

# THE IMPORTANT ROLE OF LEADERSHIP STYLE IN ORGANIZATIONAL CHANGE (CASE STUDY AT PT. KARWIKARYA FOREIGN TOURISTS HOUSE TANJUNG PINANG)

Satriadi<sup>1)</sup>, Defis Ellmanda<sup>2)</sup>

1,2 Faculty of Management, STIE Pembangunan, Tanjungpinang, Indonesia  
email : [satriadi@stie-pembangunan.ac.id](mailto:satriadi@stie-pembangunan.ac.id)

## ABSTRACT

This research aims to examine the important role of leadership style in organizational change (Case Study at PT. Karwikarya Wisman Graha Tanjungpinang). Organizational change is a multifaceted process involving multiple stakeholders, from employees to leadership, and it has major implications for the overall success of the organization. The leadership style applied in today's digital era can have a significant impact on employee behavior, both positively and negatively. Through qualitative research, with library research, the author collects data by studying and understanding data that is closely related to the problem from books, theories, notes and documents. The findings found that leadership in organizations is described as important, regardless of whether the change directly impacts employees or not, highlighting the need to consider a broader organizational perspective. Members underscored the importance of servant leadership, collaborative leadership, and open leadership approaches, emphasizing empathy, humility, and adaptability in the face of change. In an era of rapid digital transformation, leadership styles are evolving to include technological competency and an understanding of digital strategy .

**Keywords:** *Leadership styles, Organizational change, Digital Transformation.*

## INTRODUCTION

The influence of leadership style in the digital era. Leadership plays an important role in directing all aspects of an organization towards effective achievement of goals. Effective leadership requires interaction among all members of an organization, setting goals, and guiding subordinates toward their achievement (Suwanto et al., 2022). The survival of an organization depends on the ability of leaders to maintain their effectiveness and commitment to realizing the organization's mission and goals (Ligon et al., 2019). However, for leadership to be effective, it is important to align it with the motivational needs of subordinates; otherwise, its efficacy may be reduced (Suwanto et al., 2022).

Recent research has begun to focus on the influence of leadership style in various aspects. In particular, a transformational leadership style is considered important in digital leadership which combines the use of digital technology. The literature discusses how transformational leadership, transactional leadership, and authentic leadership styles intersect with digital leadership. Transformational and transactional leadership have a direct effect on digital skills and digital strategy, with authentic leadership impacting digital skills. Each leadership style has its own unique contribution in encouraging the leader's work behavior .

Digital leadership, often described as a combination of transformational leadership and the use of digital technology, is becoming increasingly prominent in the rapidly developing digital era (Suwanto et al., 2022). To be effective in this digital era, leaders must have certain competencies that differentiate them from traditional leaders (Imran et al., 2020). These competencies include a clear digital vision, deep digital knowledge, a willingness to accept failure to learn, empowerment of team members, and adept management of diverse teams (Cortellazzo et al., 2019).

Digital leadership competency believes in continuous innovation as a means to ensure the survival and prosperity of divine organizations (Suwanto et al., 2022). Such leaders are adept at articulating strategic goals, aligning them with company needs , and integrating technology solutions that characterize their products and services. They actively seek organizational excellence by offering innovative products and services and managing diverse teams effectively, encouraging participation in decision making (Suwanto et al., 2022). In this dynamic digital business environment, organizations must connect digitally, leverage technology, and adapt to digital change .

Developing a clear and inspiring digital vision is critical to guiding an organization to

success. Leadership must adapt to the needs of the digital era and become socially and digitally connected through technology to benefit all stakeholders. While organizations increasingly recognize the importance of digitalization, many struggle to lead large-scale digitalization transformations due to significant leadership competency gaps (Nasution et al., 2020). Effective leadership in the digital era is critical to ensuring alignment between digital and corporate strategies, integrating technology, and achieving organizational national goals.

Digital leadership is a growing field where leadership styles intersect with the use of digital technology to drive innovation and organizational success. Many factors contribute to the failure of digital transformation initiatives, with one major cause being oversight of critical change management elements related to employee and customer interactions (Correani et al., 2020). High-level leadership, supported by digital expertise, can help mitigate risks associated with project transformation digital. The first step, a digital leader must also have a digital skillset, characterized by the ability to understand digital technology, handle it well, and apply it wisely. (Hensellek, 2020). When equipped with a digital mindset and digital skills, digital leaders must implement these to encourage digital implementation, especially the realization of the digital future they dream of. Evidence shows that digitally successful companies often have a well-defined digital vision. An effective digital vision must be aspirational, holistic, inspiring, and must define the company's values and goals .

