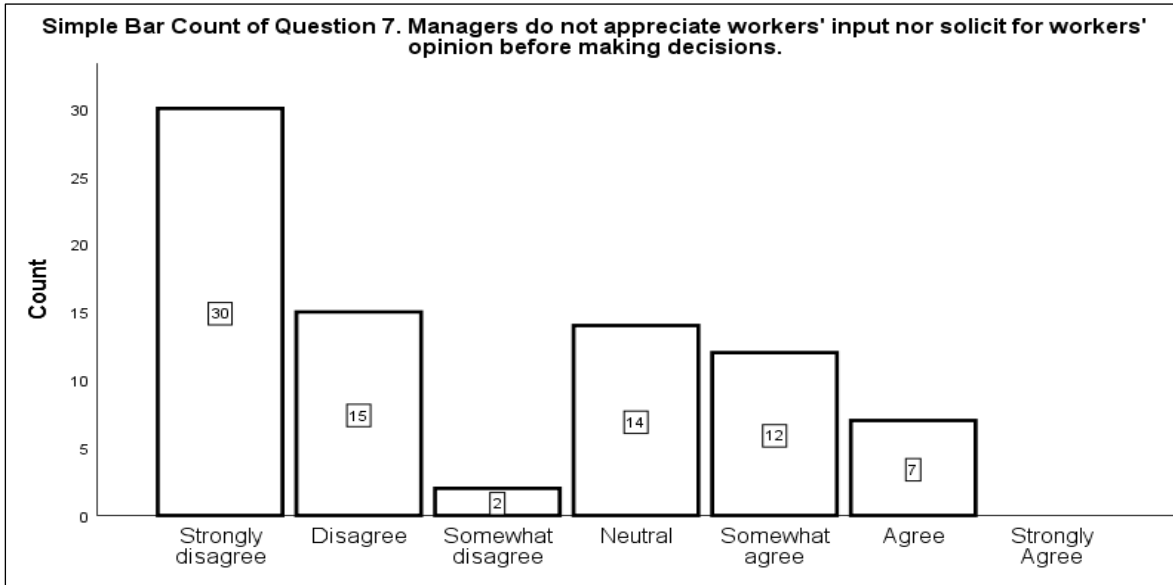


Figure 7. Simple Bar Count of Question 7. Managers do not appreciate workers' input nor solicit for workers' opinion before making decisions.

This bar chart represents the number of workers who replied with the idea that managers do not appreciate workers' input nor solicit for workers' opinion before making decisions. The highest value was 30 which represented those who strongly disagreed. 15 is the number of employees who disagreed. No one replied strongly agreed with that question.

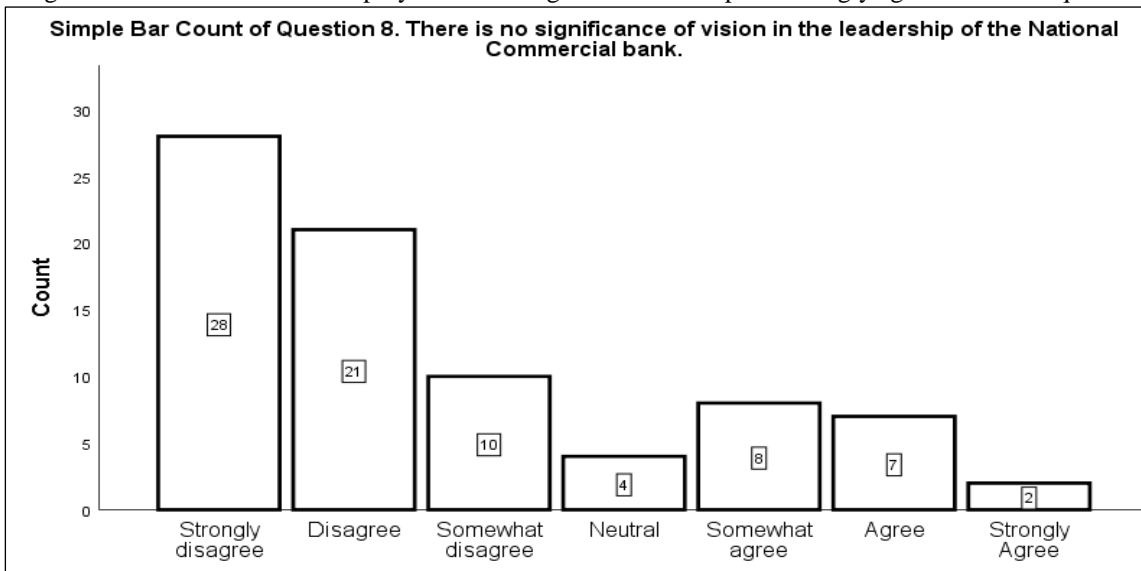


Figure 8. Simple Bar Count of Question 8. There is no significance of vision in the leadership of the National Commercial bank.

The above bar chart declared different a different number of workers ranging from strongly agree to strongly disagree on the belief that there is no significance of vision in the leadership of the National Commercial bank. Only 2 workers who strongly agree with that belief. On the other hand, those who strongly disagreed were 28 while those who disagreed were 21.

