A Study On Impact Of Leadership Styles For Positive Change In Modern Organizations

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Abstract:

In Modern Business Environment, Leaders Are Required To Dynamically Lead The Change Process On A Regular Basis For Fast Growth And Development Of Organizations. Change Is Inevitable Due To Technological Upgradation, Mergers, Expansions Into New Markets And New Initiatives To Enter Global Markets. Stabilizing Frequent Change Process Has Become More Of A Rule Than The Exception, Compounding The Constant Need For Change Leadership. This Research Paper Attempts To Examine How Accepting Change And Refreezing Positive Behaviors By Leaders Leads To Positive Behavioral Change Amongst The Employees In The Organization. The Response Scales Took The Form Of The Likert Scale. The Survey Was Distributed To A Purposeful Sample Of 300 Participants Includes Corporate Leaders From Different Spectrum, Represents Different Areas Of Specialization And Comprises Different Business Sectors. Corporate Leadership Approach To Change Requires Thinking About Influencing Followers To Work Towards Desired Outcomes And Achieve Superfluous Success In This Competitive World. Leaders Along With Their Teams And Employees, Who Understand The Changing Dynamism Of Corporate Culture May Select The Right Leadership Approach To Effect Appropriate Change To Achieve Sustainability For Its Organization .Study Results May Improve Corporate Culture And How Positive Behavioral Changes Can Add To Smooth Functioning Of Organizations .When Leaders Thoroughly Involve As Mentors Throughout The Change Process, They Can Help Employees Prepare, Plan And Implement Positive Change In Their Respective Corporate Roles. From The Research Perspective, This Paper May Validate Refreezing Activities Associated With Leadership Roles While Implementing Positive Change And The Role It Plays Within The Organization. As A Result, The Corporate Might Be Able To Have Constructive Discussions With Corporate Leaders About How To Plan Change Ahead. Regardless Of The Type Or Size Of The Major Change, The Researcher Has Incorporated Kurt Lewin's Corporate Change Model In Correlation With Refreezing Positive Leadership Roles Can Influence Positive Work Culture That Seek To Make Change Will Glean Insights From This Study Regarding Executive Corporate Leadership Approach Can Lead To Significant Change In Organizations.

Key Word: *Leadership, Leadership Style, Organizational Change, Change Management.*

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I. Introduction

Change is a common link that runs through all the businesses regardless of size, industry or geographical location. Our world is changing fast and subsequently the organizations must also change quickly. Organizations that handle change well thrive towards success and those organizations do not may struggle to survive.

The concept of "change management" is a familiar one in most businesses today. But how businesses manage change (and how successful they are at it) varies enormously depending on the nature of the business, the change and the people involved. And a key part of this depends on how well people within it understand the change process. Modern Leadership plays a dynamic role in managing the change process. Change is inevitable in technological, structural and behavioral areas to sustain competition and survive in modern global environment. Leaders' involvement and initiative through the process of change is instrumental familiarize employees with change. Leaders in modern organizations need to initiate change and adapt to benchmarking behavioral parameters of leading Global corporations.

One of the cornerstone approach for understanding organizational change was developed by Kurt Levin's in the 1940s, and still holds true today. The model is known as "Unfreeze – Change – Refreeze", that refers to the three-stage process of change that he describes. Levin, a physicist and social scientist, explained organizational change using the analogy of transforming the shape of a ice block.

If you have a big cube of ice but realize that what you require is a cone of ice, what is your approach? First the ice should be melted to make it amenable to change (unfreeze). Then it must be molded the ice water into the shape you want (desired change). Finally, you must solidify the new shape (re-freeze).

With perspective that change as a process with different stages, Leaders can prepare for what is coming and make a plan to manage the transition – looking before you leap, so to speak. All too often, people get into change blindly, causing much unnecessary chaos and turmoil.

Objectives of study:
- To understand how leaders deal with change process in organizations.
- To know the impact of leadership styles on change management in modern organizations.
- To adapt new technological changes systematically and at an early stage in organizations.
- To know if implementing a particular leadership style has fast impact on positive change process.
- To understand if organizational behavioral change models are useful to involve employees smoothly in the change process.

Scope and Importance:
Change is an inevitable part of process in modern organizations to have a sustainable growth and survive in cut throat competition.
1. Implementing change in the organization helps to improve overall performance and profitability of the organization.
2. Change management deals with up gradation of employees and bring about development in employee knowledge and skills.
3. It helps organizations to build professional teams and improve overall performance.
4. It helps to acquire and enhance international competitiveness of organizations in the global business environment.
5. Implementing contemporary technological changes improves the brand image of the organization in the Society.

