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Processes and Skills Manufacturing Organizational Leaders Use to Implement Corporate Restructuring

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This is to certify that the doctoral study by

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Abstract

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MBA, University of Ghana, 2006

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Doctoral Study Submitted in Partial Fulfillment

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Abstract

Corporate restructuring implementation failure has the potential for adverse business outcomes. Business owners are concerned with corporate restructuring implementation failure, as it is the number one predictor of the collapse of businesses. Grounded in transformational leadership theory and business process reengineering model, the purpose of this qualitative multiple case study was to explore the processes and skills business owners use to minimize corporate restructuring implementation failure. The participants comprised 10 business owners of the manufacturing sector who minimized corporate restructuring implementation failure. Data were collected using semistructured interviews and a review of the organization's corporate restructuring information on social media platforms. Through the modified Van Kaam method of analysis 10 themes were identified: continuous improvement, restructuring proactiveness, stakeholder engagement, capacity building, communication, transparency, diverse leadership skills, leadership self-leading, monitoring and evaluation, and coaching. A key recommendation is for business leaders to have a proactive mindset in corporate restructuring implementation through the recognition, continuous engagement, and influence of all stakeholders to implement daily, weekly, monthly, and continuous improvement systems. The implications for positive social change include the potential to sustain businesses, maintain employees, create jobs, support employees' families, and the economic development of their communities.

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Dedication

To God be the glory for the abundant grace and mercy throughout my study. I dedicate this study to my wife, Esther Darko. Your incessant encouragement, companionship, and commitment contributed immensely to my success. I love you for the support and for being my midnight company. I look forward to a day when the cost of my study will no longer be used as an excuse for engaging in any other cost-intensive project with the saying: "let me finish with my studies before any financial commitment to a building project." I love your usual saying: "I am staying behind to wait for you when you finish we shall go together to sleep" any time I try to persuade you to leave me and go and sleep because the time was past midnight.

Table of Contents

ii

List of Tables

Section 1: Foundation of the Study

Even though manufacturing organizations form a vital part of business organizations in the business world, some manufacturing organizational leaders lack the processes and skills necessary to support corporate restructuring. Business environments incessantly change, and business leaders find the dynamism of the business world a challenge to circumvent, adapt, and survive. Corporate restructuring is one of the change management strategies organizational leaders use to adapt to the dynamic business world for survival. An estimated 70% of all corporate restructuring implementation efforts of manufacturing organizations fail, leading to loss of revenue and jobs and the collapse of businesses (Jones-Schenk, 2019). Further, the failure of 68% of all corporate restructuring implementation efforts is due to ineffective organizational leadership (Jones-Schenk, 2019).

Leadership style significantly affects the success of change management strategies such as corporate restructuring implementation. A transformational leadership style provides a conducive environment for the successful implementation of change management strategy, including corporate restructuring (Islam et al., 2021). Unlike other leadership theories that address change management as a separate and deliberate action when the need for change arises, the transformational leadership style embodies change in the normal adjudication of leadership skills. The basic tenets of transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration motivate both leaders and followers for change. Business process reengineering (BPR) is about details of individual processes and people ensuring

holistic delivery of an organization's values. The seamless link between transformational leadership style, BPR, and corporate restructuring makes transformational leadership style the best leadership skill to augment processes of BPR to support corporate restructuring.

Background of the Problem

Corporate restructuring is a corporate management term for reorganizing the legal, ownership, operational, or other company structures to make for profitability and present needs. Corporate restructuring is a deliberate intervention of an organization to change the organization's structure regarding operations, investments, finances, and governance to increase the enterprise's competitiveness, thereby enhancing the organization's value or performance for higher profitability and competencies (Vargas-Hernández et al., 2018). Corporate restructuring can involve making dramatic changes to a business by cutting out or merging departments and business units.

Corporate restructuring is one of the change management strategies for sustainable business. Organizational leaders use corporate restructuring as a change strategy to adapt to the incessant changing business world (Vargas-Hernández et al., 2018). The business world cannot afford the high cost of the collapse of businesses, including loss of wealth and employment that affects individuals, families, communities, and nations at large in a dynamic world.

Researchers have addressed the sustainability of organizations through the adaptation to change management strategies. But gaps exist regarding the number of studies on manufacturing organizations (Charpenay et al., 2021). Gaps further exist

regarding organizational leaders' processes and skills to support corporate restructuring (Charpenay et al., 2021). The goal of this qualitative multiple case study was thus to explore processes and skills manufacturing organizational leaders use to support corporate restructuring.

Problem Statement

Despite the numerous strategic change efforts organizational leaders engage in, approximately 70% of all corporate restructuring implementation efforts of manufacturing organizations fail, leading to loss of revenue, jobs, and the collapse of businesses (Varney, 2017). The reason approximately 68% of corporate restructuring implementation by manufacturing organizations fails is ineffective organizational leadership (Jones-Schenk, 2019). The general business problem is that the cost of corporate restructuring implementation failure in manufacturing organizations negatively influences profitability for business owners. The specific business problem is that some manufacturing organizational leaders lack successful restructuring processes and skills in implementing corporate restructuring strategies.

Purpose Statement

The purpose of this qualitative multiple case study was to identify the processes and skills some manufacturing organizational leaders use implementing successful corporate restructuring strategies. The specific population for this case study consisted of 10 leaders of manufacturing organizations in Ghana who had successfully driven corporate restructuring in their respective organizations. The implication of the positive

social change is improving the sustainability rate of manufacturing organizations can benefit employees and their families as well as communities.

Nature of the Study

I selected the qualitative method from the three principal research methods: qualitative, quantitative, and mixed methods (Guetterman, 2020; Jones et al., 2020; Longoni & Cagliano, 2018; Scalcău, 2021). A researcher's choice of the method to employ and gather information and conduct the research is essential because the right choice of methods yields meaningful results (Basias & Pollalis, 2018). I used a qualitative research method for my study because of the exploratory nature of the research question: What processes and skills do some manufacturing organizational leaders use to implement successful corporate restructuring strategies? In contrast, quantitative researchers use close-ended questions to test the hypotheses for examining variables' relationships or differences (Lanka et al., 2021). Mixed methods research includes both qualitative and quantitative elements (Ramlo, 2020). To explore how some manufacturing organizational leaders, use processes and skills to implement successful corporate restructuring strategies, I did not test a hypothesis, which is a part of a quantitative study or the quantitative portion of a mixed-methods study.

I also considered four research designs for a qualitative study on corporate restructuring implementation processes and skills: phenomenological, ethnographic, narrative, and case study (see Longoni & Cagliano, 2018; Pathiranage et al., 2020). Phenomenology involves identifying people's perceptions about the experiences of a specific phenomenon and interrogating why that phenomenon occurred (Schaffer et al.,

2021). Business researchers use an ethnographic design when studying the cultures of people (Wong et al., 2018). A narrative design entails exploring and understanding a participant's perceptions and experiences (Jones, 2018). Case study researchers investigate either a real-life phenomenon experienced by a group, an organization, an event, a problem, or an anomaly for an in-depth description and understanding of what and how a phenomenon occurred (Schaffer et al., 2021). The principal objective of my research was to explore the processes and skills used by manufacturing organizational leaders to implement corporate restructuring strategies, which made a case study appropriate. I chose a multiple case study over a single case study, which allowed for a more comprehensive exploration of research questions and made enhanced the findings (Yin, 2018).

Research Question

What processes and skills do some manufacturing organizational leaders use to implement successful corporate restructuring strategies?

Interview Questions

1.   What processes and skills do you use to successfully implement corporate restructuring strategies?

2.   How did you assess the effectiveness of the processes and skills you employed to implement a restructuring strategy in your corporation?

3.   What were the key obstacles identified in the successful implementation of a restructuring strategy using your processes and skills?

4. How did you address the key obstacles in implementing the processes and skills for the success of your corporation's restructuring strategy?

5. What leadership styles and methods did you determine to work best with the implementation of corporate restructuring strategies in your company?

6. What additional information would you like to share regarding the corporate restructuring processes and skills you used to successfully implement your corporation's restructuring strategy?

Conceptual Framework

Qualitative researchers use a conceptual framework to provide a lens through which they view their research phenomena. (Santana et al., 2018). I viewed the processes and skills manufacturing organization leaders use to support corporate restructuring strategies through the lens of transformational leadership theory and business process quality management, specifically BPR. Downton (1973) first coined the term "transformational leadership," but James MacGregor Burns first conceptualized transformational leadership in 1978 as an essential approach to leadership. Bass (1985) first developed transformational leadership to include both positive and negative outcomes. Proponents of this concept used transformational leadership theory to explain successful leadership to inspire followers to embrace changes and motivate employees to work toward a common goal. Transformational leadership's fundamental concepts are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In application to this study, the expectation for transformational leadership was to serve as a lens for understanding the processes and skills manufacturing leaders

used to implement corporate restructuring strategies successfully. The key concept of transformational leadership enables stakeholders to positively perceive their leaders, become change agents, embrace changes, and collaborate with leaders to implement changes.

The concept of quality management—another part of the conceptual framework— is attributable to Shewhart (1931, 1939), Crosby (1979), Ishikawa and Lu (1985), Deming (1986), Feigenbaum (1991), and Juran (Juran & Godfrey, 1998). The concept of quality management is traditionally separate from the concept of BPR attributable to Davenport and Short (1990), Hammer and Champy (1993 as cited in Sikdar & Payyazhi, 2014). The integration of total quality management and BPR concepts into business process quality management for eschewing waste and pursuing continuous excellence in all processes of an organization for a radical change has yielded success for organizational leaders in implementing change strategies. Subsequently, I augmented transformational leadership with business process engineering as a conceptual framework for exploring manufacturing organization leaders' processes and skills to support corporate restructuring strategies. This framework helped me understand the extent to which the application of the concept of organizational restructuring by transformational leaders can lead to the successful implementation of corporate restructuring strategies.

Operational Definitions

Business process: A business process is an activity or set of activities set to accomplish organizational goals (Khanbabaei et al., 2019). The primary purpose of the

business process is for the delivery of a service or product to a client. The process must involve clearly defined inputs and a single output.

Business process management: Business process management is a systematic approach to making an organization's workflow more effective, efficient, and capable of responding to the incessant changing environment (Borthick & Schneider, 2018).

Business process reengineering (BPR): BPR is the fundamental rethinking and radical redesigning of business processes to achieve dramatic improvements (Eze et al., 2019).

Corporate restructuring: Corporate restructuring is a deliberate intervention of an organization to change the organization's structure regarding operations, investments, finances, and governance to increase the competitiveness of the enterprise, thereby enhancing value or performance for higher profitability and competencies (Vargas-Hernández et al., 2018).

Nonlinearity concept: Nonlinearity is a property of chaotic systems. The characteristics are an approximation, random behavior, and unpredictability. The nonlinearity concept is the relationship among the systems' constituents under the complex system adaptation arrangement (Montefusco & Angeli, 2021).

Self-evolution: Self-evolution refers to a sub explanation of the nonlinearity arrangement of the complex system adaptation in which the constituents' elements are unpredictable in their relationship among themselves, leading to the self-formation of new structures that would not revert to the former structures (Edelenbos et al., 2018).

Self-organization: Self-organization is the ability of a system to spontaneously arrange the system's components or elements in a purposeful (non-random) manner, under appropriate conditions but without the help of an external agency (Obydenov, 2021).

Systems thinking: Systems thinking is a holistic approach to analysis focusing on how a system's constituent parts interrelate and how systems work over time and within the context of larger systems. The systems thinking approach contrasts with traditional analysis, which studies systems by breaking them into separate elements (Astaíza-Martínez et al., 2021.

Total quality management: Total quality management is a structural system designed to meet the internal and external needs of stakeholders by integrating the stakeholders in the company within the business climate leading to innovation, development, and efficient processes (Egan et al., 2021; Tsai, et al., 2021; Wolfe et al., 2021).

Transformational leadership: Transformational leadership is the process in which a person interacts with others to create a solid relationship resulting in a high percentage of trust which will later increase motivation, both intrinsic and extrinsic, with both leaders and followers (Benson, 2015).

<div align="center">**Assumptions, Limitations, and Delimitations**</div>

Assumptions

Assumptions cannot be verified, but the researcher assumes them to be true without further investigation (Schiozer et al., 2021). I assumed that participants would

provide truthful answers to the interview questions. I assured the participants that the interview information would be confidential to elicit truthful answers from participants. I also made participants aware that they could withdraw from the study at any time without penalty and informed the participants through the consent form that participation in the interview was voluntary.

I also assumed that open-ended interview questions and document review would provide the answer to the central research question. The open-ended questions allowed an infinite number of possible answers. The open-ended questions coupled with publicly accessed information about participants' companies also enabled me to collect more detailed information and receive adequate answers to complex questions, thereby achieving data saturation. Open-ended questions coupled with document review help achieve data saturation (Altintzoglou et al., 2018; Van Quaquebeke & Felps, 2018).

Another assumption was that the manufacturing organizational leaders could speak about the topic. The justification for the participants' qualifications was the experience the manufacturing organizational leaders had acquired through the successful implementation of corporate restructuring.

Limitations

Limitations are potential weaknesses of the study that could affect the study's results and conclusions that are not within the researcher's control (Pathiranage et al., 2020; Theofanidis & Fountouki, 2018). The limitation of my study included the selection of Ghana as the geographical location for the study, which could limit the generalizability of the results to manufacturing organizations located elsewhere (Yin, 2018). A study

about manufacturing organizational leaders in Ghana would not necessarily apply to other geographic regions or other countries. My second limitation was collecting data solely from manufacturing organizational leaders. The sample should include a broader range of business leaders to avoid a narrow population for analysis (Pathiranage et al., 2020).

The importance Ghanaian governments attach to manufacturing organizations in Ghana since Dr. Kwame Nkrumah's government after Ghana gained independence in 1957 may not be paralleled by governments of other countries. The first government of Ghana launched an industrialization policy that increased the manufacturing share of the gross domestic program from 10% to 14%. Under a public-private partnership initiative, subsequent governments of Ghana, in collaboration with the private manufacturing organizational leaders, have emphasized the importance of reviving manufacturing organizations that have collapsed because of failure in corporate restructuring implementation.

Delimitations

The delimitations of a study are the characteristics limiting the scope of inquiry. The researcher makes conscious exclusion and inclusion decisions during the research process (Yin, 2018). The delimitation in this study was the use of a small number of leaders—that is, 10. I limited the interviews to manufacturing organizational leaders only. I interviewed only manufacturing organizational leaders who have implemented corporate restructuring in their organizations. The limitation of the study to a small number of organizations and interviewing only manufacturing organizational leaders

would limit my ability to make a statement about how the research can transfer to other situations (Yin, 2018).

Significance of the Study

Organizational leaders strive to maximize profitability. Organizational leaders implement successful corporate restructuring strategies and processes to minimize the loss of revenue and the collapse of businesses. Completing my study could be significant to business practice, as the findings and conclusions could provide business leaders with the necessary information to implement successful corporate restructuring strategies to ensure the survival of their businesses. This study can be significant to business practice by providing a practical model and characteristics of corporate restructuring implementation strategies and could fill the gap existing in the literature regarding manufacturing leaders' successful implementation of corporate restructuring.

Positive social change implies that improving the sustainability rate of manufacturing organizations can promote the worth, dignity, and development of employees, their families, and communities. Leaders' knowledge acquisition is conducive to successful corporate restructuring implementation leading to maximizing profitability and minimizing the collapse of businesses. The survival of organizations may lead to the well-being of the employees, their families, and communities (Tanin et al., 2019).

A Review of the Professional and Academic Literature

A literature review makes a case for a researchers' project, highlights the research gap, and provides researchers a lens through which they view their study (Dutta, 2019). I reviewed the literature regarding transformational leadership and related subjects from

2017 until 2021. I used PsycARTICLES, PsycINFO, PsycEXTRA, PsycBooks,

Academic Source Complete, Business Source Complete, and ERIC databases. The

relevant terms I researched in the databases include *leadership*, *leadership failure*,

transformational leadership, *organizational change*, *restructuring*, *manufacturing*

organizations, *manufacturing organizations* and *restructuring*, *change*, *systems theory*,

systems theory and *organizational leadership*, *systems theory* and *change*, *complex*

adaptive system, *complex adaptive system* and *restructuring*, and *complex adaptive*

system and *change*.