Their influence on employee innovation, there remains a prominent research gap in understanding the impact of digital leadership and digitalization processes on leadership paradigms (Mihardjo et al., 2019). In today's dynamic business landscape, organizations must leverage technology to be social and digitally connected, harnessing the advantages of the digital era. Such a leader ensures that strategic organization is aligned with customer needs, digital knowledge, and technological solutions that characterize products and services. The pursuit of organizational excellence is paramount, offering innovative products and services that benefit both society and individuals, improving the quality of life both inside and outside the organization.

Leadership styles vary between leaders and industries, leading to diverse strategy implementations. Digital leadership is receiving increasing attention, emphasizing the importance of leaders developing technology skills and

applying technology wisely (Khaw et al., 2022). Transformational leadership outlines four key elements of transformational leadership requirements , namely : idealized influence, individual consideration, inspirational motivation, and intellectual stimulation. Idealized influence indicates that leaders are held in high esteem by their employees, who trust and identify with them. Individualized consideration involves leaders acting as advisors and taking each employee's specific needs into account. Inspirational motivation relates to a leader's ability to create and communicate a compelling vision for the future. Intellectual stimulation relates to how leaders help employees see and approach problems in new ways.

According to Han et al. (2021) agree that this subdimension of transformational leadership is an important tool to increase the performance confidence of introverted followers by actively engaging with them. Likewise with Liu et al. (2021) also emphasizes that transformational leaders pay attention to the needs of organizational members and provide coaching, feedback, empowerment, and development.

Transformational leadership places the leader at the center of this leadership style, in contrast to servant leadership, which rewards followers for achieving goals and places them at the center. Thus, the aim of this research is to comprehensively explore and understand the influence of leadership styles, specifically focusing on organizational, servant, and the combination of digital and authentic leadership, in the context of organizational change. This research aims to contribute to the existing literature by providing insight into how this leadership style impacts behavior, attitudes, and outcomes during periods of organizational change.

Formulation problem in research This is How The important role of leadership style in organizational change (Case Study at PT. Karwikarya Wisman Graha Tanjungpinang) . With objective his research is For know The important role of leadership style in organizational change (Case Study at PT. Karwikarya Wisman Graha Tanjungpinang) . This study offers valuable insights and recommendations for organizational leaders and practitioners involved in managing and navigating organizational change. By examining effectiveness in organizational, servant, and combined digital and authentic leadership styles, this study seeks to achieve this providing practical guidance on leadership approaches that can increase the success of initiations active organizational change in the digital era. With

respect to digital transformation, the goal is to assist leaders in adopting that strategy and promote employee engagement, commitment, and positive results during times of change.

## RESEARCH METHOD

Research involves the researcher's responsibility to collect data through interviews and document examination. In the Research, data is collected from rich data collection through thorough investigation. Qualitative This research was chosen because its aim was to explore problems comprehensively and gain a different understanding. Qualitative research helps in developing a detailed and detailed picture Comprehensive overview by analyzing words and providing a thorough explanation of the informant's views naturally arrangement . Through qualitative research, research must pay attention to the interpretation held by writers themselves and avoid imposing their own will meaning or prejudice obtained from literature review. The essence of qualitative research is understanding problems from the participant's perspective and experience to answer research questions. Qualitative The research follows an inductive approach to interpreting the process, and context through which the subject is exposed participant observation and interviews (Dandalt, 2021).

## RESULTS STUDY & DISCUSSION

### Case at PT. Karwikarya Foreign tourists House Tanjung Pinang

Leadership style changed with t-count ( 7,168) > ttable (1,981) Seen There is Impact variable environment Work When satisfaction Work changed . Results Testing hypothesis environment Work show that calculated t value equal to 7.168 level of significance is 0.000. Mark Its significance not enough of 0.05 means hypothesis in study This Reject Ho and thank you Ha. And So This Possible means hypothesis H3" Work environment have impact positive own implications important for satisfaction Work " .

From the data above show that determination in method This is , if calculated t value > t table so hypothesis research accepted , and on the contrary . Mark Fcount = 3059,780 > Ftable = 2.69 and level significant 0.000 < 0.05. It means that stated hypothesis that in a way simultaneous variable style leadership , motivation Work And environment Work have positive influence to satisfaction Work . Hypothesis in study This reject H0. Mark significant the show style leadership , motivation Work And environment Work in a way together own influence to satisfaction Work . This matter can

seen from table above Evaluation method This is If mark tcount > t table , hypothesis his research is Accept And on the contrary . Calculated F value = 3059.780 > F table = 2.69 and level significance 0.000 < 0.05. It means hypothesis state Variable style Leadership , motivation Work And environment Work have impact positive about satisfaction Work . underlying assumptions Study This reject H0. This matter show style leadership , Motivation Work And environment Work Effect combined Satisfaction Work (Misidiana et al., 2018).