Research Gap:
The aim of the research study is to study impact of leadership styles on behavioral change and resistance shown by employees towards new change process implemented in the organization. Leadership behavior and style is the way through which new behavioral techniques of change can be implemented in a systematic in organizations. There are various dimensions to leadership and many possible ways and leadership styles like Autocratic leadership style, Directive leadership style, transformational leadership style etc. that are instrumental for smooth change process in the organizations. During the present study and literature review it is observed that very less research contribution is made through dissertations and research papers. Leaders still follow autocratic or directive style to implement change and develop their human resource in organizations. The researchers through the present research paper would like to suggest that participative or transformational leadership style is instrumental for training employees to accept change and learn new methodologies during the change process and show minimum resistance towards transitional phases of change. Very less research contribution is made in this field hence after elaborate literature review, the researchers feel there is wide scope for the researcher to conduct further studies on leader's role to refreeze their own behaviors to carry out change process smoothly by adopting transformational leadership styles.

II. Research Methodology:
Data collection is the most important aspect of research. Data collection is the process of obtaining valuable information for the purpose of research. The Primary and Secondary data is mostly used for research work.

A) Primary Data: -The data collection originality by investigator for the research projected by direct communication or discussion is called as primary data. Primary data is generally collected through the interviews of respondents. In the present Research, the primary data is collected by interviewing academic or corporate leaders as respondents.

B) Secondary Data: -This data is based on Second hand information. The data which have already collected complied and presented may be used for purpose of research or available in published or unpublished form is called secondary data. Secondary data for the study was called from various sources like Periodicals, company newsletter, internet, website of the company etc.

Sampling plan:
1) Sample size: -Sample size of 50 academic and corporate leaders were selected for the purpose of present study.

2) **Sampling Method**: -Random Sampling methods are used to select appropriate sample in the form of 50 organizational leaders for the study.

Research Design and Tools
Questionnaire:
Questionnaire was prepared by taking into consideration the objectives of study.
Questionnaire includes both open ended and close ended questions.
Open Ended Questions: These types of questions allow the respondents to answer in their own opinion and often review more about personal thinking and individual responses.
 Close Ended Questions: Close ended questionnaire includes questionnaire having multiple choice questions taking into consideration the respondent's background and time constraint.
Statistical Analysis – Statistical analysis is made by using Statistical tests like chi square test, Co- relation, Regression and factor analysis for testing hypothesis.

Hypotheses
Hypothesis of Study –

Null Hypotheses – Leaders above age of 40 are quite reluctant to unfreeze old behaviors and accept new behaviors for positive change.
Alternate Hypotheses – Leaders above the age of 40 are open for change and are willing to refreeze behaviors for positive change in organizations.

Correlation between demographic characteristic Gender and Leadership styles that lead to change.
Ho : There is no significant relationship between gender and leadership styles which Lead to change
H1 : There is significant relationship between gender and leadership styles which Lead to change.

III. Literature Review:

Change encompasses different dimensions and can be caused by various factors. According to the UNDP (2006), there are several factors that influence change and these factors directly and indirectly impacts the organization's goals and objectives. Categorizing these factors into two, it can be described as internal factors that include technologies, operational changes and processes, internal laws and policies, conversion of government organizations to private enterprises, organizational modernization initiatives, changes in management decisions and others. While external factors include but not limited to stiff competitions between companies in the same industry, increasing pressures of globalization, political, economic, socio-cultural, technological, legal, and environmental forces (Lynn, 2001). Similarly, the research of Karmarck (2004) has also highlighted the positive direct relationship between organizational change and the achievement of the strategic objectives of the organization. Change encompasses different dimensions and can be caused by various factors. According to the UNDP (2006), there are several factors that influence change and these factors directly and indirectly impacts the organization's goals and objectives. Categorizing these factors into two, it can be described as internal factors that include technologies, operational changes and processes, internal laws and policies, conversion of government organizations to private enterprises, organizational modernization initiatives, changes in management decisions and others. While external factors include but not limited to stiff competitions between companies in the same industry, increasing pressures of globalization, political, economic, socio-cultural, technological, legal, and environmental forces (Lynn, 2001). Similarly, the research of Karmarck (2004) has also highlighted the positive direct relationship between organizational change and the achievement of the strategic objectives of the organization.

According to the data provided by UNDP (2006), several factors influence change to occur as it affects directly and directly to corporation's objectives. The two factors include the internal factors or drivers such as change in operations, technologies, internal policies and laws, urgent call for modernization, management changes in decisions, as well as commercialization or privatization of previously held government organization. While external factors include the increasing demands of globalization, competition between companies in the industry, economic status, technological, political and social conditions that affects the goals and objectives of the organization (Lynn, 2001). Research conducted by Kamarck (2004) reveals the direct relationship between organizational change and the objectives of the organization. His emphasis is dwelt on the importance of careful planning to assure the attainment of corporate goals and objectives as well as the ability to achieve competitive advantage. For instance, implementation of any change efforts requires coordination by all agents and members which should be built upon organization's objectives such as for example, changes in management; plans and

program, leadership, relationships and others that impacts both the management and the workforce. Various studies investigate the impact of change to organizations and findings revealed that, changes that are planned for long-term reflects more positive contribution to the organization's success than changes that are initiated for short-term and unanimous findings also suggests that, change that are intended for long-run purposes should be aligned with that strategic plan of the organizations (Cousins, et. Al., 2008; Cai, et. Al., 2009; Pollitt and Bouckaert, 2004). However, understanding the concept of change should be deeply internalized by the employees and management in any organization and one of those, is to understand the typologies of change.

