# LEADERSHIP MANAGEMENT STRATEGIES AND ORGANIZATIONAL CHANGE

**Reni Yusnita**
Fakultas Ekonomi dan Bisnis Islam, UIN Sumatera Utara Medan
E-mail: reniyusnita24@gmail.com

**Abstract**

*This study aims to determine the leadership and change management procedures in an organization. The type of research conducted is a literature study, which aims to collect books and data and other written information related to the discussion of the problem under study. Sources of data from books, magazines and articles. Data collection was carried out using a literature search method using primary legal materials and secondary legal materials. Legal materials will be investigated and analyzed using the approach used in this investigation to answer legal questions in this investigation. The findings reveal that the process of driving change which can begin by taking action to accelerate future change. The process followed by leading the change, drive the change, as well as strike a balance between progression and stability, and raising the level of satisfaction of the staff. Leaders of procedural change are expected to take the initiative when confronted with problems and impediments to promote growth, and have strategies to drive change. To ensure the success of change implementation, the following steps are necessary: 1) setting an annual objective; 2) developing a policy; 3) allocating resources; 4) managing conflicts; 5) establishing an appropriate framework for procedural changes; 6) Find ways to manage people's aversion to change; 7) The establishment of a culture that welcomes and encourages change processes; 8) The nature of the connection between procedural and performance-based rewards; and 9) The role of human resources in the process of putting change procedures into effect.*

Keywords: *Leadership, Leader Strategy, Management, Organizational Change*

## 1. INTRODUCTION

An organization's success is directly proportional to the quality of its leadership. The resources that are accessible inside an organization serve as a benchmark for determining whether or not that company will be successful. In addition to that, the aspect of leadership is another extremely crucial component. The main responsibility of leadership is to exert influence over other people so that the desired outcomes can be achieved (Siregar, 2021).

The leadership dilemma has received a lot of attention recently (Sani et al., 2021). This occurs not just within the company, but also among regional leaders and even within the region. The leadership or management qualities and commitment of the organization's top management determine the success of a business activity in organizational development. Leadership is something that an organization's top management must possess. A leader's capacity to influence and guide members determines his effectiveness.

The leadership style that an individual exhibits has a direct bearing on the function that he or she plays in human interactions. It is expected of the leader to demonstrate the appropriate leadership style in all conditions, taking into account the circumstances, the situation, and his subordinates.

Today, every organization in every industry is confronted with more difficult obstacles in the process of establishing change capability. A significant number of shifts take place inside the context of the organization.

Because all or some of the organization's systems are programmed to change automatically and the process of change calls for effective leadership management, the organization has a considerable difficulty adapting to change. As a result, the members of the organization need to be ready for unanticipated events. In order for the change to be effective, it is possible that this will need to be done in the precise manner in order to overcome rejection in the appropriate manner. As a natural consequence, there are a lot of different things that need to be prepared before making any changes.

Changes in an organization can be implemented in the form of technological, structural, human, and physical shifts, all of which call for the acquisition of new information, new abilities, and new ways of doing things. Changes within a company are difficult to implement for a variety of reasons, including corporate cultures that are resistant to change and ineffective leadership.

Personal change is the first step in achieving meaningful change. Organizational objectives cannot be changed if change leaders cannot alter people's mindsets.

As a result, the company needs a new leader who can guide it through the process of transformation. When making changes, a leader must pay attention to a variety of factors, one of which is appropriate procedure management. Researchers attempt to present an overview of leadership management procedures and organizational changes based on the description above.

## 2. THEORETICAL BASIS

### 2.1. Leadership Strategy

The success of an organization in accomplishing its objectives, as well as its vision and purpose, is directly correlated to the effectiveness of its strategy. Strategy is a method that makes use of the capabilities and resources of an organization in order to accomplish its objectives by establishing productive relationships with its surrounding environment under the most challenging of circumstances (Hakimi, 2020).

The phrase "strategy" refers to a field of study that offers an integrated direction for both the decision-making processes of individual organizations and of individuals themselves. The primary objective of the strategy is to construct and maintain the company's advantage over its competitors so that the business can thrive (Gawer & Cusumano, 2015; McGrath, 2013).