The literature review revealed a gap in the literature regarding the application of

transformational leadership principles to organizational restructuring. There were

115,380 results of research about organizational restructuring, but only seven referenced

transformational leadership. There were 68,542 results on systems theory, but only 430

were attributable to transformational leadership, and 271 for the complex adaptive

system, which revealed a gap in the literature for applying the principles of the complex

adaptive system when transformational leaders are implementing corporate restructuring

strategies. The search on manufacturing industries and restructuring produced only 341

results out of the 115,380 search results on corporate restructuring, supporting the

asserted gap in the literature regarding research on manufacturing organizations and

corporate restructuring. The literature review contains material from 152 peer-reviewed

articles and books. The publishing date for 86% of the references is within the last 5

years, from 2017 to 2021.

The Focus of the Study

The focus of my study was to explore the processes and skills some manufacturing organizational leaders use to implement the corporate restructuring strategies. Even though many researchers have researched to overcome the failure trend of change management, leaders of change and organizational restructuring have not reversed the failure trend. This literature review focused on manufacturing organizational leaders and their corporate restructuring implementation processes and skills. The findings of this study may provide perspective and necessary information that manufacturing organizational leaders need to implement the corporate restructuring to ensure the survival of business strategies conducive to profit maximization (Yin, 2018). The study could improve the sustainability rate of manufacturing organizations, which might improve the social life of employees and their communities (Kusi et al., 2021; Shim et al., 2021).

I grounded my research in transformational leadership and business process quality management. Grounding research in existing concepts offers a systematic view of a phenomenon (Santana et al., 2018). In grounding the research in transformational leadership and business process quality management, I elucidated the research and theories of leadership and business process quality management, specifically, BPR, in academic literature.

The literature review includes critical analysis and synthesis of the various sources and theories of leadership. Further analysis of the relevance of transformational leadership to my research was necessary. Grounding the research in transformational

leadership, business processes, and quality management subsequently led to the analysis of the relationship between transformational leadership, business process, quality management, and corporate restructuring implementation strategies (Jasper, 2018; Santana et al., 2018). I examined how transformational organizational leaders could apply business process and quality management principles to implement the corporate restructuring.

Definition of Leadership and Impact on Change

Based on a synthesis of research on leadership, leadership is a process in which individual influences a group of individuals to achieve a common goal (Abelha et al., 2018; Craps et al., 2019; Fischer, 2019; Gang et al., 2019; Gruda et al., 2018; McCauley & Palus; 2021; Oral, 2019; Peng et al., 2021; Rulinawaty & Samboteng, 2020; Tse et al., 2018). However, as simple as the definition of leadership might appear, leadership is a complex subject (Abelha et al., 2018; Amiridis, 2018; Ciulla et al., 2018; Karakitapoğlu-Aygün et al., 2021). Though some researchers have argued that because both leaders and followers are part of the leadership process, it is important to address issues confronting leadership and followers (Ahmad & Hassan, 2018; Auvinen et al., 2020; Klebe et al., 2021; Mikkelsen & Olsen, 2019; Muhammad et al., 2021; Petrushikhina, 2018), other researchers have stated the necessity to focus on the process, vision, or influence. But regardless of researchers' approaches on leadership, theorists converge on the significance of leadership on organizational productivity and success.

One significant element impacting organizations and determining organizational success is how leaders in organizations manage change initiatives that are ubiquitous

worldwide (Ciulla et al., 2018; Göktürk & Ağin, 2020; Oral, 2019; Uhl-Bien & Arena, 2018). The failure rate of change initiatives is approximately 70% (Varney, 2017), and the failure rate attributable to organizational leadership is 68% (Jones-Schenk, 2019). Leadership might be the critical leverage for the success of change initiatives (Ciulla et al., 2018; Guhr et al., 2019; Hewitt et al., 2021; Oral, 2019; Uhl-Bien & Arena, 2018). Effective leadership encourages organizations to embrace change routinely and rapidly because of the proven impact of leadership on the organization's performance (Coban et al., 2019; Gordon & Cleland, 2021; Hassert, 2018). A practical framework that improves the quality of leadership decision-making in change initiatives is essential (Coban et al., 2019).

Synthesizing the Definitions of Leadership in Academic Literature

Synthesizing leadership theories and approaches gives credence to viewing leadership theories as a continuum. Because the integrated theory of a successful leader underscores the importance of the combination of leadership skills, traits, behaviors, and personality of a leader, combining different theories that emphasize various aspects of what makes a successful leader is essential. Leadership is a confluence of leaders, influence, relationship, vision, and the environment in which leadership is practiced. The definition of leadership as the process in which an individual influences a group of individuals to achieve a common goal represents the leader's influence on relationships and interactions in environmental settings (Hamzaoglu & Hamedoglu, 2019), followers, and achievement of a common goal mutually benefitting both the leader and the followers (Jones-Schenk, 2019). Elements of effective leadership have been the subject

of discussion by theorists and researchers throughout the years (Reni, 2019). Some have

discovered only one element, some two, and others a partial combination of the elements

(Reni, 2019). My analysis of leadership resulted in viewing leadership approaches from

three points of view: the emphasis on the elements of leadership, emphasis on leadership

as a limitation or otherwise to people, and emphasis on descriptive or prescriptive

approaches to leadership forming a continuum of constituents of successful leadership.

Leadership Approaches in Literature

Some theorists have viewed leadership from the perspective of the elements that

defined leadership as the researchers perceived the definition of leadership to be at the

time (Arnold et al., 2018; Reni, 2019). For this study, four approaches of leadership were

reviewed based on elements that theorists perceived as making a successful leader. The

leadership-centered approach (Raza & Sikandar, 2018), follower- centered approach

(Göktürk & Ağin, 2020; Khorakian & Sharifirad, 2019; Raza & Sikandar, 2018),

situation-centered approach (Göktürk & Ağin, 2020; Reni, 2019), and relational-centered

approach (McCauley & Palus, 2021; Uhl-Bien & Arena, 2018), are some of the elements

researchers have concluded as exclusive constituents of leadership. The discussion on the

leader-centered approach covers the following discussion.

Leader-Centered Approach

In the leader-centered approach, theorists emphasize the leader as the exclusive

element. The leader-centered approach engaged the attention of the researchers in the

early 20th century (Raza & Sikandar, 2018). Different leadership theories have emerged

in determining what constitutes effective leadership (Arnold et al., 2018). One of the first

systematic approaches to leadership under the leader-centered mode is the trait approach (Arnold et al., 2018; Olley, 2021; Smith, 2020). The trait approach to leadership focused on the personal attributes of leaders. One of the earliest forms of the trait approach is the great man theory (Olley, 2021; Raza & Sikandar, 2018). Throughout the 19th-century, the great man theory engaged the attention of researchers.

      The Great Man Approach. The great man theorists perceived the leader as the greatest distinguishable unique man of a group at the time. Great man theory derived its name from the theorists' emphasis on identifying the innate qualities and characteristics that great social, political, and military leaders possessed (Olley, 2021), which theorists viewed as primarily male qualities. The great man theory is attributable to Thomas Carlyle, a 19th-century historian in 1840 in his book on heroes, hero-worship, and the heroic in history, and Emerson studies in 1996 (Carlyle, 1840; Olley, 2021; Smith, 2020). The main idea behind the great man theory was that men were born with innate traits that made them leaders (Arnold et al., 2018). Even though Stogdill (1948) challenged the trait theory based on the inability of the great man theory to list consistent sets of traits that differentiated a leader from non-leaders across a variety of situations (Olley, 2021), Stogdill did not depart entirely from the attachment of importance to personal factors of leaders that differentiated them from non-leaders. Stogdill posited that consideration of personal factors is essential for leadership depending on the situation (Marques et al., 2018), which should be considered in describing a leader ((Göktürk & Ağin, 2020). Because different situations require different leadership skills, having a standardized

innate skill for the leader described as the great man became questionable, leading to comparing the merits and demerits of the great man theory.

      The Merits of the Trait Approach. The trait approach to leadership embeds a some merits, including intuitive appeal, clearer portrayal of leadership, and a deeper meaning of leadership. The trait approach is easily understandable and observable to identify who a leader is. The trait approach is intuitively appealing because the leader at the front should possess certain outstanding qualities (Hamzaoglu & Hamedoglu, 2019). The trait approach also portrays a clearer picture of who leaders are offers trait assessment instruments in recruitment (Hamzaoglu & Hamedoglu, 2019). Again, the proponents of the trait theory posit that focusing solely on the leader makes a deeper understanding of leadership possible, subsequently providing a checklist for what leadership entails (Hamzaoglu & Hamedoglu, 2019). In analysis, the trait approach provides credence to the invaluable importance of a leader such that everything rises and falls on the leader, which is echoed in the world today about the weaknesses in leadership causing the collapse of business organizations worldwide.

      The Demerits of the Trait Approach to Leadership. Despite its merits, the trait approach does not provide an exhaustive list of leadership traits and does not consider the context in which leadership occurs (Hamzaoglu & Hamedoglu, 2019; Reni, 2019). Even though the trait approach to leadership had an intuitive appeal, it did not help to identify a person as a great man and a leader and in what context. Critics pointed out the difficulty of identifying a universal set of leadership traits in isolation from the situation in which leadership occurs using the trait approach to leadership traits (Hamzaoglu & Hamedoglu,

2019; Reni, 2019). Inherent in the trait approach to leadership is that leaders are leaders by birth, and people who are not born with leadership traits cannot be leaders. The weaknesses in the trait approach prompted a search for overcoming the weaknesses, which led to the skills approach.

      The Skills Approach. The theorists of the skills approach to leadership sought to solve the weaknesses in the trait approach to leadership by making leadership skills learnable. The skills approach to leadership owes its advocacy to Robert Katz in 1955 (Olley, 2021; Smith, 2020). The skills approach suggests that leaders could learn and develop these leadership skills and abilities, marking a distinct shift from personality traits to skills and abilities (Auvinen et al., 2020; Klebe et al., 2021; Mikkelsen & Olsen, 2019; Muhammad et al., 2021). Based on the skills approach, effective leadership comprises knowledge, skills, and abilities, which are learnable (Katz, 1955; Olley, 2021; Smith, 2020). The main principle of the skills approach to leadership is the leader's effectiveness, which is conditional on the leader's ability to solve complex organizational problems. The approach indicates the importance of three basic administrative skills: human, technical, and administrative (Katz, 1955). Human skill is the possession of knowledge and the ability to work with people, technical skill is expertise in an activity, and administrative skill is the ability to work with ideas. Though some of the skills are more important than others, depending on the level of the manager in the management structure, all leaders must have all three types of skills to be successful (Auvinen et al., 2020; Klebe et al., 2021; Mikkelsen & Olsen, 2019; Muhammad et al., 2021). Being able to work with people, being competent in the task ahead for the group, and having ideas to

move forward are enough skills to make people leaders, which is a significant shift from leaders were born to leaders were made.

Merits of the Skills Approach. The merits of the skills approach evolved from the direct weakness of the trait approach describing leaders as those born with innate qualities. One key merit of the skills approach is the description of leadership regarding skills and competencies that people can learn (Katz, 1955; Kolpakov & Boyer, 2021). The skills approach emphasizes the significance of developing specific leadership skills, which is consistent with the schedule for most education programs.

Demerits of the Skills Approach. The demerits of the skills approach result from theorists only trying to reform the trait approach to leadership without seeking a broader perspective than the trait approach (Reni, 2019). The skills approach is thus an extension of the trait approach because major components in the model include individual attributes (Hamzaoglu & Hamedoglu, 2019). Critics of the skills approach highlighted the weakness in predicting value by failing to account for how variations in social judgment skills and problem-solving skills affect performance (Maria, 2019). Both the trait and the skills approach to leadership ignored the characteristics of followers and the situation, determining leadership effectiveness (Maria, 2019). The skills approach failed to consider what leaders do and how they do it. For these reasons, by the 1950s, leadership scholars shifted their attention to leaders' behaviors and characteristics of followers and the situation. This led to the emergence of the behavioral approach to leadership.

The Behavioral Approach. After the weakness of the skills approach in determining what leaders do and how they do what they do, proponents of the behavioral

approach to leadership emphasized leaders' behavior (Olley, 2021; Smith, 2018, 2020).

Ohio State University also investigated the behavioral approach in the late 1940s.

Another group of researchers at the University of Michigan did a series of studies

exploring how leadership functioned in small groups. Blake and Mouton (1964) did the

third line of research in the early 1960s.

Based on the behavioral approach, the leaders' actions and inactions impact

organizational success. The behavioral approach theorists emphasize exclusively what

leaders do and how they act, thus expanding the research on leadership to include the

actions of leaders towards followers in various contexts (Smith, 2018). A leader having

traits and skills of leadership without acting to affect followers and situations would not

yield any results. The theorists of the behavioral approach indicated two general types of

behaviors composed leadership: task behaviors and relationship behaviors (Blake &

Mouton, 1964; Uhl-Bien & Arena, 2018). Task behavior is about task accomplishments,

whereas relationship behavior is about the relationship between group members and their

leader. Task behavior facilitates goal accomplishments, and relationship behaviors help

group members and their leaders relate well and feel good to achieve their objectives

(Blake & Mouton, 1964; Uhl-Bien & Arena, 2018). The purpose of the behavioral

approach is to determine how leaders influence followers with task behaviors and

relationship behaviors (Uhl-Bien & Arena, 2018).

Merits of the Behavioral Approach. What leaders do and how they do what they

do epitomizes the merits of the behavioral approach to leadership. The greatest strength

of the behavioral approach is the determination of actions and inactions of leaders

impacting followers and organizations. The approach also offers a paradigm shift from traits and skills of leaders to the behavior of leaders (Maria, 2019; Reni, 2019). A wide range of studies on leadership behavior validates the basic tenets of the approach, such that a leader's style consists primarily of two major behaviors—task and relationship— and how the leader combines task and relationship behaviors constituted effective leadership. This approach provides a broad conceptual map to understand leadership competencies. Leaders can learn by attempting to set their behaviors in task and relationship dimensions.

     The Demerits of the Behavioral Approach. The demerits of the behavioral approach to leadership bother on the inability of the theorists to determine the impact of the action and inactions of leaders on the followers and productivity. The behavioral approach to leadership failed to determine the degree of actions and inactions of leaders and impact on all necessary elements of organizational success. The behavioral approach to leadership did not adequately reveal how leaders' behaviors affected the performance outcomes of morale, job satisfaction, and productivity in different situations (Maria, 2019). Further, it may be wrong to imply that the most effective leadership style is the high-high style relationship of the behavioral approach model. Certain situations may require different leadership styles; some may be complex, require high task behavior, while others may be simple and require supportive behavior. One key criticism of the behavioral approach is the failure to find a universal set of leadership behaviors effective in every situation (Spisak, 2020). Proponents of the behavioral approach emphasized the behavior of leaders in the achievement of goals, excluding the other constituents of

leadership, followers, influence, and the situation, as has been the weakness in all leader-centered approaches to leadership that focus mainly on the leader.

Analysis of the Leader-Centered Approach

Analyzing the leader-centered approach to leadership reveals an exclusive emphasis on leadership in the definition of leadership, leaving all other important aspects of leadership definition. Contrary to the view that the importance of leaders is visible through their followers and the organizations they impact in the ever-changing business environment of the world, the leader-centered approach theorists and researchers emphasized the leader as the exclusive element in leadership (Raza & Sikandar, 2018; Smith, 2018; Uhl-Bien & Arena, 2018). Theorists of the leader-centered approach to leadership have some merits of the approach to their credit.

Some of the merits derived from a continuum of leader-centered approaches to leadership, traits, skills, and behaviors are worth mentioning, including making leadership easily comprehensible and having a deeper understanding of leadership. The leader-centered approach offers an easy-to-understand approach to leadership (Arnold et al., 2018). The approach makes a deeper understanding of leadership possible and provides credence to the invaluable importance of a leader such that everything rises and falls on the leader (Olley, 2021; Smith, 2020). Thus, the leader-centered approach to leadership also expanded regarding skills and competencies that people can learn and the behaviors of leaders.