Journal of Human Resource Management Volume7, Issue 1, March 2019, Pages: 18-31: The role of leadership style in organizational change management has been investigated considerably here. Authors have made efforts to cover and present extensive literature on the part of leadership style in organizational change. It was revealed in various literature reviewed that there are various leadership styles that can act as enhancer in change management processes; ranging from authoritarian leadership, laissez-faire leadership, transformational leadership, strategic leadership, transactional leadership, democratic leadership, servant leader, bureaucratic leadership, to participative and consultative leadership. It was understood that further that leadership is one of the leading factors in bringing positive change in organizations. For example, leadership is when the leader informs employees in the direction they desire them in order to gain organizational goals. It was also understood that leadership has become an vital component for a successful change in any organization in order to face the ever-contentious market competitiveness. Also, the review as well, covered the concepts of leadership and organizational change management and their types in detail.

IV. Change Models and Frameworks

Several models can be applied to manage change, however; for purposes of this study, common models are utilized to include the three models namely: Lewin's Change Model, Kotter's 8-Stage Model and McKinley's 7s Model.

Lewin's Change Model Lewin's model of change can be traced in 1951 where the focus is on planned change that relates to group decisions, implementation and social change. It consists of unfreezing, changing and refreezing. Unfreezing is the state of unleashing the current system or procedure as an urgent concern. Changing is the state of moving forward from the old system into the new system and it requires the processes in transition. Refreezing is the act of institutionalizing the change or incorporating the change into the strategic objective of the company. The figure below shows the diagram of the change model. Figure 1: Lewin's Change Model Source: Adapted from Lewin (1951)

Kotter's 8-Step Model Kotter's model of change stressed the importance of the holistic approach in dealing with change efforts that if not taken due consideration causes about 70% failure to many organizations. This model includes the following as illustrated in diagrammatic format. Figure

Create Urgency. Creating a scenario that requires the urgency for change to occur. Build guiding team is to create a group equip with the power to lead and support the change effort. Develop the vision refers to the development of a vision for change and the initiative to ensure the achievement of vision. Communicate for buy-in is to make sure that all the members in the organization know about the mechanics of change. Empower action is to make sure that there will be no barriers that hinder the implementation of change. Create short-term wins means that change should be done in such a way that generates favorable gains in short period of time and pays off the people's efforts. Don't let up is to maximize the change efforts to gain momentum which make change a continuous endeavor. And, make change stick or the institutionalization of the change by incorporating change to the organizational culture (Kotter, 1996, Burnes, 2001; Lewin, 2010).

McKinsey's 7s Model McKinsey model has identified the seven areas of change and further divide these areas into two categories: the soft and the hard areas. The hard areas consist of the system, strategy and structure while the soft system areas include skills, style, staff and shared values which normally are difficult to manage but considered as the foundations of the organization and are source of sustainable competitive advantage. Figure 3: McKinley's 7s Model Source: Peters, T. and Waterman, R. (1982) Strategy is a plan that is developed to achieve sustained competitive advantage that is also aligned with the six other elements of McKinley's 7s model. It is also a sound strategy usually a long-term strategy that is reinforced by a strong mission, vision and values. Structure considers the organizational chart of the company where it shows the departments or units with corresponding responsibilities and accountabilities of the workforce and the hierarchy. Systems refer to the processes and procedures that the company possess that reflects the daily activities and on how the decisions are derived as well as determining how practically the business gets done. Skills connotes the workers" ability to perform their tasks that consists of their capabilities and competencies to get things done. In times of organizational changes, it will address the question on what skills are required to reinforce new strategy or structure. Staff element is defined by the organization's need of the workforce in terms of quantity that can be done through recruitment, training, motivation and reward. Style means the ways and means on how the managers from the top-level manages the organization and their leadership styles that impacts the performance of the entire organization. Shared values

reflect the core of the model that refer to the norms and standards that serves as guide on how employees behave and act, hence it is considered the foundation of any firm (Pascale & Athos, 1981; Peters & Waterman, 1982).

V. Frameworks related to leadership styles –

Transformational leadership style:

A leader that practices transformational leadership encourages, inspires, and motivates staff to innovate and bring about change that will help the business expand and influence its future success. This is achieved by strong corporate culture, employee ownership, and independence in the workplace, all of which are determined at the executive level.