Strategy is a wise step that any firm must take. Procedures are created in order to attain goals in an efficient and effective manner. As a result, a leader must strategize in order to fulfill the goals that have been established through procedures for resolving existing difficulties (Nova, 2018).

Furthermore, some aspects that can help the strategy find success include: enthusiasm and motivation, coworkers (friends), situations, conditions, and commitments. The significance of leadership processes lies in the process of guiding and influencing team members' activities related to a task. This has at least one significant implication that a subordinate or follower leader should be involved. Group members can affirm their

leadership position and allow the leadership process by being open to follow orders from leaders (Fajar, 2020).

Richard L. Daf defines leadership as a related influence between the leader and his followers (colleagues). Meanwhile, in Gibson's view, leadership is an attempt to use influence to motivate people to achieve desired goals (Kahar, 2008).

Leadership is the ability to persuade and mobilize others to work together under one's leadership as a team to achieve certain goals. Leadership is defined as the process of directing and influencing activities related to the tasks of team members (Sulastri & Rifa, 2019). From the above understanding it can be concluded that the leader must be able to communicate in order to influence his subordinates.

According to Edwin A. Locke, there are four keys to successful leadership which are presented in the Leadership Model. The four keys include: 1) Reason and qualities of a leader / Motivation and characteristics, 2) Knowledge, skills and abilities, 3) Vision and 4) realizing the vision (Soliha & Hersugondo, 2008).

Leaders of change should also be visionaries since they must have a clear idea of the organization's future direction. According to Cotter (1990), the steps that may be taken to begin leading change include of coordinating community steps by establishing directions after forming a vision of the future, then expressing the vision and motivating people to overcome the stated hurdles. However, all of this actually happened without consent (Utami, 2007).

Hence, the leadership strategy is a planning process that is ensured by a leader by influencing his subordinates, with a focus on the long-term goals of the organization. With procedures, an organization will realize a strong position or position in its field of activity. Because the procedure is a form of planning that is oriented towards achieving maximum results. Thus, the procedure is used by the leader as a tool to influence subordinates in determining organizational goals and motivating subordinates to do better.

## 2.2. Organizational Change

Organizational change is an action taken on the elements of the organization in order to increase the effectiveness of the organization for the better (Kahar, 2008). Organizational change is the act of changing the organization from its current state to its future state in order to increase efficiency. The objective of the change is to enhance the organization's ability to adapt to changes in the environment. On the other hand, the change also tries to modify the behavior of individuals working in the organization in order to raise their productivity (Laksmi & Suwandono, 2019).

The capacity to guide and adapt to change is currently the greatest obstacle for leaders. Leaders must employ the most effective leadership style to influence subordinates' perceptions of their desired goals and the means to attain them. According to Grundy (1993), organizational change may be categorized into three distinct forms (Soliha & Hersugondo, 2008). The phrase "soft incremental change" refers to a change that is slow, systematic, and predictable. The second kind is referred to as "undulating gradual change" and is characterized by a period of relatively rapid change. The third type is "intermittent change," which is described as a change in processes, structures, or culture that occurs very quick (Soliha & Hersugondo, 2008).

Hershey (2000) in (Kahar, 2008) highlights the importance of leadership in change by stating that prominent leaders deliberately perfect change via the construction of diverse elements, rather than carrying it out in a vacuum. In addition, Hershey explained that researching and analyzing the elements that determine the success of change may have a beneficial influence on the occurrence of change, and that this study and examination can have a favorable influence on the success of change (Kahar, 2008).

To successfully implement processes that will guarantee the success of the change, excellent coordination among leaders is required. As a result, the leader must have command over the collaborative efforts of the team. When compared to individuals or organizations based on competition, the level of productivity achieved by teams with cooperative structures is far higher (Sulastri & Rifa, 2019).