The demerits of the continuum of leader-centered approaches to leadership are worth mentioning. The approach failed to list a consistent and exhaustive list of traits,

skills and competencies, and behaviors of leaders (Auvinen et al., 2020; Klebe et al., 2021; Kolpakov, & Boyer, 2021; Mikkelsen & Olsen, 2019; Muhammad et al., 2021). Failure to list such consistent and exhaustive traits, skills and competencies, and behaviors of leaders make it difficult for the leader-centered approach to leadership to extricate from the notion that leaders are born but not made as to the premier theory of the leader-centered approach, the great man theory, postulated initially. One critical limitation of the leader-centered approach to leadership is how the theorists considered only the leader in the leadership approach (Auvinen et al., 2020; Klebe et al., 2021; Mikkelsen & Olsen, 2019; Muhammad et al., 2021; Reni, 2019). Subsequent theorists challenged the leader-centered approach and sought to understand what constituted effective leadership, leading to the follower-centered approach and related approaches, situational, contingency, and goal-path theory approach to leadership.

Follower-Centered Approach

Proponents of the follower-centered approach based the constituents of effective leadership exclusively on followers. Based on the competence and commitment levels of the followers, the leader adjusts the leadership style. The leader's behavior is dependent on the followers ((Göktürk & Ağin, 2020; Popp & Hadwich, 2018). Strek, 2018). The follower situational, path-goal, and contingency approaches are some of the follower-centered approaches to leadership.

Followers' Situational Approach. Theorists of the follower situational approach to leadership viewed the followers' situations at a particular period as the exclusive determinant of the leadership style. Hersey and Blanchard (1969) propounded the

follower situational approach to leadership. Proponents of the situational leadership

theory sought to match an appropriate leadership behavior in various situations, defined

primarily by the followers' readiness to perform a task independently (Eppes et al., 2020;

Göktürk & Ağin, 2020; Lam et al., 2018; Reni, 2019).

Leaders should match appropriate leadership behavior defined by followers'

situations. When the leader perceives the follower as possessing a low level of

competence and commitment, the situational leadership theory mandates the leader to be

directive with the follower by making and announcing a decision for implementation

(Hersey & Blanchard, 1969). When the leader perceives the follower to possess a low

level of competence but some commitment, the leader coaches the follower by presenting

ideas to the follower and seeking inputs regarding the decision. When the leader

perceives the follower to possess a high level of competence and some commitment, the

leader supports the follower by presenting the problem, getting solutions from the

follower, and making the decision based on input. When the follower possesses high

levels of competence and commitment, the leader resorts to delegation to the follower by

permitting the follower to decide within limits set by the leader. As the followers' levels

of competence and commitment increase, the use of authority by the leader diminishes,

and the degree of empowerment of followers increases.

Merits of the Situational Approach to Leadership. The merits of the situation

approach lie in the flexibility and significance of analyzing the followers' situation in

determining leadership style, which is easily understandable. The situational approach

has an intuitive appeal and is easy to understand, which is why many organizations use

the situational approach in their training and development programs (Maria, 2019; Reni, 2019). The situational approach is flexible and suggests avoiding a rigid, fixed leadership style in the ever-changing and dynamic business world (Maria, 2019). Matching followers' level of competence to leadership style dovetails into the variation of actions leaders take in different situations, offsetting the demerits of all approaches in which the theorists do not consider the followers' situation in analyzing leadership effectiveness.

Demerits of the Situational Approach to Leadership. The demerits of the situational approach to leadership originated from the lack of the situational approach theorists' explanation of why and how followers' levels of competencies and commitment are at a particular period in a particular location. Subsequently, the theorists failed to determine the assistance the followers need based on analyzing the characteristics of different followers at different locations and the rampant flexibility of shifting leadership styles. Proponents of the theory failed to account for demographic differences between leaders and followers, which may influence predictions across situations (Maria, 2019; Reni, 2019).

Other demerits of the follower situational approach to leadership include, the situational approach suffers from conceptual and measurement ambiguity. The situational approach also lacks a solid theoretical framework to explain the effects different situations have on followers' choice of leadership style (Maria, 2019). While situational leadership can be flexible, critics of the approach view the frequent changes in relating to and organizing the same group of people as a lack of vision or direction. People view a leader who treats different groups of people differently as unfair, undermining the ability

to lead well. Treating followers differently, with different leadership styles type of leadership is not conducive to establishing long-term stability and is more suitable for use in temporary groupings and projects leading to the emergence of the path-goal theory of leadership.

The Path-Goal Approach. In offering assistance to followers, in contrast to the situational approach, proponents of the path-goal theory opined that leaders clear a path for followers to succeed. American management guru and expert in the field of leadership in various cultures, House and Mitchell (1974), propounded the path-goal theory. According to the path-goal theory, one of a leader's main functions is to focus on followers by clearing a path to achieve organizational goals (Atif et al., 2021).

Leaders should assess followers before clearing a path for them. According to the path-goal theorists, the leader must first assess the personal characteristics of the followers, such as perceived ability and locus of control (i.e., the degree to which the followers believe in controlling own destiny), and environmental characteristics, such as task structure, authority system, or workgroup characteristics (Skendzel et al., 2019). Once the leader makes personal and characteristics assessments of followers, the leader chooses one of four behaviors, to display directive (leader tells followers what to do), supportive (leader attends to the needs of followers), participative (leader shares the decision-making process with followers), or achievement-oriented (leader sets high-performance expectations and challenges followers to meet them (Skendzel et al., 2019). According to the path-goal theory, selecting the proper leadership behavior for the personal and environmental characteristics results in followers' motivation to perform

and reach high productivity goals (Atif et al., 2021; Lahiri et al., 2021). The theorists of the path-goal leadership theory sought to bridge the gap of assistance followers need to succeed, which the situational approach theorist failed to provide. Focusing on a particular leadership theory to propound a new theory tends to bring out demerits of the theory because other aspects of leadership are neglected, leading to other leadership theories.

Analysis of Follower-Centered Approach

The continuum of the follower-centered approach has the merit of underscoring the significance of analyzing followers' situations in determining leadership style, leaving all the other important constituents of leadership. Proponents of the follower-centered approach to leadership define the constitution of effective leadership based exclusively on followers (Khorakian & Sharifirad, 2019; Reni, 2019). Leadership is more than analyzing only followers' situations.

Other demerits of the follower-centered approach to leadership include failing to explain the cause of followers' competencies at different times and locations, what to provide to assist followers, needs, and the rapid change in leadership style. The theorists failed to determine and explain how and why followers' levels of competencies and commitment come about at a particular location (Reni, 2019). Consequently, the theorists failed to determine the assistance the followers needed based on analyzing the characteristics of different followers at different locations. The rampant flexibility of shifting leadership style demonstrates lack of vision and unfair treatment to followers having unethical underpinning (Reni, 2019).

The theorists also failed to account for the demographic differences between leaders and followers, potentially influencing predictions across situations. The follower-centered approach lacks a solid theoretical framework explaining the effects different situations have on followers' choice of leadership style. Key elements of effective leadership like the leader, influential or relational, and situation, are missing in the follower-centered approach. Researchers continued in search of what constituted effective leadership, leading to the situation–centered approach.

Situation-Centered or Contingency Approach

According to the proponents of the situation-centered approach to leadership, the context of the situation influences leadership style for effectiveness. One concept of the situation-centered theory is the contingency approach to leadership. Fiedler, the Austrian psychologist, propounded the contingency theory of leadership in 1964 in his article; A Contingency Model of Leadership Effectiveness (Fiedler, 1964). This theory emphasizes the importance of both the leader's personality and situation, including the demographic background (Madlock, 2018; Olley, 2021; Reni, 2019; Smith, 2020). Leadership effectiveness is contingent on the situation.

Leaders possess the preference for choosing the style of leadership contingent on the situation and should assess the situation before choosing the leadership style. The contingency theory assumed leaders prefer the task or relationship-oriented leadership and use an instrument called the Least Preferred Coworker survey. Respondents who described their least preferred coworker more critically possessed a task-oriented leadership style. In contrast, those who described their least preferred coworker more

leniently possessed a relationship-oriented leadership style. Contingency theory must fit into a situation that suits leadership effectiveness because of the assumption that leaders have fixed styles in either of these leadership styles. The principles guiding the choice of contingency leadership style are the quality of the leader-follower relations, the leader's positional power, i.e., the authority to reward or punish followers based on the leader's position in the organization, and the task structure. i.e., whether the task is clearly defined and easily understood or ambiguous and complex, introducing the merits of the contingency approach to leadership.

Merits of the Contingency Approach. The merit of the contingency approach to leadership includes making alternative leadership styles available to leaders. The contingency approach makes alternative leadership lifestyles available to leaders. Unlike the traditional concept of leadership in which researchers advocate universal leadership principles, the contingency approach is amenable to change (Popp & Hadwich, 2018). The contingent leadership style is contingent on the situation or leadership context, emphasizing the leader and though, having merits, falls for the similar demerits that beguiled the situational approach to leadership.

Demerits of the Contingency Approach. The criticism of the situation-centered approach is similar to the weakness in the follower-centered approach and the contingency approach. The situation-centered approach excludes important elements of effective leadership; the influence leaders exert on followers to create a relationship in which effective leadership thrives, likewise the contingency approach. Proponents of the contingency theory advocate a fixed style for leaders (Reni, 2019). Lack of flexibility of

leadership styles stifles the leader from adapting and adopting different leadership styles and strategies for an effective outcome (Maria, 2019; Vadvilavičius, & Stelmokienė, 2019).

Analysis of Situation-Centered Approach

A continuum of situation-centered approaches to leadership, situational, and contingency theories has the merit of emphasizing both the leader's personality and the situation in which the leader operates, including the demographic background. The situation-centered approach, specifically the contingency approach, stifles the leader from adopting and adapting different leadership styles (Maria, 2019; Reni, 2019; Setiawan et al., 2020). The limitation of considering only leaders and followers in the leadership theory raises questions about the situation-centered approach's adequacy. Leadership entails more than leaders and followers and the relationship with which the leader and the followers influence one another. Subsequent theorists challenged the follower-centered approach and sought to understand what constitutes effective leadership.

Relation-Centered Approach

Different from the leader-centered and follower-centered approaches, a new approach emerged to determine what leadership is by emphasizing relationships or interactions. The relationships between leaders and their followers determine the leadership style (Ahmad & Hassan, 2018; Mohammed et al., 2021). Dansereau et al. (1975) developed the leader-member exchange (LMX) theory (Dedy, 2020; Sajjad et al., 2020). The relationships or interactions (dyads) are between leaders and followers (Dedy, 2020; Meirovich & Goswami, 2021; Sajjad et al., 2020). For the first time, theorists

produced a unique relationship theory of leadership that involves both leaders and followers.

One important theory of the relation-centered approach to leadership is the LMX theory. LMX theorists conceptualize leadership as a process emphasizing the interactions between leaders and followers. In the initial studies of the LMX theory (Crews et al., 2019; Donohue-Porter et al., 2019; Khorakian & Sharifirad, 2019; Olley, 2021; Smith, 2020), researchers focused on the nature of the unique relationships that leaders form with their followers called dyads (Dedy, 2020; Sajjad et al., 2020). Vertical dyads explain the leader's relationship with the followers. According to the LMX theory, leaders form a relationship with their followers based on exchange groups (Dansereau et al., 1975; Dedy, 2020). The theorists of LMX relationships posited that if leaders find followers proving loyal and hardworking, the leaders regard the followers as special people to whom the leaders offer preferential, in-group relationships (Dansereau et al., 1975; Dedy, 2020). According to the proponents of the LMX theory, leaders offer in-group opportunities for additional training and advancement (Dedy, 2020). The LMX theory brought a significant shift from earlier leadership theories. The LMX theorists introduced the concept of leaders becoming conscious of the kind of leadership style to exercise based on the mutual relationship between leaders and followers and recognizing and rewarding hardworking followers.

Conversely, a different kind of relationship exists for followers who do not prove loyal and hard working. If followers do not demonstrate selflessness and hard work at work, leaders do not offer them preferential privileges as they do to the in-group

followers (Dedy, 2020). Such followers are in an out-group (Dedy, 2020). Thus, in-group

followers enjoy higher-quality relationships with the leader than those in the out-group.

As followers demonstrate their competence and loyalty to the leader, their roles may

change from a stranger to an acquaintance and, finally, like a partner in the high-quality

exchange seen in in-groups (Dedy, 2020). Through the dual relationship between leaders

and followers, reciprocity of rewards and recognition emanate a significant shift from

earlier theories, giving rise to the merits of the relation-centered approach through the

LMX theory.

Merits of the Relation-Centered Approach. The merits of the relation-centered

approach are the merits of the LMX theory. LMX theory embeds merits, including the

uniqueness of the theory regarding emphasis on the kind of relationship between leaders

and followers, the underscoring of communication as important to the relationship, and

the emphasis on the mutual trust that exists between leaders and followers (Dansereau et

al., 1975). The LMX theory is easy to understand and apply regarding followers who

contribute more and those who contribute less to the organization. LMX validates the

experience of how people within organizations relate to each other and the leader;

followers who contribute more should receive more, and those who contribute less should

receive less (Dedy, 2020). The LMX theory is the only one making the dyadic

relationship the basis of the leadership process (Dedy, 2020).

Other leadership approaches emphasize leaders, followers, contexts, or a

combination without addressing the specific relationship between the leader and the

followers (Dedy, 2020). The LMX theory underscores the importance of communication

in a leader-member relationship for a successful leadership process. Effective leadership is possible when leaders and followers have mutual trust, respect, and commitment, because of transparency and avoidance of ambiguity through effective communication, leading to a high-quality of exchanges (Ahmad et al., 2017). The LMX theory provides avenues of alertness for leaders to be cautious of bias in classifying followers into in-groups or out-groups (Mohammed et al., 2021). Finally, a large body of research validates how the practice of LMX theory relates to positive organizational outcomes (Dedy, 2020; Mohammed et al., 2021). The merit of the LMX theory in creating alertness for leaders regarding bias in classifying followers into in-groups and out-groups turned out to be a ground for criticizing the LMX theory introducing the demerits of the theory.

Demerits of the Relation-Centered Approach. Critics of the relation-centered approach had reservations about the approach, especially from the LMX theory perspective. Because the LMX theory leaders divide followers into in-group and out-group, the issue of unfairness is a weakness (Cooper et al., 2018). Leaders discriminate against the out-group. People in societies frown upon discrimination and may not support leaders who practice discrimination against their followers. The LMX approach to leadership does not explain the quality of the member relationship in the LMXs (Cooper et al., 2018).

Analysis of Relation-Centered Approach

The LMX theory embeds merits, including the uniqueness of the theory regarding emphasis on the kind of relationship between leaders and followers, the underscoring of communication as important to the relationship, and the emphasis on the mutual trust that

exists between leaders and followers (Dedy, 2020). Conversely, the LMX theorists'

approach of treating followers based on the quality of a relationship subjects the approach

to criticism based on the unethical and unfair treatment of followers. People in societies

frown upon discrimination and may not support leaders who practice discrimination

against their followers (Cooper et al., 2018). The LMX approach to leadership does not

explain the quality of the member relationship in the LMXs (Cooper et al., 2018).

Summary of Emphasis on the Elements of Leadership Approaches to Leadership

The analysis of the theories making up the approach to leadership emphasizing

the elements of leadership reveals various and different theorists can be grouped based on

an emphasis on aspects of leadership (Maria, 2019). The theorists emphasized one or two

or a combination of some of the elements of leadership. Some theorists emphasized the

leader-centered approach (Arnold et al., 2018) some theorists also focused on the

situation (Göktürk & Ağin, 2020), situation-centered approach, and other theorists

underscored followers (Strek, 2018), follower-centered approach, and some theorists

emphasized relation (Mohammed et al., 2021), relation-centered approach to leadership.