Without micromanaging, transformational leaders inspire and encourage their team members; instead, they put their trained staff members in charge of making choices related to their professions. It is a management approach that is intended to provide staff members greater freedom to be innovative, consider the future, and come up with fresh answers to persistent issues. By training and mentoring, staff members on the leadership pathway will also be prepared to become transformative leaders themselves.

Autocratic Leadership Style:

A leadership style known as autocratic leadership, often referred to as authoritarian leadership, is defined by individual control over all decisions and limited participation from the group. Autocratic leaders seldom take input from their followers and frequently make decisions based on their opinions and judgements. Absolute, authoritarian control over a group is a hallmark of autocratic leadership.

When there is a lack of leadership in small groups, autocratic leadership can be successful. When competent and experienced team members feel as though their expertise and efforts are being undervalued, this may be very troublesome for the group as a whole. Group members may come to feel as though they have no involvement or say in how things are done. Many typical issues with authoritarian rule.

Democratic Leadership Style:

Democratic Leadership is also called as "shared leadership". Democratic leadership encourages each team member to participate in decision-making by sharing their opinions. A democratic leader encourages open conversation and helps their employees' set goals, evaluate their own performance and motivates them to grow. Involving people in the decision-making process and can help reinforce the company's vision. Everybody is a part of the group's decision and understands the motivations behind this decision. They know they are working towards a common goal. It promotes greater cohesion within the group and facilitates change.

Researchers Contribution:

Researchers have taken Curt Lewin's Change model as base to develop new model for presenting their research work. Leadership styles have been considered as independent variable whereas change with time is considered as dependent variable. The following table gives information regarding correlation between variables.

Table 1: Different managerial styles and change process.

Autocratic Leadership Style	Democratic Leadership Style	Participative Leadership style	Transformational Leadership Style
• No Unfreeze of Old behavior by leaders. • No Change in organizations. • No Refreeze of new behavior by subordinates.	• Slow Unfreeze of Old behavior by leaders. • Slow Change in organizations. • Slow Refreeze of new behaviors by subordinates.	• Moderate pace of unfreezing old behaviors by leaders. • Moderate pace of change in organizations. • Moderate pace of Refreezing new behaviors by subordinates	• Fast Pace of unfreezing old behaviors by leaders. • Fast pace of change in organizations. • Fast pace of Refreezing new behaviors by subordinates

Graph showing Impact of different Managerial styles on Change Process with Lewin's Change
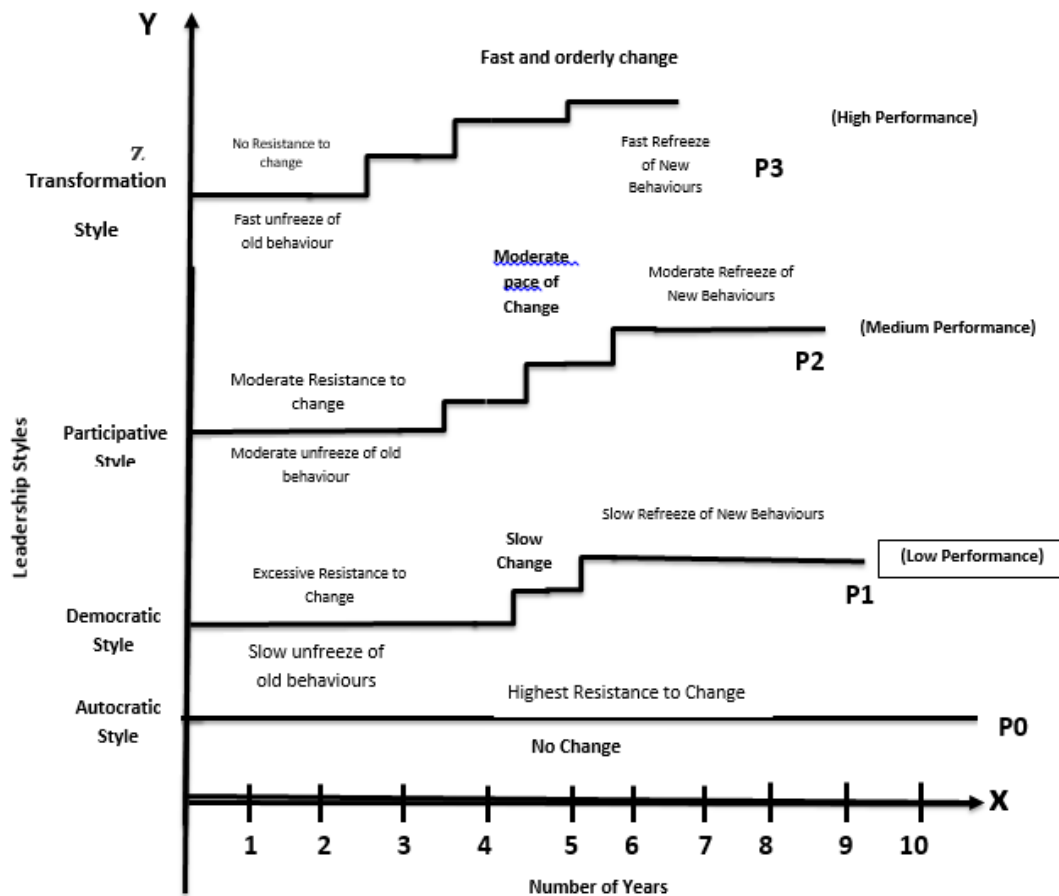