Table 5

Extreme Values

Departments			Case Number	Value	
Total scores	Investment banking	Highest	1	5	56.00
			2	2	55.00
			3	10	55.00
			4	1	54.00
			5	15	54.00 <sup>a</sup>
		Lowest	1	18	24.00
			2	22	32.00
			3	16	32.00
			4	3	32.00
			5	20	39.00 <sup>b</sup>
	Trading markets	Highest	1	28	56.00
			2	36	55.00
			3	42	55.00
			4	29	54.00
			5	37	54.00 <sup>a</sup>
Lowest		1	34	24.00	
		2	30	32.00	
		3	43	39.00	
		4	38	39.00	
		5	31	40.00 <sup>c</sup>	
Risk management	Highest	1	46	56.00	
		2	59	56.00	
		3	60	56.00	
		4	62	56.00	
		5	51	55.00 <sup>d</sup>	

	Lowest	1	52	40.00
		2	50	47.00
		3	64	49.00
		4	58	49.00
		5	57	49.00 <sup>e</sup>
Wealth management	Highest	1	66	55.00
		2	74	55.00
		3	79	55.00
		4	71	53.00
		5	77	53.00
	Lowest	1	76	32.00
		2	68	35.00
		3	70	40.00
		4	65	40.00
		5	72	43.00

Note. a. Only a partial list of cases with the value 54.00 are shown in the table of upper extremes.

b. Only a partial list of cases with the value 39.00 are shown in the table of lower extremes.

c. Only a partial list of cases with the value 40.00 are shown in the table of lower extremes.

d. Only a partial list of cases with the value 55.00 are shown in the table of upper extremes.

e. Only a partial list of cases with the value 49.00 are shown in the table of lower extremes.

The table above shows extreme details and split the analysis of categorical variance. Table 5 provided the highest and the lowest values recorded for that variable and also provide the ID of the person with that score. It helps to identify the case that has the outlying values.

Table 6

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	635.080	3	211.693	3.639	.016
Within Groups	4420.907	76	58.170		
Total	5055.988	79			



Note. This table represents the output of the ANOVA analysis and whether there is a statistically significant difference between group means or not.

Braver, MacKinnon, and Page (2003) declared that the common rule of determining the output of the ANOVA table is the significance level. The significance level for the four departments mentioned in Table 6 is 0.016. The rule on significance states that for the hypothesis being acceptable, the significance levels must be less than or equal 0.05 (alpha level), which all the four departments in Table 6 depict. So, there is a statistically significant difference between the levels of the independent variable. Consequently, if the p-value (sig.) is less than or equal to the alpha level (0.05), then you can reject the null hypothesis and accept the alternative hypothesis as will be discussed below in details. In other words, if the significance value is lower than or equal to 0.05, there is a significant difference somewhere among means on an independent variable in four departments. Moreover, it is worth to mention that the ANOVA F statistics and ANOVA Sig statistics (column 5 and 6) have the opposite relationship with each other (Braver, MacKinnon, and Page, 2003). The higher the F score value gets (3.639), the lower will be the significance score value (0.016). In other words, even though finding a difference between four departments in their total scores, this difference found would happen 0.016 of the time. It is probably just due to the sampling error of the particular sample of 80 participants. Note that Table 6, however, does not show which department is different from which other departments. The statistical significance of the difference between each pair of departments is provided below in Table 7 named multiple comparisons.

Table 7

#### Multiple Comparisons

(I) Departments	(J) Departments	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Investment banking	Trading markets	-.65351	2.34207	.992	-6.8057	5.4986
	Risk management	-6.96429*	2.27898	.016	-12.9507	-.9779
	Wealth management	-2.10417	2.46158	.828	-8.5702	4.3619
Trading markets	Investment banking	.65351	2.34207	.992	-5.4986	6.8057
	Risk management	-6.31078	2.41486	.052	-12.6541	.0326
	Wealth management	-1.45066	2.58789	.943	-8.2485	5.3472
Risk management	Investment banking	6.96429*	2.27898	.016	.9779	12.9507
	Trading markets	6.31078	2.41486	.052	-.0326	12.6541
	Wealth management	4.86012	2.53093	.228	-1.7881	11.5084
Wealth management	Investment banking	2.10417	2.46158	.828	-4.3619	8.5702
	Trading markets	1.45066	2.58789	.943	-5.3472	8.2485
	Risk management	-4.86012	2.53093	.228	-11.5084	1.7881

Note. The mean difference is significant at the 0.05 level. This table illustrates the results of Post Hoc tests.

Since the overall ANOVA was significant ( $0.016 < 0.05$ ), the next step is to evaluate the multiple comparisons. In Table 7, the Post Hoc tests are listed. This will provide exactly where the difference between the departments occurred. In the column labeled (Mean Difference), note that there is an asterisk. That means that two departments being compared are statistically significantly different from one another at an alpha level of 0.05. For instance, investment banking and risk

management departments are statistically significantly different from one another. The exact significance value is seen in the column labeled (Sig.) which is 0.016 and it is lower than 0.05.

On the other hand, there is no asterisk in trading markets or wealth management. However, when looking at both the (Mean Difference column) and (Sig. column), note that the trading markets or wealth management departments do not statistically differ from the investment banking and risk management departments, Sig >0.05.

After determining that there was a significant difference among departments and determining where that significant difference was between departments, the next step is to compare the mean scores between the departments as shown in Figure 9.