### Internal leadership style organization .

A leader's approach or leadership style is arguably one of the most important factors influencing employee behavior as well positive or negative during change and it is fundamental to discussed. Respondents explained it experience of style the leadership they have implemented so far make internal changes their organization. Organizational change is a complex and often challenging process. This involves a wide variety stakeholders, from employees to leaders, and can own it significant impact on the overall success of the organization. Important aspects of effective leadership in difficult times change is the leadership style adopted. Discussion will explore participants' views on its importance leadership in organizations during organizational change and sub substantiate this perspective with relevant literature.

In the course of this research, sentiments resonated expressed by research participants underscores the fundamentals of organizational leadership in context organizational change management. His voice echoed similar voices, stressing the need for absolute and organizational organization obtain firm commitment from all stakeholders.

Will the changes that will occur have a direct impact on employees? or not, participants have explained that important truth an organizational approach that includes all members organization and consider broader perspectives The ultimate key to successful change management.

In written research by Musaigwa & Kalitanyi (2024) mention in the organizational realm Leadership is critical when managing change . In an organization there is a need for resolution exclusivity and ensuring support from all members organization, regardless of their direct involvement in specific changes. This point of view underscores the participant's point of view belief that leadership in organizations is very important in ensuring success of organizational change efforts

Servant leadership is a leadership style that

places them phase in the leader's role in serving and empowering them follower. This style is increasingly known as effective, especially in situations of uncertainty and change in the organization. Further stated by Han et al. (2021) that servant leadership and transformational leadership style show certain similarities. These similarities include: the leader's capacity to inspire followers with compelling vision and focus that goes beyond just the organization objective.

According to Han et al. (2021) servant leadership proves very relevant and appropriate to the existing situation influenced by uncertainty, anxiety and high employee feelings insecurity. This is due to the ability of servant leaders shows humility and provides assurance that his followers needs are the top priority. Servant leaders ensure that any proposed changes are in the best interests of followers and the organization before initiating and communicating these changes.

Specific characteristics of servant leadership which is relevant in the context of leadership during organizational change. These characteristics include empowerment ing followers, giving them autonomy and flexibility in their roles, and demonstrate stewardship by clearly defining them expectations and offer necessary support. Besides that, Servant leaders approach change differently by leveraging their persuasive skills to encourage followers to support and embracing change through ongoing engagement.

The literature supports the participants' perspectives about the importance of servant leadership throughout the organization national change. Servant leadership, with emphasis in serving, empowering, and engaging followers, it can be a highly effective approach in navigating challenges and the uncertainty associated with change. This is encouraging alignment of the leader's vision with needs and employee well-being, which ultimately improves trust and commitment are essential to the success of change initiative. Servant leadership can indeed be something valuable tool in managing change and ensuring that all stakeholders is part of the solution, encouraging the creation of a deeper organizational and system continuous transformation process.

### **Servant Leadership Style .**

Given perspective by participant study ,Musaigwa & Kalitanyi (2024) mention role leadership in influence change organization . Owned by they corner look hone draft servant leadership , a combining strategy individual as pomen integral part the solution . However , p That recognized approach This can meet resistance , as

possible happen on some people consider it too interesting . Approach leadership servant , who brings people to in equality as part from solution . But That Wrong one too Can bring resistance Because public will consider it too interesting . So , one leader need know When must push And When must push interesting . However with engagement , you step more far away , however That Correct important thing to do understood by leader before he start negotiate the very ideas clear about vision where they is at And to where must go .

Servant leadership is style leadership that puts they phase on role leader in serve And empowering they follower . This style the more known as effective , esp in situation uncertainty And change in organization . Furthermore stated by Dierendonck et al. (2014), that leadership waiter And style leadership transformational show similarity certain . Similarity the among them is capacity leader For inspiring follower with visualization And transcending focus just objective organization .

According to Dierendonck et al. (2014), servant leadership prove very relevant And in accordance with existing situation influenced by uncertainty , anxiety , and feeling high employees insecurity . This matter caused by ability servant leader show humility heart And give guarantee that his followers need is priority main .Baldomir & Hood (2016) Also agree that servant leader ensure that every proposed changes is for the sake of interest best follower And organization before start And communicate changes This .