Figure 1: Impact of management style on change implementation in the organization.

Research Premises and Testing of Hypotheses-
The recent trends regarding the level of change, resistance and its correlation with transformational managerial styles is not quite satisfactory there is still further scope for improvement to minimize level of stress for textile entrepreneurs.

Hypothesis 1:
Ho:(Null Hypotheses) – Leaders above age of 40 are quite reluctant to unfreeze old behaviors and accept new behaviors for positive change.
Ho: Alternate Hypotheses – Leaders below the age of 40 are open for change and are willing to refreeze behaviors for positive change in organizations.
 The researcher has followed Chi-square test for finding the significant relation between demographic characters and other various change-related factor by setting following Null hypothesis and various alternative hypotheses.
Hypothesis 1.1: Correlation between demographic characteristics Age and other conditions leading to change.
Ho : There is no significant relation between Age and other conditions leading to positive change in organizations.
H1: There is significant relation between age and other conditions leading to positive change in organizations.

Table 2: Crosstab and Chi-square test for Age and other change related factors in organizations.

Crosstab				
CONDITION LEADING TO RESISTANCE TO CHANGE.		**AGE**		
		More than 40	**Less than 40**	**Total**
	INADEQUATE MANAGERIAL STYLE	11	7	18
		32.86%	33.33%	33%
	WORK ENVIRONMENT.	9	5	14
		29.37%	28.07%	29%
	CHANGING TECHNOLOGY	7	3	10
		23.07%	22.80%	23%
	POOR TRAINING	6	2	8
		14.68%	15.78%	15%
Total	Count	33	17	50
	% within AGE	100.0%	100.0%	100.0%

Chi-Square Tests			
Chi-Square	**Value**	**DF**	**Significance**
Pearson Chi-Square	3.148[a]	3	**.369**
Likelihood Ratio	3.529	3	.317
Linear-by-Linear Association	.673	1	.412
N of Valid Cases	200		

Approximate Statistic	Value	ASE1	VAL/ASE0	Significance
Contingency Coefficient	.050			**.369**
Lambda				
Symmetric	.000	.000	.000	.000
CONDITION LEAD TO Change IN Leaders Dependent	.340	.000	.000	.000
AGE Dependent	.000	.000	.000	.000
Goodman and Kruskal tau				
CONDITION LEAD TO Change IN leaders Dependent	.000	.001		.885
AGE Dependent	.006	.005		.370

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.99.

From the output table the significance level is 0.369 which is greater than 0.05 at 95 percent level of significance, means there is no significant relationship between age as a condition leading to positive change in the organizations. The contingency coefficient value being 0.050 which is equal to 0.5, hence the variables are not strongly associated. The asymmetric lambda value (condition lead to change in leaders dependent) 0.340 means that 34.0 % of error is reduced in predicting frequency of visit when age is known. From above table it concludes that there is no relationship between age and condition lead to change in Industry.

In a Chi-square test, for a 90 per cent confidence level, if the significant level is greater than or equal to 0.1, it signifies that there is no association between the two variables in the cross-tabulation and if significant level is less than or equal to 0.1, then it is signifies that there is significant relationship between the selected variables

From the output tables, the chi-square test read a significance level of value at 90 percent confidence level. For 90 percent, significance level is 0.1, that is (1-0.9), so the above result show that at 0.5 (which is more than 0.1), there is no significant relationship between the two variables. Also, at 95 percent confidence level there no significant relationship between the two variables.

If contingency coefficient value is greater than + 0.5 then the variables are strongly associated. In the above case the contingency coefficient value being 0.1 is less than 0.5, hence it is proved that variables are not associated. All leaders are open for change.

Hypothesis 1.2:

Approximate Statistic	Value	ASE1	VAL/ ASE0	Significance
Contingency Coefficient	.000			.003
Lambda				
Symmetric	.000	.000	.000	.000
LEADERSHIP STYLE WHICH LEADS TO FAST CHANGE. Dependent	.340	.000	.000	.000
GENDER Dependent	.000	.000	.000	.000
Goodman and Kruskal tau				
LEADERSHIP STYLE WHICH LEADS TO FAST CHANGE. Dependent	.000	.001		.885
GENDER Dependent	.006	.005		.370

Correlation between demographic characteristic Gender and Leadership styles that lead to change.