None of the theorists of the various leadership approaches blocs identified

leadership as a continuum or the confluence of all the leadership approaches developed

over time to develop a holistic approach to leadership style (Bass, 1985; Reni, 2019).

Lack of the theorists' identification of leadership as a continuum of all the elements of

leadership at once gives credence to the superiority of transformational leadership as an

appropriate leadership approach to curb the incessant upsurge of change initiatives and

leadership crises the world over. Transformational leadership involves all the other

leadership elements and expands the definition of leadership further (Reni, 2019).

Coupled with the demerits of each of the approaches from the leader, follower,

situational, and relational centered approaches to leadership, researchers sought an

effective leadership approach which would later give credence to the transformational

leadership theory the merits over other theories of leadership. Transformational

leadership filled the gap as a confluence of all the merits of the previous approaches

because none of the previous approaches to leadership was exhaustive of the complete

constitution of a leader (Reni, 2019).

Transformational Leadership

Downton (1973) first coined the term transformational leadership, but James

MacGregor Burns first conceptualized transformational leadership in 1978 as an essential

approach to leadership (Olley, 2021; Smith, 2020). Bass (1985) first developed

transformational leadership to include both positive and negative outcomes. Proponents

of this concept used transformational leadership to explain successful leadership to

inspire followers to embrace changes and motivate employees to work toward a common

goal. Transformational leadership's fundamental concepts are idealized influence,

inspirational motivation, intellectual stimulation, and individualized consideration.

Idealized Influence

The idealized influence of transformational leadership is about leaders living out

ideals they want their followers to observe and live out. Leaders influence followers to

achieve the set vision. Idealized Influence of transformational approach to leadership

comprises leaders seeking authenticity for the complete harmony of thought, word, and

deed they display to their followers and urge their followers to display (Mbindyo et al., 2021). The transformational leader displays high levels of moral behavior, virtues, and character strengths, as well as strong ethics (Mbindyo et al., 2021). Transformational leaders underscore the importance of universal or company values, beliefs, purposes, a collective mission, and the benefits of trusting one another. Transformation leaders set aside their self-interest for the group's good (Mbindyo et al., 2021). Their words and deeds represent idealized behaviors group (Mbindyo et al., 2021).

When followers witness a leader's idealized influence behaviors, they attribute idealized influence to the leader (Fischer, 2019). Followers admire and respect the idealized leader's role modeling of a high level of performance, thereby adding idealized influence followers attribute to a transformational leader. As a result, followers identify strongly with the leader, show high levels of trust in and commitment to the leader, and expect levels of drive and motivation (Fischer, 2019). By idealized influence, followers trust the leader to do the right thing and follow the vision set up for the group. The resistance to change is not an issue when followers trust their leaders when leaders drive change in the organizations. Transformational leaders use idealized influence to prepare and inspire followers to accept the change and new order of vision through inspirational motivation.

Inspirational Motivation

By inspirational motivation, leaders inspire their followers to buy in the new order set a vision for the entire group other than the followers' personal interests. Through inspirational motivation, the leader inspires the followers by developing and articulating

an optimistic and enthusiastic picture of the future group (Mbindyo et al., 2021). The

leader challenges the former vision of the followers and helps them set a higher-order

vision for the group (Mbindyo et al., 2021). The status quo is unacceptable to the

transformational leader, who presents an alternative vision for consideration, as a must-

achieve scenario. Often the vision elevates performance expectations and reframes the

organization's purpose as meaningful. Elevating expectations and highlighting

significance inspire followers to place extra effort in their work (Shafique & Kalyar,

2018).

Through inspiration, transformational leaders express confidence in the followers

and their shared vision group (Mbindyo et al., 2021). Inspirational leaders energize

followers to exert more in challenging situations through the content of vision and

behavior consistent with the vision (Mbindyo et al., 2021). Transformational leaders

champion collective action and team synergy. Both inspirational motivation and idealized

influence elicit strong emotional bonds, deep trust, and commitment between leaders and

followers. As a result, inspirational motivation increases followers' willingness to excel.

The inspirational motivation the transformational leaders use to inspire the followers for a

higher-order vision motivates and prepares the followers who look up to the leader to

teach them how to achieve the new vision through intellectual stimulation.

Intellectual Stimulation

By intellectual stimulation, transformation leaders challenged their followers to

challenge the status quo and seek higher-order values. Through intellectual stimulation,

transformational leaders value followers' rationality and intellect, consider the opposite

point of view, and use systematic analysis as a means of creative problem-solving skills

(Mbindyo et al., 2021). The transformational leader encourages followers to use methods

of imagination and to challenge old ways of behavior (Mbindyo et al., 2021).

Transformational leaders encourage followers to seek different perspectives, re-

examine assumptions that are no longer valid, get others to examine problems in new

ways, and encourage nontraditional (out-of-the-box) thinking (Mbindyo et al., 2021).

When transformational leaders can intellectually inspire their followers, the followers

become more creative and innovative and more willing to improve people, processes,

products, and services. Intellectual stimulation increases the followers' willingness to

think (Shafique & Kalyar, 2018). Because followers become ready for the direction of the

leader because of an exemplary leadership life and trust through idealized influence, an

inspiring vision, through inspirational motivation, and intellectually stimulating the

followers to be able to reach the vision, transformational leaders consider each follower's

strength and bring up along for the vision through individualized consideration.

Individualized Consideration

Transformational leaders can bring along every member of the team through the

leaders' respect for all the team members, assisting each follower based on the weakness

of individual followers. Unlike the LMX theory of leadership that divides followers into

in-group and out-group, as well as the previous theories that dealt with followers in a

group, the transformational leadership approach is unique. Transformational leadership's

goal is eventually to develop followers into leaders themselves (Allahar, 2019; Mbindyo

et al., 2021; Rulinawaty, 2020; Saint-Michel, 2018). By individual consideration,

transformational leaders treat each follower as individuals with different needs, abilities, and aspirations, not just part of a group of subordinates (Mbindyo et al., 2021). Transformational leaders spend time listening, coaching, and teaching followers for development (Mbindyo et al., 2021). Individualized consideration involves showing empathy, valuing individual needs, and encouraging continuous improvement. When transformational leaders' exhibit individualized consideration behavior, followers become willing to develop (Shafique & Kalyar, 2018). The transformational leadership approach embeds merits for discussion.

Merits of Transformational Leadership

Transformational leadership's merits include having broad academic support (Mbindyo et al., 2021; Shafique & Kalyar, 2018). Other merits of transformational leadership include being easy to understand, treating leadership as a process, serving as a confluence of other leadership models, emphasizing followers' needs and treating them individually, and having substantial evidence of effectiveness (Mbindyo et al., 2021; Shafique & Kalyar, 2018). These merits make transformational leadership unique among other leadership approaches.

Exhaustive research supports transformational leadership theory. Since the inception of transformational leadership in the 1970s, researchers have focused on assisting organizational leaders by applying transformational leadership theory to organizations (Getachew & Erhua, 2018; Mbindyo et al., 2021; Mujkić & Softić, 2019). The validation of the transformational approach to leadership makes the approach authentic for leaders to apply.

Transformational leadership is a confluence of other leadership models, incorporating the merits of other preceding leadership approaches, making transformational leadership arguably the most well-established and empirically supported model of effective leadership (Reni, 2019). Most of the leadership approaches focus on how leaders exchange rewards for goal achievement. The transformational leadership approach provides an expanded picture of leadership, including the exchange of rewards and leaders' attention to the needs and growth of followers.

The transformational leadership approach emphasizes followers' needs, values, and morals and involves elevating people to higher standards of moral responsibility. Transformational leadership includes motivating followers to transcend their self-interest for the good of the team, organization, or community (Høstrup & Andersen, 2020; Rich & Stennis, 2021; Shafique & Kalyar, 2018). Transformational leadership is fundamentally morally uplifting, making the approach stand out from all other approaches to leadership. Coercive power is absent in transformational leadership

There is substantial evidence that transformational leadership is an effective form of leadership. In studies using the multifactor leadership questionnaire to appraise leaders, transformational leadership related positively to followers' satisfaction, motivation, and performance. In studies using interviews and observations, transformational leadership is related to effectiveness in a variety of situations (Getachew & Erhua, 2018; Masry-Herzallah & Stavissky, 2021; Mbindyo et al., 2021; Yeunjae & Myoung-Gi, 2020). Interestingly, the merits of transformational leadership become

grounds for critics of transformational leadership theory and are worthy of mention and discussion.

Demerits of Transformational Leadership

The wide spectrum of the jurisdiction of transformational leadership makes difficult the definition regarding the parameters of transformational leadership. The definition of each of the four tenets of transformational leadership overlaps (Fischer, 2019; Yam et al., 2018). The overlap among each of the four tenets of transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration suggests a lack of clarity in the definition and limitation of each of the four tenets.

Another limitation is the measurement of transformational leadership. Researchers have typically used some version of the Multi-Leadership Questionnaire to measure transformational leadership. Some researchers have challenged the authenticity of the Multi-Leadership Questionnaire (Reis Neto et al., 2019; Warrick, 2019). The research revealed that in some versions of the Multi-Leadership Questionnaire, the four factors of transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, correlate highly with one another, giving credence to the overlap of the factors. Some of the transformational factors correlate with the transactional and laissez-faire factors, challenging the notion of the uniqueness of this approach to leadership.

Critics see transformational leadership as a personality trait rather than a behavior in which people can learn. If transformational leadership is a trait, training people in the

transformational leadership approach becomes problematic and difficult (Reis Neto et al., 2019; Warrick, 2019). Even though the protagonists posit that transformational leadership is concerned with leaders' behaviors with their followers, critics examine the approach from a trait perspective.

The exacerbation of the problem becomes evident when the word transformation creates images of one person as the most active component in the leadership process; an instance is the tendency to regard the transformational leader as a visionary, even though the leader creates a vision involving followers' input. Seeing transformation leaders as people who have special qualities transforming others is an image accentuating a trait characterization of such leadership (Reis Neto et al., 2019; Warrick, 2019). Even though the transformational leadership approach to leadership correlates to positive outcomes such as organizational effectiveness, studies have not established a causal link between transformational leaders and changes in followers or organizations (Fischer, 2019; Yam et al., 2018).

Critics of transformational leadership depict the approach as elitist and anti-democratic because the transformational leader leads and plays a direct role in creating changes, establishing a vision, and advocating new directions, giving the impression that a leader acts independently of followers and above the followers' needs (Fischer, 2019; Yam et al., 2018). Other critics contend that because transformational leaders can be directive and participative and democratic and authoritarian, the substance of the criticism raises valid questions about transformational leadership (Fischer, 2019; Yam et al., 2018). Critics of the approach further posit that transformational leaders have the

potential to abuse the approach. Transformational leadership includes changing people's values and moving them to a new vision (Fischer, 2019; Yam et al., 2018).

Transformational Leadership Analysis

In analyzing the different leadership approaches, the transformational leadership approach emerges as the best. Transformational leadership remains an exceptional leadership, among other leadership theories (Getachew & Erhua, 2018; Mbindyo et al., 2021). All the criticisms against transformational leadership give credence to the uniqueness of transformational leadership theory among the other leadership theories.

The criticism of transformational leadership as lacking conceptual clarity can also be the strength of this approach. Transformational leadership covers a wide range of activities and characteristics, such as creating a vision, motivating, as a change agent, building trust, nurturing followers, and acting as a social architect (Abadie et al., 2018; Liu, 2018; Mbindyo et al., 2021; Shafique & Kalyar, 2018). The multiple activities confirm the uniqueness of the transformational leadership approach in serving as a confluence of the positive characteristics of the other approaches to leadership.

Criticizing transformational leadership because of the overlap of the four tenets of the transformational leadership approach (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) can also be construed as a strength. The overlap suggests seeing transformational leadership factors as a continuum rather than separate, independent factors reinforcing one another (Gherghina, 2021). The transformational leader possesses all factors at the same time to be successful. The transformational leader does not start with one tenet of transformational leadership theory

and stops before proceeding to the other tenets. Transformational leaders do not stop exhibiting idealized influence throughout the process of leadership. Transformational leaders do not stop any of the tenets, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders sustain the motivation level of both leaders and followers until they achieve the vision.

The demerits of transformational leadership having trait characteristics and undemocratic sometimes support the confluence nature of this approach. Leaders having all the merits of other leadership approaches such as the trait, charisma, and transactional make transformational leadership the best of the approaches. This approach portrays a broader spectrum within which transformational leaders operate to ensure organizational effectiveness (Getachew & Erhua, 2018; Megheirkouni et al., 2018; Reni, 2019). Observers doubt whether transformational leadership is leader-centered, follower-centered, situational-centered, relational-centered, or vision-centered because it is a confluence of all and provides an expanded definition of leadership.

I used the transformational leadership approach as the lens to view the processes and skills leaders of manufacturing organizations use to support corporate restructuring strategies from the analysis of different leadership approaches by their elements. Transformational leadership embeds all the merits of other leadership approaches earlier theorized (Getachew & Erhua, 2018; Hildebrandt et al., 2018; Reni, 2019). Before concluding on transformational leadership, I discussed and compared transformational leadership with the leadership theories embedded in elements of leadership perspective

approach to leadership, leader-centered, follower-centered, situational-centered, and relational-centered approaches to leadership.

Comparison of Leader-Centered Approach with Transformational Leadership. Some of the merits derived from a continuum of leader-centered approaches to leadership, traits, skills, and behaviors are worth mentioning. The leader-centered approach offers an easy-to-understand approach to leadership (Arnold et al., 2018). The approach makes a deeper understanding of leadership possible and provides credence to the invaluable importance of a leader. Everything rises and falls on the leader (Getachew & Erhua, 2018; Reni, 2019).

The leader-centered approach to leadership also expanded leadership as at the time of the great man and the trait theories regarding skills and competencies that people can learn through the skills approach, and the behaviors of leaders, through the behavioral approach. On the merits of the leader-centered approach, transformational leadership embeds all the merits of the leader-centered approach even in a unique and better way. Transformational leadership incorporates the merits of other preceding leadership approaches (Reni, 2019). Transformational leadership not only makes simple the understanding of leadership with its intuitive appeal, but transformational leadership also ensures the understanding is deeper intrinsically and sustainable.

Transformational leadership is easy to understand and accept. Proponents of the transformational leadership approach opined that the leader should be at the front and advocating change, making the concept easy to understand (Mbindyo et al., 2021). The

transformational leadership approach attracts people to the leader, believing that the leader will provide a vision for the future.

The transformational leadership approach treats leadership as a process incorporating both leaders and followers. Leadership is an interplay between leaders and followers. Leadership is not the sole responsibility of the leader (Mbindyo et al., 2021). The needs of both the leader and followers are paramount to the transformational leader (Mbindyo et al, 2021). Followers are central in the transformational leadership process because transformational leadership thrives on the instrumentality of followers (Mbindyo et al., 2021). This definition of transformational leadership makes the theory easily understandable as the theory involves respecting the input of all to create a lasting memory of the relationship.

Transformational leadership theorists also emphasized the leader uniquely and positively. Through idealized influence, transformational leaders can exhibit responsible leadership qualities that the leader reciprocally commands from followers by virtues of the leaders' action but not demand. The idealized influence of transformational leadership is about leaders living out ideals they want their followers to observe and live out. Leaders influence followers to achieve the set vision. Idealized Influence of transformational approach to leadership comprises leaders living out the morals and behaviors they would want their followers to emulate (Mbindyo et al., 2021). The emphasis on the leader and other aspects of leadership is important because leaders drive change and should lead followers in forging change for the organization's survival.

The transformational leader exhibits ideal behaviors. Transformational leaders underscore the importance of team goals and trust-building (Mbindyo et al., 2021). Transformation leaders lead followers to transcend their personal goals for higher goals of the group, which eventually benefits all members (Mbindyo et al., 2021). Followers follow transformational leaders' selfless attitude to transcend their interests for the interest of the group for the achievement of the corporate mission.