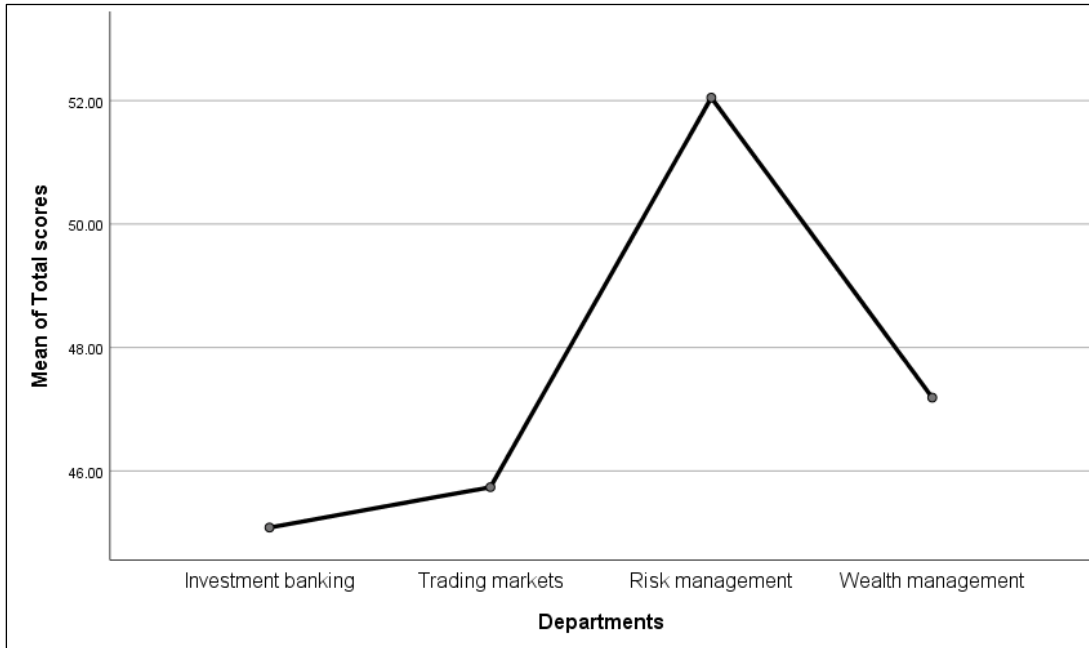


Figure 9. Means Plots

This Figure shows the dependent variable (total score of respondents) on the Y-axis and the (departments) independent variable on the X-axis.

An easy way to compare the mean score between different departments is to use the main plots. Looking at this plot, it was observed that the investment banking and trading market departments had the lowest mean of the total scores (45.08, 45.67) whereas the risk management department had a higher mean of the total scores (51.86).

Alpha Coefficient	Implied Reliability
Below .60	Poor
Between .60 and .70	Moderate
Between .70 and .80	Good
Between .80 and .90	Very good
0.90	Excellent

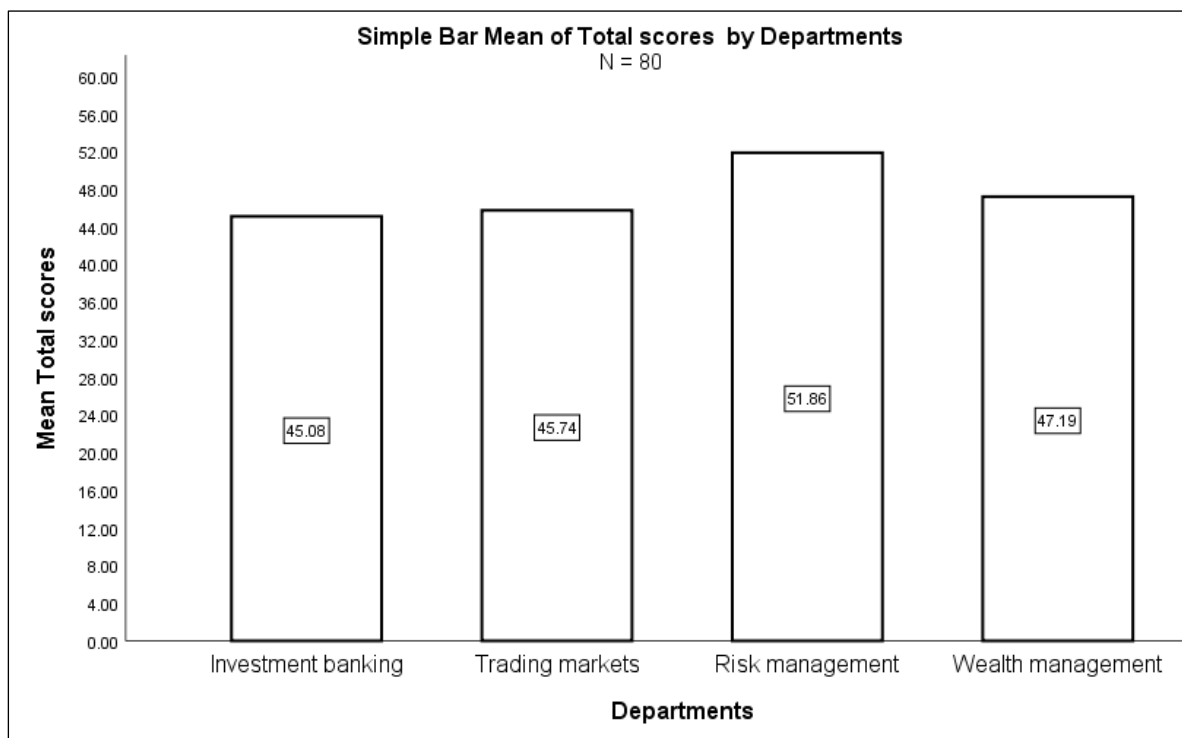


Figure 10. Bar chart of total scores (dependent variable) by departments (independent variable).