Ho : There is no significant relationship between gender and leadership styles which Lead to change

H1. There is significant relationship between gender and leadership styles which Lead to change.

Table 3: Crosstab and Chi-square test for Gender and leadership style which lead to change.

Crosstab					
FREQUENCY			**GENDER**		
			Male	**Female**	**Total**
	AUTOCRATIC		10	5	15
			22.44 %	22.64%	22.50%
	DEMOCRATIC.		12	8	20
			32.65	43.39	35.50
	PARTICIPATIVE		5	4	9
			19.04	18.86	19.00
	TRANFORMATIONAL		3	3	6
			25.85	15.09	23.00
Total	Count		30	20	50
	% within GENDER		100.0%	100.0%	100.0%

Chi-Square Tests			
Chi-Square	**Value**	**DF**	**Significance**
Pearson Chi-Square	3.148[a]	3	.369
Likelihood Ratio	3.529	3	.317
Linear-by-Linear Association	.673	1	.412
N of Valid Cases	50		
a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.99.			

From the output table the significance level is 0.003 which is less than 0.05 at 95 percent level of significance, means there is significant relationship between gender and leadership style which minimize stress. The contingency coefficient value being 0.000 which is less than 0.5, hence the variables are strongly associated. The asymmetric lambda value (leadership style which leads to fast change dependent) 0.340 means that 34.0 % of error is reduced in predicting leadership style which observes fast change when gender is known. From above table it concludes that there is relation between gender and leadership style which leads to change among leaders.

Table No 4-Table showing importance of attending workshops and training programs for behavioral change in leaders

Sr. No	Parameters	Respondents	Percentage
1	Strongly Agree	28	56
2	Somewhat agree.	18	36

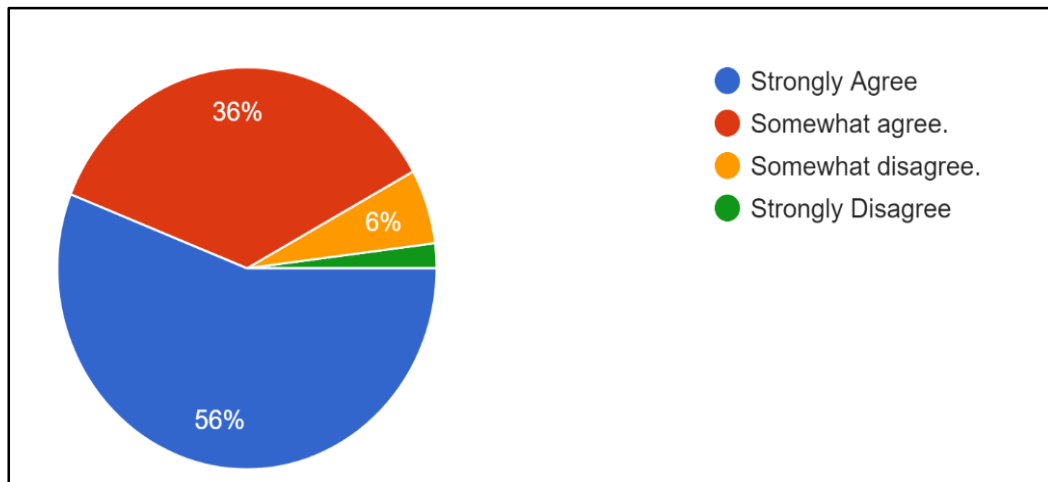| 3	Somewhat disagree	03	06
4	Strongly disagree	01	02
		50	100%

Figure 2: Graph showing views regarding attending training programs.

Interpretation – From the above table it can be interpreted that 56% of leaders strongly agree attending workshops and training programs is important for behavioral change in leaders.

Figure No -5 Table showing openness of leaders to accept change.

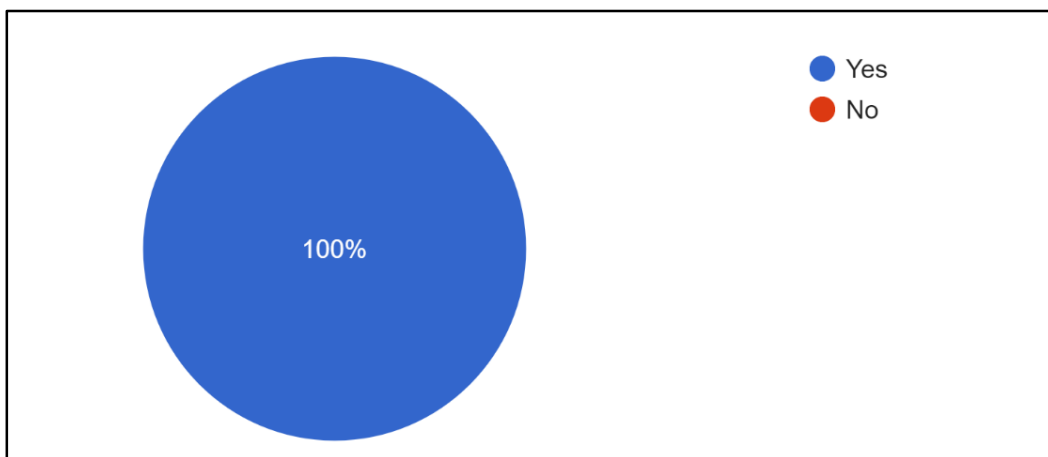| Sr. No	Parameters	Respondents	Percentage
1	Yes	50	100
2	No	0	0
		50	100%