The words and deeds of transformational leaders represent idealized behaviors for the group to emulate. The attribution of respect and trust to the leader becomes possible when followers observe the leader living out the ideals of good morals (Al Kindy & Magd, 2021; Mbindyo et al., 2021; Setiawan et al., 2020). Consequently, develop trust and confidence in the leader and emulate transformational leaders' behaviors. (Al Kindy & Magd, 2021). Leadership by example is a strong teaching and leading strategy. Before effective leaders ask followers to exhibit particular behaviors, the leaders have lived out those behaviors and command obedience from the followers. Transformational leadership theory embeds leadership by example strategy.

These are indispensable qualities transformational leaders display to underscore how the theorists emphasize leadership like no other preceding theory of leadership. By the idealized influence that transformational leaders use, the followers attribute idealized behavior to them, giving credence to transformational leadership as an approach to leadership that has expanded the definition of leadership to include not only skills and behaviors but also morality, merit the preceding theorists lack.

Comparing the demerits of the leader-centered approach with transformational leadership gives credence to the suitability of transformational leadership for the research. The demerits of the continuum of leader-centered approaches to leadership are numerous. The approach failed to list a consistent and exhaustive list of traits, skills and competencies, and behaviors of leaders. The theorists considered only the leader in the leadership approach and emphasized the leader as the exclusive element in leadership (Raza & Sikandar, 2018; Smith, 2018; Uhl-Bien & Arena, 2018).

Conversely, transformational leadership theorists exhausted and listed the principles of a successful leader being an idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. By listing the concepts of transformational leadership as principles for effective and successful leaders, transformational leadership theorists not only exhaust the template for successful leadership but also expand the understanding of leadership to include all that may be required for effective leadership now and in the future (Gherghina, 2021; Lahiri et al., 2021). Transformational leadership tenets of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are principles of effective leadership that can accommodate any other new effective leadership skills. Based on the leader-centered approach, transformational leadership theory was suitable for the research.

Comparison of Follower-Centered Approach with Transformational Leadership. Transformational leadership was suitable as a successful leadership approach for this research because the merits of the transformational leadership theorist

outweighed the merit of the continuum of the follower-centered approach to leadership. The continuum of the follower-centered approach has the merit of underscoring the significance of analyzing followers' situations in determining leadership style (Maria, 2019; Reni, 2019). More significantly, transformational leadership treats followers on a higher pedestal of mutual trust and respect. Some of the merits of transformational leadership include transforming both leaders and followers and being unique in using an intrinsic approach to motivate followers through intellectual stimulation, inspirational motivation, and individualized consideration. Transformational leadership theory is unique in having a total commitment to respecting individual differences of followers and preparing followers in readiness for change.

Transformational leadership seeks to transform both leaders and followers. Transformational leadership turns followers into leaders, as the leaders become change agents. The all-inclusive change approach of transformational leadership confirms the all-accessible nature of leadership in consonance with the derivative of the name transformational as its first authors coined the name (Arnold, 2017; Brown et al., 2019; Fischer, 2019; Flevy & Rassel, 2020; Mbindyo et al., 2021; Reni, 2019; Seitz & Owens, 2021; Shafique & Kalyar, 2018; Siangchokyoo et al., 2020). Because transformational leadership theory seeks to transform both leaders and followers, the quality of the relationship is high, and followers receive the best of relationship, unlike the follower-centered approach to leadership.

Transformational leadership theory was suitable for application for this research because transformational leadership fills the gap for what the follower-centered approach

to leadership lacks. The theorists of the follower-centered approach failed to determine and explain how and why the level of competencies and commitment of followers come about at a particular location (Shafique & Kalyar, 2018; Yin, 2018). Consequently, the theorists failed to determine the assistance the followers needed based on analyzing the characteristics of different followers at different locations.

The rampant flexibility of shifting leadership style demonstrates a lack of vision and unfair treatment to followers. This leadership style has unethical underpinning. The theorists also failed to account for the demographic differences between leaders and followers, which may influence predictions across situations. The follower-centered approach lacks a solid theoretical framework explaining the effects different situations have on followers' leadership style choices. Proponents of the follower-centered approach to leadership define the constitution of effective leadership based exclusively on followers (Khorakian & Sharifirad, 2019; Reni, 2019). Critical elements of effective leadership like the leader, influential or relational, and situation, are missing in the follower-centered approach.

Conversely, transformational leadership explains and determines how and why followers' levels of competencies and commitment come about at a particular location. When leaders do not demonstrate idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration skills to followers, the levels of followers' competence and commitment fall (Shafique & Kalyar, 2018). Consequently, transformational leadership theorists advocate for the leaders' demonstration of idealized influence, intellectual stimulation, inspirational motivation, and individualized

consideration to followers to build their morale and motivate them to achieve the vision, determine the assistance the followers need based on the analysis of the characteristics of different followers at different locations.

Transformational leaders use the concepts of transformational leadership, idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration to prepare their followers for any eventuality. Unlike the theorists of the follower-centered approach to leadership, transformational leaders do not rampantly shift leadership styles but prepare the followers for any possible change. Through intellectual stimulation and inspirational motivation, transformational leaders inspire their followers such that the followers transcend their self-interests for a higher good of the entire group's interest (Shafique & Kalyar, 2018). Higher-order needs become the vision for the followers in which they challenge the status quo for a better new order. By applying the basic concepts of transformational leadership, the issue of unpreparedness for change and unfair treatment of followers is absent.

Unlike the theory of follower-centered leadership, which lacks a solid theoretical framework explaining the effects of different situations on followers' leadership style choices, comprehensive research supports transformational leadership theory. Since the inception of transformational leadership theory in the 1970s, researchers have focused on assisting organizational leaders in applying transformational leadership principles to organizations (Getachew & Erhua, 2018; Masry-Herzallah & Stavissky, 2021; Mbindyo et al., 2021). The validation of the transformational approach to leadership makes the approach authentic for leaders to apply.

By idealized influence, transformational leadership underscores the importance of leaders. By intellectual stimulation and inspirational motivation, transformational leadership theorists underscore the importance of leaders and followers and a vision for the entire group (Getachew & Erhua, 2018; Masry-Herzallah & Stavissky, 2021; Mbindyo et al., 2021). By individualized consideration, transformational leaders underscore the mutual trust and respect in a relationship and interaction between leaders and followers in all situations., Transformational leadership incorporates all the aspects of leadership and redefines leadership in a broader way giving credence to the suitability of transformational leadership theory over the continuum of theories in the follower-centered approach to leadership.

Comparison of Situational-Centered Approach with Transformational Leadership. Transformational leadership was suitable as a successful leadership approach for this research because the merits of the transformational leadership theory outweighed the merits of the continuum of the situational-centered approach to leadership. A continuum of situation-centered approaches to leadership, situational, and contingency theories has the merit of emphasizing both the leader's personality and the situation in which the leader operates, including the demographic background (Shafique & Kalyar, 2018). Leadership is not only about the leader and the situation in which the leader operates. Leadership also includes followers, relationships, influence, and vision. Transformational leadership theory, through its basic concepts of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration, covers all aspects of leadership, the leader, followers, relationship or interaction and influence,

and vision for the group giving credence to the suitability of transformational leadership theory over a situation-centered approach to leadership.

Comparison of Relational-Centered Approach with Transformational Leadership. Transformational leadership was suitable as a successful leadership approach for this research because the merits of the transformational leadership theory outweighed the merits of the continuum of the relational-centered approach to leadership. The main theory among the continuum of the relation-centered theory of leadership is the LMX theory. By comparing the LMX theory with the transformational leadership theory, the transformational leadership theory embeds merits, including the uniqueness of the theory regarding emphasis on the kind of relationship between leaders and followers, the underscoring of communication as important to the relationship, and the emphasis on the mutual trust between leaders and followers at the time.

Conversely, the LMX theorists' approach of treating followers based on the quality of relationship subjects LMX to criticism based on followers' unethical and unfair treatment. People in societies frown upon discrimination and may not support leaders who practice discrimination against their followers. The LMX approach to leadership does not explain the quality of the member relationship in the LMXs (Cooper et al., 2018; Majd et al., 2018).

Transformational leadership eschews all forms of discrimination in the treatment of followers. By individualized consideration, transformational leaders do not give preferential treatment to some followers than the rest because of their incompetence. Instead, transformational leaders recognize the weaknesses of some followers and train

them through intellectual stimulation to equip them to perform acceptably, bringing them up gradually as per the followers 'strengths and weaknesses. Transformational leadership theory also served as the maiden approach to using an intrinsic motivation to inspire followers. Unlike the LMX theory in which the reward is extrinsic, transformational leadership through inspirational motivation and intellectual stimulation inspires followers to abandon their self-centered ambitions for the ambition of the entire group (Fischer, 2019; Mbindyo et al., 2021; Seitz & Owens, 2021; Shafique & Kalyar, 2018; Siangchokyoo et al., 2020).

Intrinsic motivation enables followers to acquire the fortitude to withstand any external factor that may demotivate them, thus giving credence to the suitability of transformational leadership theory over the continuum of theories in the relational-centered approach to leadership. Extrinsic motivation may not sustain followers' motivation to follow leaders, unlike intrinsic motivation, which transformational leaders offer to followers (Baque VIllanueva et al., 2020; McCauley & Palus, 2021; Reni, 2019). Transformational leaders offer intrinsic motivation through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, creating a sustainable motivational attitude as followers yearn continually for a higher-order change situation.

The LMX theory of leadership does not explain the relationship quality in the leader-member relationship exchanges because the LMX leader stands out of the relationship in implementing change by aiming to change the followers but not the leader. In transformational leadership, the transformational leader is involved in attaining the

change because of the goal of transforming both the leader and the followers, in which

followers become leaders and leaders become change agents (Cooper et al., 2018).

Because both leaders and followers benefit from the transformational leadership process,

the quality of the relationship is well defined and is good.

In the application within this study, I studied the processes and skills

manufacturing leaders used to successfully implement corporate restructuring strategies

through the lens of transformational leadership. The principal concept of transformational

leadership enables followers to become leaders, while leaders become change agents

(Arnold, 2017; Brown et al., 2019; Flevy & Rassel, 2020; Lin et al., 2019; Mbindyo et

al., 2021; Reni, 2019; Seitz & Owens, 2021; Shafique & Kalyar, 2018; Siangchokyoo et

al., 2020). Transformational leadership is the approach researchers found to be an

effective alternative style (Getachew & Erhua, 2018). The tenets underlying

transformational leadership are idealized influence, inspirational motivation, intellectual

stimulation, and individualized consideration (Mishra, 2021; Reni, 2019). Apart from the

numerous merits of transformational leadership, transformational leaders' aim of

changing both the leader and followers distinguishes the theory from all other approaches

to leadership as the best approach to leadership. The users of LMX to measure the

effectiveness of transformational leadership give credence to the superiority of

transformational leadership approach to all other leadership approaches to leadership

because the users identified LMX maturity stage to be the beginning of transformational

leadership when developing the full range leadership systems Multi-Leadership

Questionnaire (Reis Neto et al., 2019; Warrick, 2019). Transformational leadership

theory is the best selection over all the other approaches.

Limitation and Nonlimitation Approaches to Leadership

      The next tracing of leadership theories and approaches I sought to explore from

the literature was whether leadership approaches make leadership limited or open to all.

Viewing leadership approaches from the perspective of limitation or otherwise helped

categorize leadership theories. Leadership approaches emphasizing the leader's

uniqueness regarding possessing unique, innate skills and talents deny leadership to other

persons who consider themselves not possessing unique leadership qualities (Maria,

2019). The reverse is true when the approaches to leadership highlight leadership as

behavior people can learn to throw open the gates of leadership to all. Viewing from the

perspective of limitation of leadership begs the question of whether theorists created the

impression leadership process is entirely about the leader.

Limitation Approach to Leadership

      A limitation approach to leadership embeds leadership theorists who limit access

to leadership to a limited number of persons. The great man theory is the premiere theory

concerning an emphasis of leadership approach on the limitation of leadership (Arnold et

al., 2018). Scholars attributed the great man theory to Carlyle in 1840. (Carlyle, 1840).

Carlyle claimed in his great man theory that leaders are born with innate qualities

differentiating leaders from non-leaders. He opined great men are born, not made (Maria,

2019). An American philosopher, Sidney Hook, further expanded on Carlyle's

perspective, highlighting the impact of the eventful man on the event-making man

(Arnold et al., 2018; Marques et al., 2018). The great man theory does not encourage people to aspire to be leaders, as the proponents of the theory believed leaders were born, not made.

Carlyle proposed that the eventful man remained complex in a historical situation but did not determine the course of the situation (Carlyle, 1840). Conversely, the actions of the event-making man influenced the course of events. Subsequent events did not support the tenets of the great man theory, as was the case with Hitler, Napoleon, and the like, thereby challenging the credibility of the Great Man theory (Hamzaoglu & Hamedoglu, 2019). These great men became irrelevant and consequently stifled the growth of the organization. Leadership theory then progressed from the dogma leaders are born or are destined by nature to be in their role at a time to a reflection of certain traits envisaging leadership potential, with the emergence of the trait theory.

Trait theorists criticized the fundamental concepts of the great man theorists in which leaders are born. Trait theorists posited two traits, emergent traits and effectiveness traits. Emergent traits (which are heredity) as height, intelligence, attractiveness, and self-confidence and effectiveness traits, which leaders acquire from experience or learning, including charisma, as fundamental components of leadership (Marques et al., 2018). The failure in detecting the general traits available to every effective leader caused the trait approach to be unpopular in defining effective leadership.

Even though the trait theorists attempted to depart from making leadership a preserve of the elite, the theorists did not completely abandon placing leadership beyond the grasp of many (Smith, 2018; Stogdill, 1948). The admission of the possibility of

leaders having innate qualities by the trait theorists and viewing leaders as the sole

component or the most important trait theorists rendered the trait approach as one of the

limitations of leadership approaches. The admission of the possibility of leaders having

innate qualities by the trait theorists but could not exhaust the listing of those qualities is

one of the limitations of the leadership approaches. Viewing leaders as the sole

component or the most important by the trait theorists rendered the trait approach as one

of the limitations of leadership approaches.

Nonlimitation Approach to Leadership

The nonlimitation approach to leadership involves theorists who opined

leadership could be learned. Still seeking to define what constituted an effective

leadership process and possibly departing from the notion that leaders are born, theorists

of the behavioral school emerged. Behavioral theories of leadership emphasized the study

of specific behaviors of a leader (Smith, 2018; Uhl-Bien & Arena, 2018). For behavioral

theorists, a leader's behavior is the best predictor of his leadership influences and,

consequently, the best determinant of his or her leadership success.

Summary of Limitation and Nonlimitation Leadership Approach

The analysis of the theories making up the limitation and nonlimitation approach

to leadership revealed that various theorists could be grouped based on limiting access to

leadership and not limiting access to leadership to people. Some of the theorists, such as

the great man and trait theorists, limit access to leadership (Auvinen et al., 2020; Klebe et

al., 2021; Kolpakov & Boyer, 2021; Mikkelsen & Olsen, 2019). Other theorists do not

limit access to leadership to people but have various emphases differentiating one theorist from the other.

Behaviouralists emphasized leaders' behavior (Smith, 2018; Stogdill, 1948; Uhl-Bien & Arena, 2018). Contingency and Situational proponents emphasized no particular style of leadership but situational influence (Popp & Hadwich, 2018; Reni, 2019), other theorists focused on process, while others focused on relations (Dedy, 2020; Mohammed et al., 2021). In addition to the demerits of each of the various approaches of limitation and nonlimitation to leadership, none of the theorists of the various leadership approaches blocs identified leadership as a continuum or the confluence of all the leadership approaches developed over the time at one period to come out with a holistic approach to leadership style. Lack of the theorists' identification of leadership as a continuum limitation and nonlimitation to leadership at one time gives credence to the superiority of transformational leadership as an appropriate leadership approach to curb the incessant upsurge of change initiatives and leadership crises the world over.