## 3. RESEARCH METHOD

A literature review is a type of research that collects data and information in the form of books and other books connected to the discussion of issues (Hamzah, 2021). This research methodology employs a normative legal strategy. In other words, legal investigations are conducted by studying library materials or secondary data as the foundation for investigation by searching for relevant rules or documents (Soekanto, 2015). Meanwhile, the data sources used are in the form of books, journals, articles, websites regarding the above discussion. The data collection method in this research is library research, which is a way of collecting data by studying library materials in the form of books, research reports from printed or electronic sources (Hamzah, 2021).

The method of data analysis that was utilized in the completion of this study was content analysis. In the course of this study, the process of selecting, contrasting, putting together, and assembling a variety of definitions will be carried out until a term that is pertinent is discovered.

## 4. RESULT AND DISCUSSION

### 4.1. Organization Change Management

Change management and the role of the leader in leading change are inextricably linked and cannot be separated. This is not a simple task to do because there are a lot of hurdles and barriers. In order to bring about change, leaders need to take use of a variety of processes and put those processes into action so that they are better than any procedures that have come before.

It should come as no surprise that leaders require resources that are prepared to deal with new changes when they are adopting procedural change management. Therefore, leaders are obligated to provide their resources with training in order to enhance the abilities that are required to adapt to the changes that have been made.

According to Chaniago (2011), training is an effort made to enhance abilities and practice a certain profession that is either being performed at its own risk or will be practiced in the future and it is planned out in specific detail. Training can also be considered as the process of providing new staff members or existing teachers with the fundamental abilities they need to do their jobs effectively. In most cases, training is carried out with either a

certain delay or a limited amount of time. Training has a direct bearing on one's level of professional success. On the other hand, training focuses on enhancing one's capacity to instruct workers on how to perform their jobs over extended periods of time.

Training is a common approach taken to address issues relating to the performance of an organization (Edelia & Aslami, 2022). The following are two different approaches that can be taken while carrying out the training procedure. 1) Training can take place while the employee is working, 2) Training is carried out outside of working hours and away from the workplace so that participants' attention can be more focused on implementing procedures that require successful changes, in the form of guidance, instruction, advice, etc. As a result, the leader has to have command over the collaborative efforts of the team. Teams with cooperative structures, as opposed to individual or competitive ones, tend to have higher levels of productivity.

Having a more collaborative work environment leads to increased productivity and engagement among team members, as well as better social skills. Moreover, leaders may learn a lot from Colin Powell on how to foster a culture of trust within their teams, which includes: (McMaster, 2017)

a) More skills. The team will rely on a skilled leader (right skills and experience).
b) Great personality. In order to achieve the organization's vision and objective, a person's personality is necessary. As a team leader, one must set an example for his team members to follow. As part of its mission, it must be able to protect itself, develop, and supply the necessary energy.
c) Courage for the sake of breaking through. Team leaders must dare to make new breakthroughs. In order to do so, leaders need to have the physical capacity, the reflex capacity, the interaction ability, the ability to harmoniously combine all the actions with the established vision and mission.
d) Trust. Because it entails taking on a risk, self-confidence and courage go hand in hand. The leader must also be willing to set up problems for the team to solve, and he must be willing to take risks in order to do so.
e) Loyalty. There are only three directions of loyalty: top, bottom, and horizontal. Leaders require both loyalty from their employees, as well as the loyalty of their subordinates. His loyalty to organizations and groups goes farther than that, though.
f) Willingness for sacrifice and empathy. Building trust comes at a high price since leaders need to have active listening skills and the ability to keep the team together. The investment of time, energy, and concentration is necessary to complete this endeavor.

From the above discussion, it is clear that a successful team is capable of producing improved performance outcomes and may thus be more productive in group activities. Individual interests have a significant impact on team performance, since discontent with the assigned work, lack of attention, and lack of focus can negatively affect team effectiveness. Clearly, this might result in a change process occurring without the independent oversight of organization members. Good cooperation has a positive impact on organization's implementation of change procedures. Even so, pioneers' beliefs on change management are no longer readily accepted by members of an organization (Anderson & Anderson, 2002). To overcome such conditions, leaders must first determine which aspect will cause people to

stand up. Because knowledge is simple to circumvent, the following stage is to identify viable countermeasures.