Figure 3: Graph showing views regarding attending training programs.

Interpretation: The above graph interprets that 100% leaders are open for change.

Table-6 Table showing responses of leaders for unfreezing old behaviours.

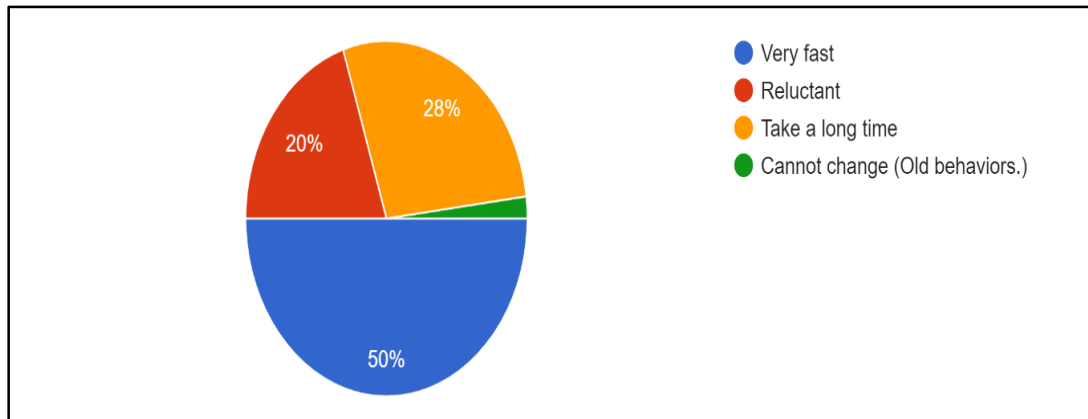| Sr. No	Parameters	Respondents	Percentage
1	Very fast	25	50
2	Reluctant	10	20
3	Take a long time	14	28
4	Cannot change (Old behaviors)	01	02
		50	100%

Figure 4: Graph showing responses of leaders for unfreezing old behaviours.

Interpretation- The above graph depicts that around 50% of leaders are willing to unfreeze old behaviors very fast.

Table No. 7 – Table showing responses of leaders towards implementing Kurt Lewin's change model for implementing positive change in organizations.

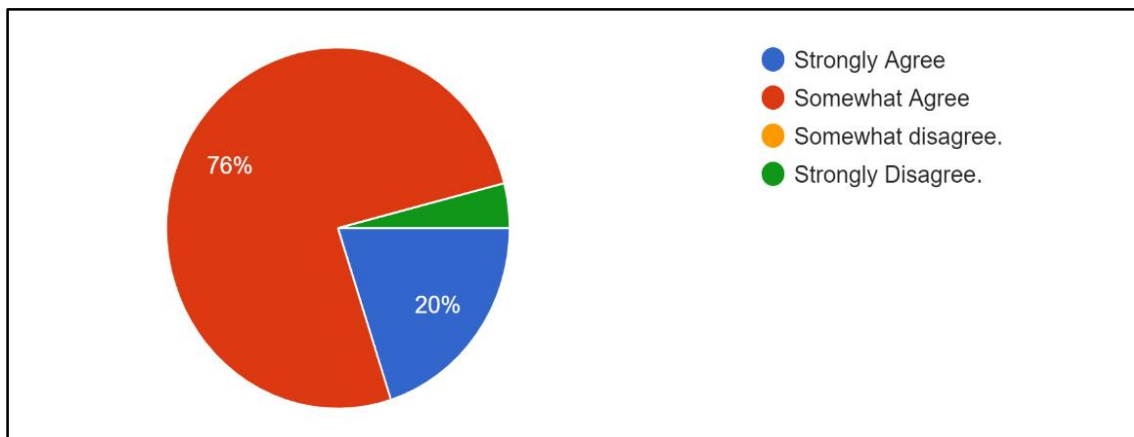| Sr. No	Parameters	Respondents	Percentage
1	Strongly Agree	10	20
2	Somewhat agree.	38	76
3	Somewhat disagree	00	00
4	Strongly disagree	02	04
		50	100%

Figure 5: Graph showing responses of leaders towards implementing Kurt Lewin's change model for implementing positive change in organizations.