Viewed from the standpoint of whether leadership theories limit access to leadership to a limited number of persons or make leadership accessible to all reveals transformational leadership as the best choice among leadership theories (Peng et al., 2021). I used transformational leadership as the lens through which I viewed the processes and skills leaders of manufacturing organizations use to support corporate restructuring. As a continuum, the leadership theories beginning from limiting leadership until leadership applies to all in the transformational leadership theory. Transformational leadership turns followers also into leaders, as the leaders become change agents,

confirming the all-accessible nature of leadership. If followers become leaders, leaders become change agents, then supporting the processes and skills leaders of manufacturing organizations use to support corporate restructuring would not be difficult for leaders of organizational transformation, the reason I chose transformational leadership out of the myriad theories, from the viewpoint of limitation of leadership or otherwise.

Prescriptive or Descriptive-Centered Leadership

Leadership theories categorization includes determining whether the theories are prescriptive or descriptive or both descriptive and prescriptive. Descriptive tells about leadership; prescriptive gives directions or notions about leadership (Maria, 2019; Samanta & Lamprakis, 2018). Descriptive theories and models illustrate, define, and capture the description of leadership phenomena but do not recommend or prescribe actions, behaviors, or processes to comply (Maria, 2019; Samanta & Lamprakis, 2018). Prescriptive models and theories provide recommendations to the leader-practitioner regarding actions, behaviors, or processes to use to be a successful leader (Peng et al., 2021). Prescriptive leadership theories describe what a leader must do to become effective and have a rather formulaic approach to effective management. Some leadership theories and models both describe and prescribe.

Prescriptive Leadership Theories

Situational and contingency leadership theories are prescriptive, telling practitioner-leaders what they should and should not do in different situations (Maria, 2019; Samanta & Lamprakis, 2018). Path-goal theory is a prescriptive theory, prescribing what leaders should do to suit their followers' preferences. The behavioral approach to

leadership is also prescriptive, challenging the supposition of earlier theories that effective leaders possess innate qualities or skills. Behavioral theorists opined that leadership behaviors, not traits, are what constitutes effective leadership.

Descriptive Leadership Theories

The analysis of the theories reveals descriptive theories. The skills approach is primarily descriptive, describing three core components of leaders' performance, framing leadership by developing components of a leader's performance, problem-solving skills, social judgment skills, and knowledge (Raza & Sikandar, 2018). LMX theory is a descriptive approach to leadership explaining how leaders use core followers (in-group) more than others (out-group) to accomplish organizational goals effectively. The great man theory is also descriptive because of the description of what the leadership was doing at the time and that only one man (the great man) can be a leader at a time. The trait approach to leadership is also descriptive. The theorists describe what leaders are and the skills they have, making them leaders, challenging the supposition of the great man theory in which only one man can be a leader because of his or her innate abilities or qualities. Corporate restructuring or change needs flexibility in the process and implementation. Apart from changing the ubiquitous nature of change, change is also dynamic and does not follow a straightforward prescriptive or descriptive approach for a successful implementation.

The weakness in categorizing leadership theories into prescriptive and descriptive is the one-size-fits-all approach of prescriptive leadership which may lead to a more predictable environment but tends to stifle creativity and reduces the ability of leaders to

adapt and use dynamic skills and processes for successful change implementation
(Furiwai & Singh-Pillay, 2020; Kong, 2019; Maria, 2019; Reni, 2019). The one-size-fits-
all approach of descriptive leadership may not fit emergent dynamic change or corporate
restructuring. Leaders require flexibility based on all the elements and the processes of
leadership.

Analysis of Prescriptive and Descriptive Approaches to Leadership

This section analyses the prescriptive and descriptive approaches to leadership.
Analyzing leadership from whether it is prescriptive and descriptive also brings to the
fore the question of which leadership theory is the best for processes and skills
organizational leaders use to support corporate restructuring. None of the leadership
approaches, prescriptive or descriptive, is the best for processes and skills organizational
leaders use to support corporate restructuring because of the need for a holistic leadership
style for the success of corporate restructuring implementation.

Uniqueness of Transformational Leadership

Transformational leadership is neither prescriptive nor descriptive. The
conception of transformational leadership emerges from interactions and relationships
between leaders and followers, creating a relationship based on the kind of interactions
theories (Getachew & Erhua, 2018; Lai et al., 2021; Prochazka et al., 2018; Rodriguez et
al., 2017; Samanta & Lamprakis, 2018; Uhl-Bien & Arena, 2018; Warrick, 2018). The
new relationship emerging from the interactions of the transformational leader with
followers change both the leader and the followers through the influence of the leader and
the followers.

In such interactions, it would be risky to "prescribe" or "describe" a model leader with the best practices, the best behaviors, indeed the best personality. Transformational leadership is the best leadership theory for the study of processes and skills leaders of manufacturing organizations use to support corporate restructuring, from the viewpoint of both prescriptive and descriptive theories (Getachew & Erhua, 2018; Prochazka et al., 2018; Rodriguez et al., 2017; Saint-Michel, 2018; Samanta & Lamprakis, 2018; Uhl-Bien & Arena, 2018; Warrick, 2018). By not being descriptive or prescriptive, transformational leadership theory serves as a platform for any unforeseen change and surprises.

Corporate Restructuring and Change

Corporate restructuring involves the dramatic and holistic reorganization of business by design such as to enhance and maximize the achievement of the organization's goals of profitability, market share, reputation, and sustainability of the organization (Foster et al., 2019; Hildebrandt et al., 2018). The transformational leadership style was appropriate for implementing corporate restructuring because effective dramatic holistic change, sustaining the change, and letting people that the change affect own the change and transcend their interests for the interest of the entire organization are embedded in transformational leadership style. The dramatic changes that corporate restructuring requires make transformational leadership indispensable (Anderson & Sun, 2017; Peng et al., 2021). Effecting a holistic, dramatic change in organizations without offering an appealing, sustaining, and inspiring vision will result in the failure of the change approach (Anderson & Sun, 2017; Peng et al., 202; Tilburgs et

al., 2018). Similarly, effecting dramatic, holistic change in manufacturing organizations requires leaders who could inspire followers to transcend their interests for the interests of the organization or the group. Because change involves uncertainty, and people involved in change fear the unknown and want to be in their comfort zones, the transformational leader's skills of letting followers aspire for a higher-order vision by transcending the followers' interests is a positive characteristic that would support a restructuring of manufacturing organizations.

In every change, the leader needs to offer strategies to offset various degrees of resistance from followers. In the change management process, leaders should implement strategies to overcome resistance to change (Faupel, & Süß, 2019; Gibson & Barsade, 2003; Jones-Schenk, 2019; Lai et al., 2021; Peng et al., 2021). For my research into processes and skills leaders of manufacturing organizations use to support corporate restructuring, some employees would foresee the benefits they might receive because of the change. In contrast, others might perceive the change as a threat and would want to resist. Transformational leadership, having the skill of individualized consideration, would support the leaders in allaying the fears of the resistant employees. Transformational leaders accord the employee due audience and receive input from them throughout the change process, which supports leaders in corporate restructuring.

Leaders' attempts to implement changes such as corporate restructuring and sustaining the change necessitated the need to instill in employees the attitude of challenging the status quo. Transformational leaders, through intellectual stimulation, challenge employees to question the status quo that is archaic and nonproductive for a

better and new order (Getachew & Erhua, 2018; Shafique & Kalyar, 2018). Followers or employees accept change initially and get themselves involved in the change because the followers' conviction is in favor of changing the status quo and adapting for sustainability. The sustainability of the change will be possible when followers have an intellectually stimulating attitude.

Transformational leaders, through idealized influence, in which the leader exhibits high moral standards and integrity regarding the organizational norms and values regarding the change, demonstrate high moral standards to the followers. To convince followers who often mistrust leaders when leaders want to implement change, leaders must demonstrate their commitment to change (Reni, 2019) by leading the change by example. Followers attribute moral standards to the leader, as they perceive the leader as having integrity and worth following. Based on elements of leadership, a transformational leadership approach is the best lens for viewing my study of processes and skills leaders of manufacturing organizations use to support corporate restructuring.

The study under review, about the processes and skills leaders of manufacturing organizations use to support corporate restructuring is a change management study. Corporate restructuring is an intentional intervention of an organization to reorganize the operations and systems for better organizational results and sustainability of the organization (Vargas-Hernández et al., 2018). Corporate restructuring is a change strategy to forestall the collapse of businesses.

Change Management Theories

In choosing the theory for the study of processes and skills, leaders of manufacturing organizations use to support corporate restructuring, I chose transformational leadership theory as the best for my study. A review of change management theories and models preceded the choice of the best leadership theory. The purpose of the review was to identify the best leadership theory for corporate restructuring with the leadership approach that embeds the best change management models for success. Reviewing seven change models and theories revealed their confluence in Benson's fundamental tasks of a transformational leader, leading to my choice of Benson's fundamental tasks of a transformational leader as a representation of the best encapsulation of change management models to determine the best leadership theory for corporate restructuring.

Benson (2015) presented a change model of the development stage, the survival of the fittest, defining reality, articulating the vision, creating alignment, becoming a servant, and saying thank you. Kotter, in 1996, also gave an eight-step organizational and cultural change process, consisting of establishing a sense of urgency, creating a guiding coalition, developing a vision and strategy, communicating the change vision, empowering broad-based action, generating short-term wins, consolidating gains, producing more change, and anchoring new approaches in the culture. Gibson and Barsade (2003) also listed the cause for organizational and cultural change as environmental demands that force the organization to re-invent itself. Gibson and Barsade said further that causes of, and the necessity for change include, natural

processes of organizations that grow, learn and develop, shifts internally of power, new leaders emerging and reshaping the organization according to their image/ideals, and leaders purposefully taking actions to change the organizational culture. Schein (2004) also established three developmental stages of organizations for organizational reform as founding and growth stage, development stage, maturity, and decline stage. Chatman (2014) posited that conducting an audit to establish the existing culture and creating workgroups to involve the people are necessary to implement change successfully. Chatman continued engaging leaders and managers to define the desired culture, rolling in the entire organization, and conducting an organization-wide survey are the next steps necessary for successful change implementation. Based on the survey, Chatman concluded that leaders must recruit more senior members, place the change to action, and walk the talk.

Ready (2014) also posited from a negative approach the seven key reasons why leaders fail to change. Ready opined poor stakeholder management, failing to create alignment among the top team, the flawed execution of artificial strategy, insufficient followership, poor capacity for listening, an inability to reinvent during large-scale change, and a poor fit with the company's values cause leaders to fail in implementing change. Schultz (2014) also listed four main action points to sustain improvement and anchor change, creating awareness, planning, modifying and improving, and standardizing and sustaining.

Analyzing the change theories and models of Kotter, Gibson and Barsade, Schein, Chatman, Ready, and Schultz revealed two outcomes. The change management theories

and models analyzed are interconnected. Benson's five tasks of a transformational leader are central to all the other theories and models of change. The centrality of Benson's change model is the reason for choosing Benson's change model for analysis in the study.

Analysis of the theories and models of change revealed that causes or forces for change precede the necessity for leaders to initiate change in their organizations. Environmental pressures can influence the necessity for change, in which only organizations that respond to the change will survive. After realizing the necessity for change, effective leaders create awareness in the organization and the stakeholders of the necessity for change. Leaders define the vision for change, articulate and communicate the vision, getting stakeholders involved, unfreeze by influencing stakeholders to yearn for change, and stakeholders to stop the old behavior, freeze, in which leaders implement change and refreezing, in which leaders consolidate the change and ensure stakeholders behave differently under the new change.

Benson (2015) discussed the causes of change and portrayed the business environment as an environment in which only organizations that adapt to change survive. Gibson and Barsade (2003) also opined environmental pressures, natural growth or developmental stages in the life cycle of organizations, the internal shift of power of leaders with some new vision cause organizations to yearn for change. Schein (2004) held similar views about the causes of change and posited that the necessity for change is paramount at every developmental stage of organizations. Benson defined this stage as the development stage.

According to the analysis, the next process of change implementation is creating awareness of the necessity for change. According to Chatman (2014), creating such awareness commences from conducting an audit to establish the existing situation warranting change. By doing so, leaders will be establishing a sense of urgency. Schultz (2014) also reiterated the necessity to create awareness. Ready (2014) posited the necessity for creating awareness by highlighting a negative dimension that if leaders fail to create awareness before change implementation, poor stakeholder management results. Benson (2015) underscored the importance of creating awareness of change to followers by referring to the action as survival of the fittest.

Analysis of the theories and models of change reveals the necessity of change leaders to define the vision for change. Chatman (2014) stated the need for leaders to define visions for change. Chatman posited that leaders need to engage managers in the desired vision and the entire organization for the change implementation. Kotter (1996) simply stated that leaders need to develop vision and strategy. Schultz (2014) called defining the vision as planning, and Benson (2015) simply termed the action as defining reality.

Implementing change cannot be successful if leaders do not articulate the vision for the change to followers. Ready termed leaders' failure in articulating the vision of change to followers as poor stakeholder management, failure to create alignment among the top team, and insufficient followership. Kotter emphasized the need for leaders to articulate change vision, which Benson (2015) reiterated as articulating the vision.

Analysis of four out of the seven change theories or models selected indicated that leaders' involvement of stakeholders or followers in the change implementation process is key to the success of the change. Chatman (2014) posited that involving stakeholders by creating working groups, engaging leaders and managers to define the change expectation, and engaging the entire organization is important for the success of the change implementation. Ready buttressed the importance of involvement by exhorting leaders to involve stakeholders, create alignment among the top managers, and have the capacity for listening to followers. Kotler's supposition is not different, as he opined that leaders should involve stakeholders and empower broad-based action. Benson (2015) posited that leaders should simply create alignment.

Unfreezing, freezing, and refreezing processes of change management morphed from the change management theories reviewed. According to Lewin, change has three phases, unfreezing, moving, and refreezing, Ready, Kotter, Shultz, and Benson underscored the necessity for leaders to implement changes taking cognizance of the three phases. From a negative perspective, Ready described the failure of leaders to unfreeze as the flawed execution of artificial strategy. Kotter termed the unfreezing stage as creating a sense of urgency, while Schultz referred to the stage as creating awareness. Benson called the phase, development stage, survival of the fittest, and defining reality.

During the freezing stage, Gibson and Barsade stated that leaders should purposefully take action for change. Chatman (2014) asked leaders to place the change to action. From a negative perspective, Ready said leaders' failure during the freezing phase of change leads to the inability to reinvent large-scale change. Kotter's leaders'

empowerment of broad-based action, Schultz's leaders' modification and improvement of

organizations, and Benson's (2015) leaders' articulating the vision and creation of

alignment and support change management theorists' supposition of the necessity of the

freezing phase of change management implementation.

Through refreezing of change, leaders are to ensure old habits and systems do not

resurface. Chatman (2014) opined that leaders should walk the talk for leaders to

implement change without old habits resurfacing successfully. From a negative

perspective, Ready posited that when leaders are not successful in refreezing change

attitudes and processes, poor fit with the organization's values with the change results,

leading to the failure of the change. Kotter called the freezing stage consolidating gains,

and added leaders should celebrate short-term gains during the refreezing stage to avoid

followers reverting to old habits. Shultz termed the refreezing stage as standardization

and sustaining of change, while Benson (2015) posited that leaders should become

servants and lead the way of change and say thank you to the followers to be successful

during the refreezing phase of change management implementation.

Change Management Implementation and Transformational Leadership

The purpose of analyzing the change theorists, inter alia, is to reveal how central

Benson's model of change management implementation is in the seven change models

selected for analysis. Viewing Benson's (2015) model of change management and

justifying why transformational leadership theory is suitable for studying processes and

skills leaders of manufacturing organizations use to support corporate restructuring helps

appreciate the importance of transformational leadership theory to the study. Causes of

change, creating awareness of the necessity for change, defining the vision for change, articulating the vision for change, involving stakeholders and followers, unfreezing, freezing, and refreezing of phases of change management implementation are all embedded in the tenets of transformational leadership theory. Unlike other leadership theories treating change as a separate and deliberate action when the need for change arises, transformational leadership theory embodies change in the normal execution of leadership skills.

Grounding the research in transformational leadership and BPR, I discuss how transformational leadership theory is suitable for change management or corporate restructuring. Change is a core element in the concept of transforming leaders. Each of the fundamental concepts of transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, motivates both leaders and followers for change (Hine & Levy, 2020).