This figure shows the same result as the mean plot figure. It can be noticed that the risk management department had the highest mean total score with 51.86 meanwhile the investment banking and trading market departments had the lowest mean total scores with (45.08, 45.74).

#### 4.1 Reliability of the Study

The tests which the instruments which are discussed above sought to illustrate the efficiency of tests. As such, the alpha coefficients leveled against the implied reliability are illustrated in Table 8 below.

Table 8

Alpha Coefficients to Test the Reliability of the Questionnaire

Note. Hair et al, (2003) provided a rule of thumb pertaining to the coefficient alpha value as shown in this table

This study used Cronbach's alpha to test the reliability of the questionnaire. It is considered the most common measure of reliability. It is also designed to measure of scale reliability where it can be correlation efficient when the range is between 0 to 1. Regarding reliability, if the alpha value is lower than 0.6, it is considered not acceptable, meanwhile, if the alpha value in more than 0.6, the result (questionnaire) is acceptable (Hair et al., 2003).

Table 9

Result of Reliability Statistics Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.872	.900	8

Note. Table 9 shows that Cronbach's alpha for this study. The value of Cronbach's alpha is more than 0.8. This indicates that all questions are acceptable and can be used for future analysis.

The Cronbach's Alpha (Alpha Coefficient) used when trying to determine if a number of individual items on a questionnaire are all measured the same characteristics or the same construct. If questionnaire items all measure the same construct, then, they are going to be related to each other. The Cronbach's Alpha value as illustrated above in Table 9 is 0.872. The closer to 1 that value is, the more reliable it is as observed in Table 8. In other words, the more likely all these items are measuring the same construct if the value is closer to 1.

As shown in Table 8, if the value above 0.7, that is considered to be adequate. Any value above 0.8 or so is considered to be optimal. Consequently, the Alpha value of 0.872 considered to be acceptable or reasonably high level of reliability for these items.

Moreover, it is worth to note that it might possibly be able to improve the reliability or the Cronbach's Alpha score of this particular set of items by looking below at the inter-item correlations' Table 10.

Table 10

### Inter-Item Correlation Matrix

	Question1	Question2	Question3	Question4	Question5	Question6	Question7	Question8
Question1	1.000	.663	.467	.391	.511	.470	.565	.357
Question2	.663	1.000	.665	.376	.715	.578	.576	.506
Question3	.467	.665	1.000	.280	.746	.736	.356	.599
Question4	.391	.376	.280	1.000	.543	.314	.508	.444
Question5	.511	.715	.746	.543	1.000	.768	.588	.602
Question6	.470	.578	.736	.314	.768	1.000	.517	.481
Question7	.565	.576	.356	.508	.588	.517	1.000	.488
Question8	.357	.506	.599	.444	.602	.481	.488	1.000

Note. The correlations between items should be high (more than 0.2). If the correlations are less than 0.2 or closed to zero then it will consider these items are not correlating well with the others.

Inter-Item Correlation table determines if there is a single item (<0.2) need to be removed from the scale in order to improve the overall reliability. As noticed above in Table 10, the correlation coefficients for Questions from 1 to 8 have high correlations relative to one another (>0.2). So, therefore, there is no need to remove any item (question) to make this measurement tool strong (the correlation for all questions > 0.2).

All the previous analysis results in the ANOVA statistics lead to discovering whether the hypotheses, which mentioned earlier, should be rejected or fail to be rejected. So, regarding hypotheses that mentioned earlier, the ANOVA statistics were conducted to evaluate the null hypothesis in hypotheses. The independent variable is four departments: investment banking (M= 45.08, SD= 9.12, N= 24), trading markets (M= 45.73, SD= 8.69, N= 19), risk management (M=52.04, SD=4.29, n=16), and wealth management (M=47.18, SD=7.18, N=24). Moreover, the ANOVA was significant, F (3, 76) =3.639, p=0.016. Because the p-value (0.016) is less than the alpha level (0.05), thus, there is significant evidence to reject the null hypothesis for hypothesis 1 and conclude that the visionary leadership positively affects the employees' performance at the National Commercial Bank.

Also, in hypothesis 2 that stated earlier in this paper that "Visionary leadership across managerial levels negatively impact organizational change at the National Commercial". As concluded in the ANOVA statistics that the  $p < \alpha$  (0.016 < 0.05), there is significant evidence to reject the null hypothesis and accept the alternative hypothesis and conclude that the visionary leadership across managerial levels positively impact organizational change at the National Commercial bank.

Moreover, at hypothesis 3, it is observed that the null hypothesis is rejected while the alternative hypothesis is accepted due to the p-value result ( $0.016 < 0.05$ ) and deduced that the role of leadership leads to a successful organizational change at the National Commercial bank.