Characteristic features leadership relevant specific service in context leadership during change organization . Characteristic features This covers empowerment follower , giving they autonomy And flexibility in role them , and show stewardship with define in a way clear hope And offer necessary support . Besides that is , a servant leader do approach to change in a way different with utilise Skills persuasive they For push followers to support And embrace change through involvement sustainable .

Literature support perspective participant about importance servant leadership during change organization . Servant leadership , with the emphasis in serve , empower , and involve followers , yes So very approach effective in navigate challenge And associated uncertainty with change . This push harmony vision leader with need And well-being employees , who are on Finally increase a sense of trust And important commitment For success change initiative . Servant leadership of course Can become

something worthwhile tool in manage change And ensure that all holder interest is part from solution , encourage creation more system inclusive and transformation processes sustainable .

### **Open Leadership Approach .**

In the spectrum insights shared by research participants, written down by Musaigwa & Kalitanyi (2024) reveal a dynamic leadership vision places a strong emphasis on openness, authenticity, and human connection. His views underscore the important role of open leadership, characterized by the authenticity of the leader, empathy, and humility in their interactions with employees.

Open leadership approach where a leader is sincere, shows empathy and humility to employees as I said before. When you are approachable You build better relationships with your employees. In a relationship you have to be open, what is clear is that there is a point at which you have to be a little firm.

Open leadership, introduced by Kim et al. (2017) representing something fresh a leadership approach that emphasizes togetherness leadership role. According to Kim et al. (2017) characterizes open leadership as self-confidence and humility to let go of the need for control while motivating people to achieve common goals. This the definition implies that open leadership involves employees share leadership responsibilities with their leaders. When adopted by management, this approach tends to be empowering employee. Open leadership consists of ten attitudes and behavioral elements, which can be categorized into two general group: information sharing and decision making (Nciulescu & Beldiman, 2019).

In the context of open leadership, information sharing involves practices such as explaining, updating, engaging in conversation, providing an open forum, soliciting input from crowd, and involving multiple platforms (Li, 2010). About decision making, open leadership shows that it must be done centralized, democratic, self-governing, and distributed. Compared to the other two leaders discussed previously leadership style, open leadership seems to be stronger relation to organizational results, such as coaching organizational innovation and promoting corporate entrepreneurship. Participants' perspectives and literature in open leadership complement each other by emphasizing the importance of leadership that is sincere, humble, approachable, and open to shared roles. Both perspectives underscoring the importance of building strong relationships with employees and foster a collaborative atmosphere.

In the context of organizational change, leadership is open can be very effective in building trust and engagement among employees. Approachability and information share components in line with open com principles communication and partnerships, which are important for navigation complexity of change.

### **CONCLUSION**

This research emphasizes the importance of the role of leadership styles in shaping employee behavior over time organizational change. Effective leadership, with strength focus on organizational effectiveness, empowering the organization to navigate complexity of change, inspiring commitment, and resilience. As organizations continue to grapple with this dynamic, digitally driven business challenges environment, leadership must develop. The findings of this study underscore the importance of a leadership style that embraces empathy, collaboration and genuine commitment to the well-being of all stakeholders. They suggest that a leadership style that emphasizes organization, servant leadership, collaboration, digital competency, and authenticity is best suited to guide organizations through change and ensure their long-term success.

In front of relentless change and digital transformation, organizations that recognizes the important role of leadership in driving success Successful change initiatives will be better positioned to thrive in the modern business landscape. This research provides valuable insights and a strong foundation for the organization to develop leadership competencies and aligned strategies with the needs and demands that continue to grow in the digital era organizational change, which ultimately leads to prosperity ity, growth and sustainable success. Based on the insights gained from this research paper on the role of leadership style in organizational change, several recommendations can be made to guide organizations in effectively managing change processes and enhancing leadership competencies:

Organizations must actively promote and foster leadership style in organizations. Leaders need to involve all stakeholders shareholders in the change process, taking their perspectives into account and foster a sense of collective commitment. Training and development programs can be implemented to complement them leaders with the skills needed to lead organizationally. Continuous learning and development in the digital domain should be encouraged for dreamers at all levels.