## 4.2. Leadership Style Needed for Change

In light of the significance of organizational change initiatives in an atmosphere that is constantly shifting and frequently dispersed, as well as the procedural and critical significance of shifting objective domains and increasing levels of complexity, change initiatives in an organization might be hampered by a number of circumstances, but organizational change often develops "naturally." Strong, imaginative, intellectual, and growth-oriented leadership is normally required to plan, create, and manage change.

To drive change through all the intricacies of difficulties and hurdles, it takes strength, independence and integrity, trust, confidence, and even more dedication. Because of this, change is an element of authority, character, and commitment. Demands a powerful presence at the command. Positive mental attitude is essential for leaders, who cannot take a passive approach to achieving company goals. In this sense, it is not simple to rid oneself from obstructions or impediments. Instead, he will find the challenges that come with change to be fascinating. That is the philosophy that he holds to be the cornerstone of his leadership.

Leaders of change should also demonstrate a visionary quality since it is essential for them to have a clear knowledge of the direction in which the business is developing. Butcher & Cotter (1990) first took the initiative to lead change by coordinating the actions of other people. Leader done this by first generating goals for the future, then expressing those views to others and pushing them to overcome hurdles that said that it needed to be done. Everything just fell into place by chance. However, even if leaders try to force members for the purpose of introspection, he will still have control over the leadership.

Hershey (2000) in (Kahar, 2008) believes that influential leaders do not make a difference in a vacuum, but change is meticulously completed via the production of diverse pieces in relation with the influence of leadership on change. In addition, Hershey noted that it is possible to have a beneficial impact on the occurrence of change by researching and contemplating the elements that influence the success of change, which may have a favorable impact on the change itself.

Yulkl (2002) in (Kahar, 2008) states that a leader can do more to facilitate the successful implementation of change, through political actions such as building alliances, forming groups, and choosing the appropriate people for key positions. This is in reference to the direct influence that leadership has on organizational change and the discovery of potential problems to keep an eye out for.

Specifically, for the purpose of leadership in a world that is constantly shifting, growth-oriented leadership is leadership that places a high value on experimentation, seeks the emergence of new ideas, produces, and makes changes. This type of leadership is characterized by positive leadership behavior. These kinds of leaders motivate their subordinates to think of innovative approaches to issues and new methods to get things done. They also inspire their followers to begin new endeavors. Because of this, in a setting that is constantly shifting, if an organization does not make the appropriate organizational change efforts while being led by powerful, forward-thinking, intelligent, and development-oriented individuals, the organization may falter, collapse, or in some cases be overtaken by strong currents of change.

### 5. CONCLUSION

The success of an organization is inextricably linked to the process of change, which is continuously. Change is driven, on the one hand, by influences from the outside environment, and, by the desires of those on the inside. Altering the structure of the business is not a simple task. Numerous obstacles may arise, such as organizational systems and restrictions of authority, functional coordination and mechanical differences of the organization, organizational culture, group norms, and group thinking, as well as personal restrictions, such as a lack of preparation which can give rise to feelings of unpredictability, anxiety, and insecurity.

As for the process of driving change which can begin by taking action to accelerate future change. The process followed by leading the change, drive the change, as well as strike a balance between progression and stability, and raising the level of satisfaction of the staff. Leaders of procedural change are expected to take the initiative when confronted with problems and impediments to promote growth, and have strategies to drive change. To ensure the success of change implementation, the following steps are necessary: 1) setting an annual objective; 2) developing a policy; 3) allocating resources; 4) managing conflicts; 5) establishing an appropriate framework for procedural changes; 6) Find ways to manage people's aversion to change; 7) The establishment of a culture that welcomes and encourages change processes; 8) The nature of the connection between procedural and performance-based rewards; and 9) The role of human resources in the process of putting change procedures into effect

However, this can be achieved through effective teamwork, which is essential for a successful change process. As a reason, leader must be able to encourage and stand to gain from collaborative efforts.

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