Additionally, the same conclusion appears in the fourth hypothesis. So, there is significant evidence to reject the null hypothesis and conclude that there is a significance of vision in the leadership of the National Commercial bank as a result of the p-value is greater than the alpha level.

The next paragraphs will describe the four accepted alternative hypotheses, results and how it impacts to the National Commercial Bank. From the qualitative section of the study, there were various aspects which the study aimed at and the relationship which the variable has in influencing change in an organization, taking the National Commercial Bank as the lead area of study. With the focus being how managers at workplaces brings change to an organization through visionary leadership, the respondents gave multiple replies to the questions that the researcher relayed in the questionnaire. The focus of this part of the paper will, therefore, involve the explanation of the hypotheses results. It is worth noting that the researcher divided the respondents' results of the questionnaire, interview, and observation into three categories to interpret the alternative hypotheses results at the National Commercial Bank. The categories are visionary leadership, the actualization of a vision and lastly the role of visionary leadership at the organization level.

#### 4.2 Visionary Leadership

The paper relied on the Sashkin theory of visionary leadership. Sashkin (1996) indicated several characteristics of visionary leaders and the researcher noticed that all managers at National Commercial Bank have these characteristics. According to the scholar, such leaders have a highly conscious ability to creating visions which are conceptualizations of what I put into Action could wholly benefit an organization. Also, Sashkin indicated that leaders who are visionary are able to not only incorporate their visions to their followers, but also deliver the capability of running through all the steps which are necessary for the actualization of such visions, not only to themselves but to other parties. The managers who were under probe in this study showed elements of visionary leadership through the varied responses from the interviews. A commonly recurring line of thought across the responses was "managers use vision to introduce concepts, some heard of and others unheard". This version of common responses recurred, albeit in different wording and count of expression. Also, another line of thought was that managers, being more approachable, aligned them to the employees. Employees were therefore likely to approach those leaders who they felt were more friendly as opposed to those who showed hostility. Additionally, another category of common response was that managers endear themselves to the organization. The National Commercial Bank has a vision, aptly expressed in its vision statement. Therefore, managers who likely or with a focus on accomplishing the organizations' vision and mission statements are better conduits toward organizational change. Owing to the fact that the vision statement of the company encompasses the long-term expectations of the company, it is imperative that those who adhere to it are more leveraged toward the success of the subsequent influence on organizational change. Respondents indicated that visionary leadership is likely to boost the bank to higher heights. Another common take on the managerial roles toward organizational change was that managers are seen as the agents of change in the organizations. The responses, in this regard, felt that managers are well informed and also have close links with the organization's top management. Therefore, goodwill from the managers results in the optimization of plans. Creativity, emanating from those in managerial positions or those who are highly cooperative with them is likely to begin and gain success more efficiently, smoothly and attracting support, as compared to those who are not in managerial ranks, or they who are not affiliated to them.

Furthermore, there are several factors that one ought to focus on to understand the organizations' vision. The researcher visited the National Commercial Bank. The current status of the bank was looking at and especially what it means to have plans in the past, and they that had influenced the bank's position, at the time of the study. Using the four departments, which are the backbone of the bank, the researcher sought relating them to positive change in the bank. It is worth noting that although all departments at the bank play a role, the four departments under which the researcher focused on being central departments in the organizational change.

It was noted that at the National Commercial Bank, each department runs on an independent vision. However, the common denominator is that managers in all the departments studied therein took cognizance of the need for a vision. However, the managers showed different strategies on how they developed their visions as well as how they transitioned or projected the visions to their subordinates. For instance, investment banking was more inclined to the collaborative approach of visioning. From the questionnaire responses emanating from the department, the manager believed in equality in the workplace and therefore sought his subordinates' opinion before formalizing a vision. Numerous responses quoted how the manager even at times prompted a mini-elections whenever he let out an idea about changing, and there were mixed feelings about it. The manager herein was noted to be highly indulgent with all levels in the investment banking sector, and keenly followed the opinions of his. However, the manager, as noted from the responses, did not lose his authority. In

several instances, he overturned decisions when the majority voted for one side. However, the manager, being eloquent, as well as a figure of authority, explained to the subordinates of why the popular decision was not the best. On the other hand, the wealth management department managers were seen to be less consultative at the initial levels of a vision. As such, the managers in the department preferred introducing the visions through an “assumed correctness” kind of an assumption at their rollout. Under this model, the managers introduce decisions which they believe they have adequate researched on and them that are therefore congruent with the subordinates and systems in the workplace. However, such managers are keen on all processes of the division and keenly monitor it for any leaks or point of inefficiencies. Such managers are flexible, but after the rollout of the vision. They can make changes at short notice, recall decisions or even completely restructure the decisions related therein. Managers at the trading markets and risk management have a similar strategy of introducing visions to their subordinates. In both departments, the managers prefer settling on visions which are strictly in the set organizational culture or parameters. As such, most of the suggested changes or ideas are improvements of existing plans, policies and procedures in the organization under discussion. Essentially, these leaders' methods are aimed at making operations in their departments seamless, rid the system of previous flaws and therefore promote better operational efficiencies.