Organizations must keep abreast of developments in leadership trends and adapt their leadership strategies. Dynamics the nature of the business landscape, particularly in the digital sector This era demands a leadership approach to develop along with this he. These recommendations provide comprehensive guidance for organizations looking to increase their leadership potential and manage change effectively

## BIBLIOGRAPHY

- Baldomir, J., & Hood, J. P. (2016). Servant Leadership as a Framework for Organizational Change. *International Leadership Journal* , 8 (1), 27–41.
- Correani, A., De Massis, A., Frattini, F., Petruzzelli, A.M., & Natalicchio , A. (2020). Implementing a Digital Strategy: Learning from the Experience of Three Digital Transformation Projects. *California Management Review* , 62 (4), 37–56. <https://doi.org/10.1177/0008125620934864>
- Cortellazzo , L., Bruni, E., & Zampieri, R. (2019). The Role of Leadership in a Digitalized World: A Review. *Frontiers in Psychology* , 10 . <https://doi.org/10.3389/fpsyg.2019.01938>
- Dandalt , E. (2021). The cyberwork performance of managers in education. *Journal of Management Development* , 40 (3), 151–167. <https://doi.org/10.1108/jmd0120200011>
- Dierendonck , D. V, Stam, D., Boersma, P., Windt, N.D., & Alkema, J. (2014). Same difference? Exploring the differential mechanisms linking servant leadership and transformational leadership to follower outcomes. *The Leadership Quarterly* , 25 (3).
- Han, J., Yoon, J., Choi, W., & Hong, G. (2021). The effects of shared leadership on team performance. *Leadership & Organization Development Journal* , 42 (4), 593–605. <https://doi.org/10.1108/lodj0120200023>
- Hensellek , S. (2020). Digital leadership: A framework for successful leadership in the digital age. *Journal of Media Management and Entrepreneurship* , 2 (1), 55–69.
- Imran, F., Shahzad, K., Butt, A., & Kantola, J. (2020). *Leadership competencies for digital transformation: evidence from multiple cases. Advances in Human Factors, Business Management and Leadership* . Springer. [https://doi.org/10.1007/9783030507916\\_11](https://doi.org/10.1007/9783030507916_11)
- Khaw, T.Y., Teoh, A.P., Khalid, S.N.A., & Letchmunan , S. (2022). The impact of digital leadership on sustainable performance: a systematic literature review. *Journal of Management Development* , 41 (9), 514–534. <https://doi.org/10.1108/jmd0320220070>
- Kim, J. Y., Honeycutt, T., & Morzuch , M. (2017). Transforming Coalition Leadership: An Evaluation of a Collaborative Leadership Training Program. *The Foundation Review* , 9 (4). <https://doi.org/10.9707/19445660.1385>
- Li, C. (2010). *Open Leadership – How Social Technology Can Transform the Way You Lead* . Jossey-Bass.
- Ligon, K. V, Stoltz, K. B., Rowell, R. K., & Lewis, V. J. (2019). An Empirical Investigation of the Kelley Followership Questionnaire Revised. *Journal of Leadership Education* , 18 (3).
- Liu, H., Gao, S., Xing, H., Xu, L., Wang, Y., & Yu, Q. (2021). Shared leadership and innovative behavior in scientific research teams: a dual psychological perspective. *Chinese Management Studies* , 16 (2), 466–492. <https://doi.org/10.1108/cms0220200070>
- Mihardjo , LWW, Sasmoko , S., Alamsjah , F., & Elidjen , E. (2019). Digital leadership role in developing business model innovation and customer experience orientation in industry 4.0. *Management Science Letters* , 9 (11), 1749–1762. <https://doi.org/10.5267/j.msl.2019.6.015>
- Misdiana , M., Iranita , I., & Kurniawan, R.

- (2018). Influence of Leadership Style , Motivation Work and Environment Work To Satisfaction Work Employees at PT. Karwikarya Foreign tourists House Tanjung Pinang . *Ark Innovation* , 2 (1), 41–49.
- Musaigwa , M., & Kalitanyi , V. (2024). Effective leadership in the digital era: an exploration of change management. *Technology Audit and Production Reserves* , 1 (4(75)), 6–14. <https://doi.org/10.15587/2706-5448.2024.297374>
- Nasution, RA, Arnita, D., Rusnandi , LSL, Qodariah , E., Rudito , P., & Sinaga, MFN (2020). Digital mastery in Indonesia: the organization and individual contrast. *Journal of Management Development* , 39 (4), 359–390. <https://doi.org/10.1108/jmd0320190081>
- Nciulescu , R. S., & Beldiman , E. (2019). The Issue of Leadership Styles in the Military Organization. *Land Forces Academy Review* , 24 (1), 54–60.
- Suwanto , S., Sunarsi , D., & Achmad, W. (2022). Effect of Transformational Leadership, Servant Leadership , and Digital Transformation on MSMEs Performance and Work Innovation Capabilities. *Central European Management Journal* , 30 (4), 751–762. <https://doi.org/10.57030/23364890.cemj.30.4.71>