Idealized Influence and Change

Idealized attributes and idealized behavior constitute an idealized influence of the transformational leader, which positively influences change due to the trust followers have for the leader. Idealized attributes are realized when followers attribute high ideal standards to the leader, which the leader de facto earns (Lin et al., 2019; Reis Neto et al., 2019). Leaders act as role models, and followers respect and trust the leaders to make good decisions. Because embarking on change initiatives involves risk (Mbindyo et al., 2021), followers of change initiatives entertain fear of the unknown and are anxious about what the change would bring. Developing trust in the leader is paramount to

accepting the change initiative. Fear of the unknown leads to followers resisting change.

When followers develop trust in the leader leading the change, they cooperate with the

leader for the change by trust.

The realization of idealized behavior is when leaders display highly moral

behavior true to the expectation of followers attributing such behaviors to them. Leaders

exhibit high moral standards of integrity to serve as role models for followers (Lin et al.,

2019; Reis Neto et al., 2019). Leadership by example influences followers, observing the

leader exhibiting the values the leader expects followers and the entire organization to

achieve. Through idealized behavior, leaders show the way to the followers to attain the

vision, and through idealized influence, followers perceive the leader as worthy of

following to effect change. From the analysis of the change theories and models, Benson

(2015), for example, stated the importance of involving followers in the change process.

Unlike other change models, the transformational leadership model has the inherent

element of influencing followers through idealized role modeling behaviors, showing

followers through example the change is good and possible. Transformational leadership

is an appropriate leadership approach to study processes and skills organizational leaders

use to support corporate restructuring.

Inspirational Motivation and Change

By inspirational motivation, leaders communicate a high and compelling vision of

the future and demonstrate how to achieve them. The leader influences followers to

change their self-interest needs and adjust them to the higher-order needs of the group.

Transformational leaders raise the consciousness in followers and get individuals to

transcend self-interest for the sake of the group. Because attaining a new high order needs requires new attitudes and efforts, change is how followers will achieve new higher-order and interests. Transformational leaders, through inspirational motivation, inspire followers to yearn for consistent change (Jensen et al., 2018; Lin et al., 2019; Reis Neto et al., 2019).

Because transformational leaders inspire followers to transcend their interests for the team's interest, the leader strengthens the teams to achieve the purpose. Using teams will minimize resistance to change because members of teams help explain concepts to members who might not understand the change. Members of a team can help alleviate the negative tendency because of individuals' predisposition to change. A leader's inspiration of followers becoming committed to and being a part of the organization's shared vision leads to followers owning the vision and exerting significant efforts in achieving the vision (Mbindyo et al., 2021). A unique characteristic of the transformational leadership theory, setting transformational leadership theory apart from other leadership theories, embeds in the changing of the leader also. Most of the other leadership theories' goals are to change followers to the level the leader aspires to attain (Mbindyo et al., 2021).

The goal of transformational leadership is to change followers into leaders and transform leaders into change agents. Transformational leaders achieve the benefits of change for both leaders and followers through inspirational motivation. The common interest embedded in the transformational leadership style for both leaders and followers can sustain all stakeholders in the adherence to the transformational leadership principles.

Intellectual Stimulation and Change

Transformational leaders stimulate followers to be creative and innovative and to challenge their beliefs and values and the beliefs of the leader and the organization. Through intellectual stimulation, transformational leaders teach followers to question the status quo and yearn for a new behavior of solving old and new problems (Mbindyo et al., 2021).

Embedding intellectual stimulation in the transformational leadership model contributes to making an effective change management model. Intellectual stimulation makes followers appreciate the benefits of a learning organization. Through intellectual stimulation, leaders allow followers to be innovative themselves and effect change. Because transformational leaders make followers change agents, influencing followers to cooperate with the leader and accepting change is not difficult.

Individualized Consideration and Change

Transformational leaders recognize and appreciate individual needs through mentoring, feedback, and similar activities. Leaders accord individual followers who seem neglected. Leaders provide a supportive climate and listen carefully to the individual needs of followers. Individualized consideration as a characteristic of transformational leaders is paramount in implementing change in organizations (Lin et al., 2019; Reis Neto et al., 2019). Fear of the unknown and misunderstanding of the change vision leading to resistance have caused many change efforts to fail. According to followers, individualized attention will reduce resistance to change.

Linking Fundamental Concepts of Transformational Leadership to Change Model

The fundamental concepts of transformational leadership, idealized influence (idealized attributes and idealized behavior), inspirational motivation, intellectual stimulation, and individualized consideration are suitable for an effective change management model. The fundamental concepts are not independent of each other. Each of the concepts overlaps with other concepts of transformational leadership in meeting the needs of a successful change (Khattak et al., 2020; Mbindyo et al., 2021;).

The analysis of the change models revealed that to implement change successfully in organizations, change agents should be aware of the causes of the change or create awareness of the necessity for change. Change agents should also define the vision for change, articulate the vision, empower broad-based action, unfreeze, change, and refreeze the change.

Through intellectual stimulation, followers and transformational leaders recognize the causes of change because followers challenge the status quo and always seek new ways to solve old problems. By inspirational motivation, leaders inspire followers through a compelling vision motivating leaders and followers to aspire to reach higher-order levels. Through inspirational motivation, leaders inspire followers to transcend their self-interests for the group's interest (Lin et al., 2019; Reis Neto et al., 2019). Transformational leaders, encourage teamwork and empower broad-based action involving everyone in the team of followers. By granting individualized consideration to individual followers, transformational leaders involve all followers and commit to the change.

Transformational leaders lead followers to unfreeze and change the status quo through inspirational motivation and intellectual stimulation. Through intellectual stimulation, individualized consideration, and idealized influence, transformational leaders refreeze change, sustain change, and produce more change., The transformational leadership approach was suitable for the exploration of processes and skills leaders of manufacturing organizations use to support corporate restructuring. The transformational leadership approach embeds the best change management model and transcends the model with the unique features of relationships, morality, changing both leaders and followers and instilling motivation and readiness for change in people.

BPR

The study of processes and skills leaders of manufacturing organizations use to support corporate restructuring involved both corporate restructuring implementation processes and leadership skills necessary for the implementation (Lukić & Lazarević, 2019). I augmented transformational leadership skills with business processes reengineering to determine the processes and skills leaders of manufacturing organizational leaders use to support corporate restructuring implementation.

Davenport and Short (1990) and Hammer and Champy (1993) initially developed the concept of total quality management (Sikdar & Payyazhi, 2014). Integrating total quality management and BPR concepts into business process quality management has yielded success with organizational leaders implementing change strategies (Bakhsh et al., 2021; Bhaskar, 2018; Veselinović et al., 2021). Leaders employ total quality management and business process quality management to eliminate waste. Leaders

pursue continuous excellence in all processes of an organization for a radical change by employing total quality management and business process quality management.

A business process is how leaders critically think and create organizations to add value and knowledge to customers in producing and delivering goods and services to customers (Bakhsh et al., 2021; Bhaskar, 2018). Reengineering is a fundamental rethinking, recreating, and reorganization of the business process to add more value and knowledge to customers (Davenport & Short, 1990; Hammer & Champy, 1993; Mellon et al., 2018). BPR is the fundamental rethinking and radical redesigning of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as costs quality, service, and speed, new work strategies, the actual process design activity, and the implementation of the change in all complex technological, human, and organizational aspects.

The BPR process is a holistic approach. BPR is the application of innovation and reengineering in organizational management and is a holistic approach for improving the facilities and processes of organizations in the delivery of goods and services to customers (Altukhova et al., 2018; Jovana & Maja, 2020; Lukić & Lazarević, 2019). BPR is more than just business improvisation. BPR is an approach for redesigning how work is done to support the organization's missions, reduce cost, and optimize the time dimensions of organizational processes (Bhaskar, 2018). BPR typically involves capturing business process workflows and using technology to automate and streamline these workflows (Altukhova et al., 2018; Eze et al., 2019; Jovana & Maja, 2020; Klimova, 2020; Lukić & Lazarević, 2019) Effective corporate restructuring

implementation requires a holistic approach to the restructuring. Organizations are like open systems that form interrelationships with all their internal constituents and react to external factors (Standing et al., 2018). Leaders of manufacturing organizations should view manufacturing organizations as systems, not as separate initiatives or elements (Juran & Godfrey, 1998). Open systems can become complex because they react to internal and external factors and can evolve to form a new system without being able to predict how the new form will be, so organizations should be viewed in relation to change and corporate restructuring implementation (Edelenbos et al., 2018; Obydenov, 2021).

BPR was suitable for corporate restructuring implementation because business process engineering uses a holistic approach in effecting innovation in organizations. Just as complex adaptive systems have characteristics of nonlinearity and are unpredictable and can spontaneously respond to internal and external factors to arrange the systems' components, so leaders should view organizations where they will want to implement change initiatives (Montefusco & Angeli, 2021; Standing et al., 2018). BPR implores a holistic approach in implementing change in manufacturing organizations (Crosby, 1979; Deming, 1986; Feigenbaum, 1991; Ishikawa & Lu, 1985; Juran & Godfrey 1998; Shewart, 1931, 1939). Constituents of organizations are interrelated such that when one department needs restructuring, it can affect all the other departments and units because the organization exists for a common purpose. Organizations are systems whose constituents are interrelated in the flow of the business operations such that one operation

has a subsequent impact on downstream operations. Divisions into departments and units are to achieve a common goal.

Systems thinking approach should be employed to implement an effective and successful restructuring. Even though leaders can apply corporate restructuring to a division or function of an organization, corporate restructuring involves managing organizational change on a more fundamental scale (Bhaskar, 2018). The application of corporate restructuring to the whole of the organization makes reengineering the entire organization's processes imperative (Bhaskar, 2018).

Holistically, BPR encompasses various methods, concepts to implement effective change. BPR encompasses techniques and tools to diagnose, analyze, improve, and design processes involving customers, labor, documents, and technology (Altukhova et al., 2018). The purpose of reengineering the processes of organizations during large-scale restructuring is to increase the performance of the entire organization. The reengineering process commences by pivoting the company's model to the core competency and getting rid of everything not contributing to the value generation model (Altukhova et al., 2018). The methods of BPR are adequate for corporate restructuring implementation.

The holistic nature of corporate restructuring requires a holistic change management approach for successful implementation (Bhaskar, 2018). Proponents of BPR adopt various methodologies. The methodologies include concepts and paradigms from the disciplines of management, information technology innovations, quality management, process modeling, and workflow management system (Jovana & Maja,

2020; Lukić & Lazarević, 2019; Musungwini & Mondo, 2019). The holistic nature is adequate for corporate restructuring.

Elements of BPR are adequate for corporate restructuring implementation. Elements of BPR include information technology (software and hardware) activating and supporting processes of organizations and performance measures suiting each organization (Jovana & Maja, 2020; Lukić & Lazarević, 2019). Other elements that make business process management successful include leaders listening to employees because the employees use the process, listening to customers, the end-users of the organization process, and a culture of making business process management an ongoing activity. Steps for applying business process management include diagnosis, process analysis, and improvement (Newey, 2019).

BPR was appropriate for corporate restructuring because of the diagnosis embedded in the process. Diagnosis and process analysis are essential because understanding the existing process and auditing the process will enable leaders to apply strategies for removing problems and enhancing effectiveness ((Newey, 2019). Understanding the process, the internal and external environment in the organization's context, interactions with customers, workers' involvement, and the organization's capacity to deliver goods and services will enable leaders to locate problems and solve them ((Newey, 2019). The improvement aspect of BPR involves a systematic and successive analysis of each process in detail at different levels, using various approaches ((Newey, 2019). BPR makes corporate restructuring and any change initiative effective because of the elements, methods, procedures, and processes embedded in the process.

Corporate Restructuring and BPR

The application of BPR to corporate restructuring is appropriate (Bhaskar, 2018). Corporate restructuring involves a holistic reevaluation and reorganization of people (employees), physical setting, technology, structure, and equipment (inputs), processes and operations (conversion), product and services (output), and processes in conveying products and services to clients (distribution; Mellon et al., 2018). By applying BPR to corporate restructuring, organizational leaders disintegrate all the aspects of the organization and reassess each part of the organization in the value delivery system (employees, inputs, conversion, output, and distribution).

Transition

Section 1presented a provision of a foundation for understanding why my research problem deserved new research. Linking the justification for the research with the specific business problem led to the discussion of the central question of the research. The discussion included the identification of manufacturing organizational leaders as lacking skills for corporate restructuring implementation, the literature concepts that grounded the research, assumptions, limitations, and delimitations of this study, and the description and justification of the methodology and design of the study. The significance of the study and review of academic literature completed the section. By discussing a comprehensive and critical analysis of the literature related to the study, I provided the lens through which I would view my research study, which is transformational leadership and BPR. Section 2 included a presentation of a series of discussions about the research project, what my role in the research was, how the role would be played, and the nature

of study under research method and design. The discussion on the target and justification of the population of the research, ethics to implore for using human subjects in the study, and data collection and analysis—what and how to ensure reliability and validity in the research complete would the conclude section.

Section 2: The Project

I conducted semistructured interviews with 10 manufacturing organizational leaders to gain an in-depth understanding of successful corporate restructuring processes and skills in some manufacturing organizations. The focus of this section is the role of the researcher, participants, research method and design, and population and sampling. This section also contained details on ethical research, the data collection instrument, the data collection technique, data analysis, and reliability and validity.

Purpose Statement

The purpose of this qualitative multiple case study was to identify the processes and skills some manufacturing organizational leaders use implementing successful corporate restructuring strategies. The specific population for this case study consisted of 10 leaders of manufacturing organizations in Ghana who had successfully driven corporate restructuring in their respective organizations. The implication of the positive social change is improving the sustainability rate of manufacturing organizations can benefit employees and their families as well as communities.

Role of the Researcher

The researcher is the primary instrument and analysis in qualitative research for data collection (Teusner, 2016). As a researcher in this qualitative multiple case study, I served as the primary instrument for data collection to achieve the purpose of the study. The role of the researcher in the data collection process includes the review of available information, identification and engagement of participants, data collection, data organization, data analysis, data interpretation, and data storage and security (Yin, 2018).

I organized the data and used the modified Van Kaam coding process to identify concurrent themes, analyze and interpret the data, and interview questions to answer the central research question of the study.

As a certified human resource professional, I have knowledge about information and human security risks. The motivation to carry out the study stemmed from my familiarity with the research topic and the desire to conduct a detailed literature review on the subject. Despite my motivation, I had no previous relationship with the participants.

My role as a researcher also involved adhering to the research ethics and *Belmont Report* protocol. The three principles of the *Belmont Report* include respect for persons, which involved recognizing and protecting autonomy and inalienable rights of all people and treating people with courtesy and respect; beneficence, which involved recognizing and protecting the well-being of research participants by minimizing risks and maximizing potential benefits; and justice, which involves ensuring a fair selection of participants (Ross et al., 2018). It was also important to guarantee participants' freedom to engage in the research or withdraw voluntarily as well as select the participants without coercion, manipulation, in the form of threatening, bullying, or taking advantage of the participants in a compromised position. I adhered to the *Belmont Report* by respecting respondents, minimizing risks, maximizing study benefits, and avoiding the unfair selection of participants.

My role as a researcher also included mitigating bias and avoiding viewing data through a personal lens or perspective. Methods to use to avoid biases include careful construction of interview questions, using an interview protocol (Braaten et al., 2020),

member checking (Liao & Hitchcock, 2018), transcript validation and review (Braaten et al., 2020), reaching data saturation (Altintzoglou et al., 2018), and enabling sense making (Abbasi et al., 2018). As the primary data collection instrument, I used careful construction of interview questions, interview protocol, member checking, and data saturation to mitigate bias and avoid viewing data through a personal lens or perspective. Careful construction of interview questions enabled me to ensure that the interview questions were in alignment with the central research question to avoid personal bias questions (see Appendix A). The doctoral study committee members validated the interview questions by including the questions in my proposal document and sent the interview questions to the institutional review board (IRB) for validation during my proposal to the IRB to conduct research using human subjects.