### 4.3 Actualizing a Vision

The managers who were under the study's focus were noted to display a high sense of direction. As such, the managers, as per the responses which were analyzed by the researcher, showed effective approaches of turning visions into actualized outcomes leads to conclude that the role of leaders leads to a successful organizational change at the National Commercial bank (hypothesis 3). This research, having looked at the literature, deduced the pillars of the actualization of a vision. For a vision to be successfully applied in an organization, it is important that all the stakeholders involved a share in the dream. All stakeholders contribute to synergy once they come together. Other pillars include people empowerment, the applicability of strategic thinking as well as well trained in communication. The features which are mentioned above, all contributed to the ability of managers at the National Commercial bank being able to turn their visions into actions. Boyatzis, Rochford, and Taylor (2015) noted that it is important that organizations have standards. These standards act as the metric function through which the organization's entities gauge their visions and determine if they are worth pursuit or the contrary.

**4.3.1 Common Inferences.** Some of the common methods which managers used in actualizing their visions were compressed into signing statements and infer that the visionary leadership positively affect the employees' performance at the National Commercial Bank (hypothesis 1). The significant statements herein are statements which shared lines of thought through the wording or the count of words differed across responses in this study. They were:

1. Managers plan for some months in advance.
2. Managers engage the staff on their plans, and the workers help them achieve their visions.
3. Managers conduct meetings appropriately with relevant stakeholders
4. Managers share their ideas and remain open to opinion.
5. The managers keep in touch with senior bank executives and seek their support.
6. Managers give employees the space to develop and therefore own up to the initiative at the departmental levels.
7. The managers seek help in times when they find various aspects hard for them or those under their line of command.
8. Managers often delegate responsibilities in an objective manner to focus on their sensitive engagements.
9. Managers have a strong work ethic.
10. Managers develop good communication relationships with their subordinates.
11. Managers appreciate their staff and encourage them to reach new targets
12. Managers lead by example
13. Managers treat politics in the workplace with flexibility.
14. Managers respect their subordinates.

Moreover, there were common themes which guided the researcher in understanding the roles of a manager in the National Commercial Bank. These were drawn from responses indicates in the questionnaires. There were eight teams which supported managerial alignment to actualizations of visions at the National Commercial Bank. These common themes were effective communication, relationships with other departments, engaging other stakeholders in the vision, subordinate's empowerment, commitment to the vision, shared vision, appropriate planning and goals and lastly decisions ought to be aligned with the company's overall vision. The researcher deduced that the managers' ability to actualize their vision was in one way or another linked to the attributes which are highlighted above.

Essentially, communication importance was indicated across the responses, be it in the questionnaire or the interview phase. Also, the researcher noted that communication as an element of leadership is important for horizontal, vertical and diagonal levels in an organization. Managers have to communicate with their subordinates, other external stakeholders, as



well as the organization's management. While communication takes many forms, it has its effects, and its effects can either be positive or negative.

Relationships at the workplace take numerous forms. As such, managers are faced with various decisions to make plans to achieve, instructions to issue, and so on. As such, managers develop relationships. Relationships, also vary with the intensity and these relationships may affect how a manager accomplishes their visions.

Managers, at the National Commercial Bank, engage the other stakeholders across various realms. Actualizing the visions and the subsequent organizational change depends on the appropriateness of the relationships that the managers depict. Managers at the bank illustrate beyond doubt that right relationships steer the organization to change as there is wide pronged cooperation across the departments and therefore applicable to the whole organization. Through mastering relationships, the stakeholders in a vision actualization understand and respect the role of each other.

On empowerment, the findings of this study related to Shastri, Hoda and Amor (2017) study, which illustrated people only become powerful once they give some of their power away. This is empowerment. Actualizing a vision requires a manager to empower others. As such, the subordinates feel appreciated for their role and are at leveraged positions such as to propose more changes or adaptations of plans to be more realistic and aligned with the vision to be achieved.

The primary roles of a manager, as illustrated by Shastri, Hoda and Amor (2017) include communications, the delegation of duties and planning organizing. However, managers were noted to empower others through releasing some of these functions to their subordinates or to other players. This, in turn, gave the managers more insight into the issues at the workplace and enabled them to focus on more delicate issues which were contributors to vision actualization, which, in turn, to organizational change. With the advent of technology, managers are in a better stance to empower others while not losing focus on what they ought to be doing in their managerial positions at the organization.

Commitment is the fifth element which emerged as a common theme in the study showed that managers who are more committed to their visions are more likely to achieve their visions as opposed to those who are not. Commitment to plans requires initiative. All those who are involved in a vision are supposed to align themselves with the overall plan of accomplishing dreams and the actualization of a dream.

A shared vision refers to all stakeholders participating in a common goal. According to Boyatzis, Rochford and Taylor (2015), shared visions bring the concept of common caring to a common stance at the organizations or departments involved therein. Sharing a vision contributes to all stakeholders being tied to a goal. All players appreciate each other's roles. As noted by Boyatzis, Rochford and Taylor (2015), a shared vision contribute to departmental entities observing what the overall aims of a vision are, as depicted in the National Commercial Bank. Sharing a vision has a very close relationship with communication. Boyatzis, Rochford, and Taylor (2015) indicated that managers who time their communications are more likely to succeed as compared to those who do not. Sharing a vision also ought to be conducted on an ongoing basis. Therefore, managers ought to align themselves with the feelings of the stakeholders and therefore illustrate to the latter that they are active ingredients too in the plans of the departments or section of the organization which they are affiliated to.