Interpretation -
From the above graph it can be observed that 76% of leaders believe and strongly agree that implementation Kurt Lewin's change model is instrumental for bringing positive change in the organization.

Table No 8- Table showing response of leaders for adopting different types of managerial style for positive change.

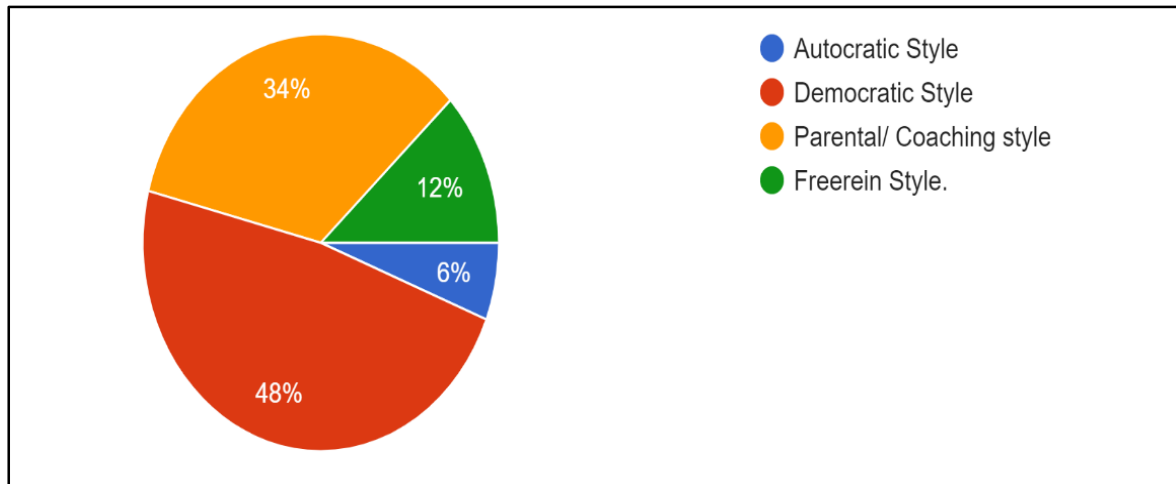| Sr. No	Parameters	Respondents	Percentage
1	Autocratic Style	03	06
2	Democratic Style	24	48
3	Parental/Coaching Style	17	34
4	Freerein Style	06	12
		50	100%

Figure 6: Graph showing response of leaders for adopting different types of managerial style for positive change.

Interpretation-
It is observed that 48% of leaders believe that democratic style of management is useful for implementing positive behavioral change in organizations.

VI. Findings:
1. From the above study researcher has observed that 56% of respondents strongly agree that regular training programs and workshops are essential for behavioural change among top executives.
2. 100% of respondents are open for change and agree that they should upgrade themselves with technological and behavioural changes.
3. More than 50% of leaders agree that structural, technological as well as behavioural change is essential for fast growth and competition in the organization.
4. 70% leaders adopt democratic leadership style during implementing change process in the organization.
5. Only 20% agree that Kurt Lewins model is useful for implementing fast growth and change in the organization.

VII. Conclusion:
From the above research study it can be concluded that behavioral change in leaders is the key driver for growth and success of any organization. This paper highlights importance of refreezing positive and ethical behavioral parameters among leaders to implement positive change in organizations. It has been observed that leaders take a long duration of time to unfreeze negative and old behaviors and accept new change in their day-to-day corporate behavior. Employee consider leaders as their role models to implement positive change in their individual behavior at workplace. Thus, the above study concludes that leaders cannot show reluctance towards technological structural or behavioral changes in organizations. They themselves need to inculcate a positive opinion towards change develop positive attitude of employees towards change. The focus of modern leadership is more on especially post pandemic is more on technological and structural growth. Thus, stringent budgets are sanctioned for behavioral training of employees as a result up gradation in productivity as well as profitability is not experienced. If contemporary changes are not accepted by leaders, it will become difficult to survive in global competitive environment.

VIII. Suggestions:
1. It is recommended that leaders should find time from there busy schedule and regularly attend Management development programmes so that they can accept change fast and implement new techniques in the organization.
2. The top management should sanction adequate budgets and perks to leaders and motivate them to attend more training programs, conferences, workshops, etc. to bring about rapid transformation in the organization.
3. Leaders generally focus more on technological changes. Thus, it is hereby suggested that leaders should parallely focus on technological, structural as well as behavioural change parameters.
4. As leaders are Role- models for their employees, leaders should become drivers of change process by refreezing positive behaviours as well as learning and introducing positive and new systems in the organizations.

5. Leaders should adopt transformational leadership style rather than autocratic style to implement fast change in the organizations.

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