Organizations have a unified organizational culture, mission, and Vision. As such, managerial decisions ought to be aligned with the company's overall vision. Through the elements, in this-this case, the bank's departments, the unit visions should all comply with the overall insights of the organization. As such, the departmental heads cab, for instance, communicate with other departmental managers and therefore seek ways of collaborating. As Faraj, Sayegh and Rouleau (2017) indicated, collaboration in organizations should not be seen as a misplaced function. Rather, it must be seen and therefore treated as a priority which all parties have a responsibility of fulfilling.

#### **4.4 Role of Visionary Leadership at the Organizational Level**

Taylor et al. (2014) related a vision to the possession of power. As such, a leader who is fueled by a vision accomplishes more has better-placed turnarounds and efficiency as compared to those who do not have a vision. Visionary leadership, as depicted in the study, is a resource through which people can focus on their values, sieve what is necessary at their professional placements and subsequently for the organization as a whole. Without vision, very little could happen in an organization.

The sample which was studied in this study led the researcher to the finding that the leaders put in a lot of effort building up their workers toward the accomplishment of a vision for the firm and, therefore, to the organizational change leading to the conclusion that visionary leadership across managerial levels positively impact organizational change at the National Commercial bank (hypothesis 2). It is important to have a vision. A vision assures those who are involved in its conceptualization and actualization of a roadmap which they can wholly depend on for guidance and operational essence. However, this is tied to the umbrella treatment that visions ought to be clear and attainable. This relates to the SMART framework of getting two goals. The model abbreviates simplicity, measurability, attainable, realistic, and time-bound. Visions which are founded on the tenets above are well aligned to make things accomplishable in an organization.

Additionally, a vision in an organization connects the various stakeholders which it touches on. Visions, therefore, for instance, involve the leader laying out the vision, the workers who are to make it happen, the senior executives, and any other stakeholder involvement. Therefore, as a unifying factor, a vision connects various stakeholders. Visions, having their particular element of presenting new challenges often lead to cooperation. Departments to develop symbiotic relationships from the common challenges extracted from the visions' framework. Through the success of these relationships, organizations are, therefore, able to move in the right direction toward an expanded pursuit of organizational missions, initiatives, and collective visions.

Through visions, managers organize their departments. It is worth concurring with Jäger and Sathe (2017) who suggested that the role of its vision best defines the driving force of an organization. Managers, as leaders who have points of levers and hold the criteria for success or the failure of their departments. The aggregate function of managerial plans at the department determines the outcome, leveled against the whole organization. In this regard, managers' actions on a responsible stance make more sense and propel the whole organization than would have been the case if managers do not put into place realistic goals, plans or visions as illustrated in the SMART model. The importance of visionary leadership in organizations is therefore wide pronged; both at the micro-level and the macro-level of an organization as well. Corporate stimulation refers to the ability to influence other decisions in a corporate setting. In this case, leaders play a role in stimulating their subordinates and other stakeholders to act. Managers carry the vision in its conception levels when many may not believe it its capability. Many organizations, as noted by Shamir and Eilam-Shamir (2018) depend solely on the model that they were grounded on in leading their products or services. Therefore, there is less innovation in most organizations, and thus, to some extent, may promote redundancy or fail to catch up with practices in the industry of operation. However, visionary leaders change things in organizations altogether. They don't only sell their concepts to the targets across departments or in their specializations but are also versed with the responsibility of explaining to the targets or stakeholders the essence of the vision. This is particularly important for a manager to help the organization reach its goals, both in the short-term realm as well as the long-term approach.

Visions particularly require affirmation. As such, people often lose track of plans more so at the organizational level. There may be numerous changes emanating from the microenvironment or the macro level. Such changes present new challenges or introduce new operation modes in organizations. It is appropriate that all people be guided in their operations pertaining to visions. Visionary leadership, in this stance, refers to having a prominent affirmation role. Visionary leaders at National Commercial Bank understand the essence of reassuring their subordinates as well as involved stakeholders that the visions are still achievable and that they ought to encourage themselves to actualize the vision and that lead to conclude that there is a sign of a vision in the leadership of the National Commercial bank (hypothesis 4).

The affirmation role of visionary leaders at National Commercial Bank is particularly related to emotional intelligence. Rezvani et al. (2016) indicated that managers are a cut over the rest. They are therefore required to conduct themselves in a manner which other workers see as motivational. As proposed by Rezvani et al. (2016), managers ought to optimize their emotional intelligence as they are pillars at the workplace. Failure to do so spreads discomfort at the workplaces, and workers may not respond appropriately to their responsibility. Therefore, visionary leadership is important for the motivation of workers, amongst other subordinates in the organization.

A vision often entails bringing to operations new methods of doing things in the organization. It, therefore, means growth. In most organizations, with the one contextually covers being in the profitable organizations' category. Organizations seek to maximize their returns while reducing costs. As noted by Nullmeier, Wynstra and van Raaij (2016), organizations seek growth through expanding their visions and reducing faultiness. The aim to perform brings efficiency to an organization. Where people know of the consequences of their actions in an organization, they are most likely to work toward achieving all the defined goals. Therefore, for the bank to grow and match up to the standards of operation in the industries that they operate in, it is important that there is the optimization of visionary leadership.

## 5. Conclusion

The research focused on leadership across various realms. Through building upon past literature, the researcher was able to depict the essence of visionary leadership in organizational change. The researcher used the National Commercial Bank as an area of study. The research focused on twenty managers and eighty workers spread across the four most prominent departments at the bank. With a focus on the visionary leadership and its practice, sole features were imminent.

First, visionary leadership is appropriate for the growth of the National Commercial Bank. Visionary leadership positively affects the employees' performance at the National Commercial Bank, and it has a positive relationship between the organizational change and visionary leaders at the bank. Visionary leaders contribute to the growth of organizations as they influence involved stakeholders to make things happen. Also, visionary leadership helps develop others. Visionary leadership, also as a model helps the National Commercial Bank to reach the standards art in their departments or even exceed them.

The visionary leader of the National Commercial Bank had a high sense of dedication to their work. Additionally, they have a high standing work ethic and able to introduce their visions in a way which is ethical and that which others can resonate with. Also, visionary leaders are self-motivated. One has to be motivated by their work in order to pull others to a common vision and subsequently help them achieve their goals and dreams in the organizational scope. Managers at the National Commercial Bank had high charismatic standing and had the right communication strategies. Such leaders lead by example and know how to bring change in a systematic manner through which others agree as the visions are presented in an appealing fashion.

Organizational change may occur, given various approaches. For instance, it could be occurred through negotiation strategies amongst workers in the National Commercial Bank, through coercion or through internal policing. However, introducing change at the bank through visions is an undeniable fete through which success is best achieved in any setting. Although this study was set up at a bank, the results and inferences are applicable even in another sector or industries. It is appropriate that all stakeholders in organizations have a shared vision, be cooperative and therefore seek to create change. Organizations, founded on visions know that they have goals to attain and therefore eliminate any barriers which may block the way to the realization of such visions.

In light of all these, change cannot be implemented all of a sudden, but there is a leader who must have certain knowledge, skills, talent, and competencies to bring a successful organizational change. Moreover, it is required to have the most competent leaders that are not only well capable to recognize and examine the existing business needs but also implement those changes effectively and successfully.

In the final thought, everyone has some dreams and goals for their improvement, progress or successful future. But only having dreams and goals is not sufficient, we need to take some practical actions to acquire them in a more efficient manner. Bring change in the organization creates a big challenge for the businesses which creates the need for effective leadership in the organization for adopting successful organizational change. Leaders at the National Commercial Bank require to formulate the strategies to manage the change effectively as leaders are the champions of change and play a key role in implementing and bringing change by taking different decisions and practical steps.

### 5.1 Limitations of the Study

Every research study has its limitations. In designing the study, the researcher attempted to be as scientific possible, this study nevertheless has some limitations.

1. The sample for the present study comprised of 100 respondents of workers and managers from four branches in Jeddah. This sample is only a very small proportion of the entire population of the whole branches of National Commercial Bank in Jeddah.
2. The twenty managers respondents were chosen with the help of insiders at the bank. Therefore, the research may have been under the helm of others' opinion and possibly alter results had the researcher independently selected the sample.
3. With the researcher having convinced the respondents the need to communicate their true feelings, some could have acted otherwise in fear of maybe being victimized at the departmental level.
4. Due to restrictions of time, it is not possible to cover more than one bank. Being limited to the National Commercial Bank, the study may not offer generalizable results. Therefore, research studies with much more than one bank would be required to ensure appropriate generalization of the findings of the study.
5. This study has covered only four departments at the bank (investment banking, trade markets, risk management, and wealth management). Consideration of other departments such as retail banking, mortgage banking, cash management, and others might have revealed interesting findings.

### 5.2 Recommendations

It is recommended that to cover all the departments at the National Commercial bank in the future study because it has great potential and accurate results. Moreover, covering more than one bank and not limited only to one bank for studying the relationship between visionary leadership across managerial levels and organizational change is recommended to ensure appropriate generalization of the findings of the study. The researcher recommends using a bigger sample size (more than 100) to find out more accurate results about the role of leadership in organizational change. The researcher, having looked at how visionary leadership contributes to organizational changes, feels that there ought to be more studies in other areas. One such area of study which the researcher recommends is to study managers' experiences. This feature is often overlooked and assumed. However, as most studies overly focus on employee or other stakeholders' experiences against the managers, it is important factoring the experiences of managers to deduce if there is consistency in what other stakeholders in organizations report about managers and how the managers feel about their roles. Managers, as the researcher, feel also have a desire to tell their roles in organizations and if they contribute to their places of work. If not so, such managers could help researchers tell which factors contribute to their underperformance and thereby give recommendations. This research also suggests a strong and positive relationship between visionary leadership across

managerial levels and organizational change at the National Commercial bank. But this research did not find the strength of the relationship between the two. So, the recommended research in the future can also find out this in the bank context. Also, the researcher recommends that additional research ought to be carried out on the role of managerial units in organizational change and how the top management helps them or fails them in pursuit of introducing change to organizations. Last but not least, it is recommended that future research work can be extended by comparing the role of leadership in organizational change in banks between countries such as Saudi Arabia banks and Emirates banks.

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