With member checking, I sent the analysis of participants' responses to each of the participants to know if the analysis was accurate and reflected participants' intent. Data saturation occurs when there are no new data, no new themes, no new coding, and if the researcher can replicate the data in another study (Longoni & Cagliano, 2018). Data saturation helped me avoid biased conclusions by exhausting the research questions pertaining to the study, exhausted morphing themes from the data until I observed the themes had become similar with no new theme.

An interview protocol was also important for avoiding bias in the research by making the participants comfortable and collecting reliable and consistent data from each participant. An interview protocol serves as an outline for a researcher to conduct objective interviews bracketing biases. An interview protocol helps achieve comfortable

interaction with the participant. An effective interview protocol is essential to obtaining the best information from the participants in the study (Schulz, 2021). An interview protocol should incorporate three components: a brief introduction involving a description of the research study, an explanation of interview procedures, and an invitation to the interviewee to ask questions about the study and procedures (Braaten et al., 2020). The interview protocol should also include explaining informed consent, self-examination, providing contact information, and informing the participants the possibility of a second meeting and to ask for additional clarification on questions that might arise (Braaten et al., 2020; Teusner, 2016).

Participants

The purpose and objectives of the research questions of a study are the reference points for choosing participants (Puyvelde, 2018). The eligibility criteria for the study participants were thus manufacturing organizational leaders who had successfully implemented corporate restructuring in manufacturing organizations. The availability of eligible participants and participants' commitment and willingness to participate in the study influence the success of a study (Etkin & Ghosh, 2018; Follmer et al., 2018; Geddes et al., 2018; Gehlert & Mozersky, 2018; Goodman & Paolacci, 2017; Ogbuanya et al., 2018; Schrift et al., 2018). Using manufacturing organizational leaders who had experience in the industry and had implemented restructuring was important because participants should have experience in the topic under investigation (Geddes et al., 2018; Goodman & Paolacci, 2017; Ma et al., 2017; McClure et al., 2018). All the participants live in Ghana and gave consent through Zoom.

The stages of gaining access to research participants include identifying potential participants, contacting, and gaining commitment (Burns et al., 2020). I identified manufacturing organizational leaders who had successfully implemented corporate restructuring through the Ghana Business Directory, business listings from local Chambers of Commerce. These listings contain email addresses and contact information of all companies, including manufacturing organizations. I shortlisted the list of manufacturing organizational leaders who were in Accra and its environs.

I contacted them through email and confirmed through telephone, inviting them to participate in the study by explaining the purpose of the study and asking for volunteers from organizational leaders who had successfully implemented corporate restructuring in organizations. Emails are a reliable method of gaining access to organizational elites (Burns et al., 2020). I promised them to send the pack of introduction and consent form if they would want to participate.

To gain commitment, I sent the invitation packs and consent form after they had given me permission to do so. The invitations included introducing participants to the research by sending information packs through via email, information clearly stating the purpose of the research, a consent form listing participants' rights, ethical issues, and contact details of the Walden University supervisory team. The information pack and consent form were sent in advance for prospective participants' study to form an opinion and voluntarily take a decision to participate or not. Two weeks' duration was given to participants to study the documents and revert for any clarification. Participants were asked to revert voluntarily and respond with "I consent" through mail to me. Those who

did not respond were considered not interested. Twenty prospective participants were contacted, and 15 agreed to participate. I confirmed the participation with a telephone call during which five of the prospective participants rescinded their decision to participate because of unexpected circumstances. Therefore, I recruited the 10 participants for the interview, and an agreement was reached for the time, duration which was 45 to 60 minutes for the first time and 15 to 30 minutes for member checking. I sought another appointment with them and explained the study in detail, exhausting the interview protocol document in discussion before the interview day.

As part of recruitment, I also identified strategies to establish a working relationship with participants. Establishing a relationship with participants influences the success of researchers in gathering valid data (Burns et al., 2020; Edirisingha et al., 2017). The relationship between a researcher and a participant is critical to the effectiveness of interviews as a research method (Puyvelde, 2018). Establishing a relationship with participants enables researchers to gain access to people and information regarding the research (Burns et al., 2020). I established relationships with participants by complementing email invitations with Zoom conference. Further, establishing trust with prospective participants by discussing topics of sociability enhances the good working relationships with participants and successful data collection. (Burns et al., 2020; Rustantono & Soetjipto, 2020). In establishing trust with my prospective participants, I discussed with them topics of interest. Because of the advent of the COVID-19 epidemic in the world at the time, the topic of interest to the prospective participants was the COVID-19 epidemic. Discussion of this topic led to the

building of trust for the study. Assuring participants of the confidentiality of the

information was an additional boost to the establishment of a relationship.

Research Method and Design

In this section, I discuss the need to adopt an appropriate research method and

design to explore strategies and processes manufacturing organizational leaders use to

support corporate restructuring. I employed a multiple, qualitative case study to explore

the processes and skills manufacturing organization leaders use to support corporate

restructuring. Qualitative research is the most beneficial approach to explore an

individual's experiences and perspectives regarding a concept or phenomenon by

interviewing people directly and observing them behave and act within their natural

setting (Bansal et al., 2018; Basias & Pollalis, 2018; Longoni & Cagliano, 2018).

Research Method

The right choice of research method is critical to the success of a research (Basias

& Pollalis, 2018). Qualitative, quantitative, and mixed are research methods available for

researchers (Longoni & Cagliano, 2018; Scalcău, 2021). Research question, purpose, and

context of a study influence the choice of a research method (Longoni & Cagliano, 2018;

Scalcău, 2021). I used the qualitative method of research for my study because of the

exploratory nature of the research question: What processes and skills do some

manufacturing organizational leaders use to implement successful corporate restructuring

strategies?

In a quantitative research approach, the researcher employs numerical data and

relies on experiments and surveys to collect measurable data with the application of

statistical processes (Longoni & Cagliano, 2018; Scalcău, 2021). Quantitative researchers also use close-ended questions to examine whether a relationship exists and to test the study specified hypothesis. The quantitative method of research was not appropriate for my study because I did not have specific variables ahead of the research to test, and the purpose of the research was not to establish relationships between pre-determined variables but to use open-ended questions to explore strategies and processes manufacturing organizational leaders use to support corporate restructuring.

The mixed research method involves the mixture of qualitative and quantitative approaches in many phases of the research process (Jones et al., 2020; Longoni & Cagliano, 2018; Stoecker & Avila, 2021). The mixed research method focuses on collecting, analyzing, and mixing both quantitative as well as qualitative data in a single study or a series of studies (Longoni & Cagliano, 2018; Mentz & de Beer, 2021). Researchers use the mixed method when neither quantitative nor qualitative methods would provide adequate data to answer the research question, or if the research requires one method to inform or clarify the other method (Bansal et al., 2018). The mixed research method was not appropriate for my study because my intent for the research study was not to examine or use one research method to inform or clarify another.

Qualitative methods apply to studies involving relationships between individuals and their environments and motives driving individual behavior and action (Bansal et al., 2018; Basias & Pollalis, 2018; Ezer & Aksüt, 2021), which leads to an understanding of human development (Bansal et al., 2018; Basias & Pollalis, 2018). Observing behaviors, exploring documents, and interviewing participants are the methods qualitative

researchers use to gather perceptions of a phenomenon in their natural setting (Bansal et al., 2018; Ezer & Aksüt, 2021; Flierman et al., 2019). Thus, a qualitative method was appropriate for exploring processes and skills manufacturing organizational leaders use in supporting corporate restructuring.

Research Design

I used a case study for my study because case studies involve the inquiry of an event, activity, group, or individual in the real-world context, using a variety of data collection procedures (Longoni & Cagliano, 2018; Yin, 2018). A case study design is useful when the focus of the study is on answering questions about the how and why of a matter, a researcher has minimal control over behavioral events, and the focus of the study is a contemporary phenomenon (Yin, 2018). A case study design was appropriate to study the processes and skills some manufacturing organizational leaders use to support corporate restructuring.

Other research designs include ethnographic, narrative, and phenomenological designs (Longoni & Cagliano, 2018; Pathiranage et al., 2020). The ethnographic research design involves studying the broad sharing behavior of individuals or groups (Pathiranage et al., 2020). Researchers use an ethnographic approach to study social customs, behaviors, beliefs, and practices defining a culture over a prolonged period (Longoni & Cagliano, 2018; Pathiranage et al., 2020), which did not apply to this study. Conversely, researchers use a phenomenological design to explore the lived experiences and perspectives of a concept or a phenomenon (Longoni & Cagliano, 2018), which would not have yielded the data necessary to answer the research question. A researcher

conducting a narrative study explores the lives of individuals and turns their stories into a narrative based on their experiences (Longoni & Cagliano, 2018). But the study was not about conveying the story of a person's life. A case study is an empirical inquiry in which researchers use to investigate a contemporary phenomenon within a real-life context (Bansal et al., 2018; Kekeya, 2021). I used a case study design to generate an in-depth understanding of a multifaceted complex subject in a real-life setting, such as processes and skills manufacturing organizational leaders use to support corporate restructuring (Bansal et al., 2018). Because the study included 10 distinct manufacturing organizations, a multiple case study design was appropriate.

I ensured data saturation by interviewing 10 leaders of manufacturing organizations and utilized the published data until no new concepts emerged (O'Leary, 2019; Yang et al., 2021). There is no all-encompassing method to reach data saturation; during data collection, a researcher can attain data saturation by collecting high-quality and high-volume data (Yang et al., 2021). Researchers have confirmed it might be best to think of data regarding quality and quantity instead of the size of the sample (Pathiranage et al., 2020). Data triangulation and data saturation relate directly (Yang et al., 2021). Triangulation involves using multiple sources of data (Longoni & Cagliano, 2018; Pathiranage et al., 2020; Yang et al., 2021). After a researcher has triangulated the data, the findings of the case study more than a single source of evidence support the findings (Bansal et al., 2018). The use of multiple sources of data ensures the study reaches data saturation (Pathiranage et al., 2020).

Population and Sampling

The target population for this qualitative multiple case study included a purposive sample size of 10 business leaders from 10 different organizations. Qualitative research has no established rules for sample size and researchers determine the sample size based on informational needs (Weller et al., 2018). Researchers have much to gain from interviewing a variety of participants to give different perspectives about a study (Puyvelde, 2018). I used both purposive and snowball sampling to select participants for zoom conferencing semistructured interviews. Purposive sampling is a method used in research to select participants based on the study criteria (Ames et al., 2019; Kumkaria et al., 2017). A purposive sample is nonprobability sample researchers select using characteristics of a population and the objective of the study (Ames et al., 2019). Researchers select participants as related to the phenomenon of interest (Hübler et al., 2019; Kumkaria et al., 2017). Snowball sampling is a technique in which participants' researchers initially identify help the researcher identify and locate others (Armstrong et al., 2019; Geddes et al., 2018; Leighton et al., 2021; Marcus et al., 2017; Puyvelde, 2018). Purposive sampling allowed me to recruit participants who met specific eligibility criteria, and who understood the topic under research and were able to provide answers to the research question. Snowball sampling helped me obtain the number of participants I needed to conduct my research. Gaining access to elites in business circles becomes easier when colleagues who the business elites trust refer them to a study such as my research study. The sampling plan and sample size in qualitative research often reveal a specific conceptual orientation (Geddes et al., 2018). Researchers use the sampling

method to seek out individuals who have knowledge and experience of the research problem under examination and speak about the experience (Armstrong et al., 2019). I asked for references from the leaders initially contacted for their colleagues in the manufacturing industry. Glenton et al. (2018) declared most studies require a provisional decision on sample size at the initial design stage. Glenton et al. explained further instead of a fixed number, an approximate sample size with a minimum and a maximum is sufficient. Qualitative research has no established rules for sample size, and researchers determine the sample size based on informational needs (Weller et al., 2018).

The size of the sample relies on the concept of saturation, or the point at which no new information or themes occur in the data (Weller et al., 2018). Purposeful sampling allows the researcher to obtain participants based on commonality, and the more similar participants are about their experiences, the sooner saturation will occur (van Rijnsoever, 2017). Purposeful sampling assists qualitative researchers with identifying and selecting information-rich cases related to the phenomenon of interest (Palinkas et al., 2015).

Saturation of data means researchers reach a point in their analysis of data in which sampling more data will not lead to more information regarding research questions (González & Campbell, 2018; Pathiranage et al., 2020; Yang et al., 2021). No additional data can develop new properties in the categories of the research. Researchers see similar instances in the data over again, making them confident and signifying saturation of data. This allows researchers to stop sampling data and round off data analysis.

To ensure data saturation, I used purposive and snowball sampling methods to select participants, used the same semistructured zoom conferencing open-ended

questions for interviews for different participants, and continued to interview until no new data emerged. I used data triangulation to collect data. Using purposive and snowball sampling methods to select participants enabled me to reach data saturation because, in purposive sampling, I selected participants who were similar in characteristics regarding the research question and had similar knowledge about the study. Purposeful sampling allows the researcher to obtain participants based on commonality, and the more similar participants are about their experiences, the sooner saturation will occur (van Rijnsoever, 2017). I used the same open-ended zoom conferencing semistructured interview questions for all the participants to obtain different themes that enhanced data saturation. An interview is a method by which the results can reach data saturation (Yang et al., 2021). Continuing to interview until no new theme emerges enabled me to reach data saturation. With the sample size of 10, I started with 1 participant and brought in new participants until saturation of data was reached and the number of participants was all exhausted. The concept of data saturation for all qualitative research using interviews as the primary data source entails bringing new participants continually into the study until the data set is complete and data replication emerges (Glenton et al., 2018). Data triangulation refers to the use of multiple sources of data for confirmation and completeness of data. Confirmation of data increases the credibility and integrity of the data (González & Campbell, 2018; Hilton, 2017). To obtain data saturation, I combined the primary data collection instrument of open-ended interviews with publicly accessed information about participants' organizations to augment and triangulate the interview data.

Ethical Research

Qualitative research has ethical challenges for researchers and participants (Scherzinger & Bobbert, 2017; Tolich et al., 2017). The success of the research depends on how researchers mitigate these challenges and treat research participants (Hunter et al., 2018; Tolich et al., 2017). The ethical challenges include the informed consent process, participant withdrawal procedures, incentives for participating, protection of participants, data protection, and participant confidentiality (Hunter et al., 2018; Shordike et al., 2017; Tolich et al., 2017).

I used the informed consent process to overcome ethical research challenges. The requirement for a signed informed consent form according to the IRB's regulations is to provide evidence that participants comprehend the purpose of the study, the withdrawal process, the disclosure of incentive, and the protection of data (Annas, 2018; Dawson et al., 2017; Hunter et al., 2018; Scherzinger & Bobbert, 2017; Tolich et al., 2017). After the reception of the IRB's approval (approval number 01-04-21-0341912), the adoption of the following process enabled me to achieve the informed consent of the research participants. With the informed consent process, I invited the potential participants by email, after identifying them from Ghana Business Directory and provided all information about the study informing them of the purpose, which is, doctoral research to fulfill part of the graduation requirement, for the participant to consent voluntarily to the interview. The invitation and the consent form included disclosure of the potential benefits of participating, the voluntary rights of participants to withdraw from the study at

any time without any adverse consequences, and Walden University's contact person to correspond with if participants need further clarification.

The procedure for withdrawal from the study included sending an email stating that participants did not wish to continue to participate. Each potential participant consented to the consent form before the commencement of the interview. The availability of eligible participants and participants' commitment and willingness to participate in the study influences the success of a research study (Burns et al., 2020; Etkin & Ghosh, 2018; Goodman & Paolacci, 2017; Schrift et al., 2018), and participants giving of verbal and written consent to the consent form, and their availability throughout the study period is paramount to a successful data collection process as well as ethical (Follmer et al., 2018; Ogbuanya et al., 2018). The principle of the consent form was to enable participants to voluntarily decide whether to agree to participate or not. The participants gave a written consent "I consent" through email. Prior to the commencement of the interview on zoom video conferencing, participants confirmed their earlier written consent by verbally consenting to participate in the study.

No provision of incentives for participation was the rule in this study. The provision of monetary incentives to participants influences the informed consent decision of the participants' research (Qiao et al., 2021). A monetary incentive is especially effective among individuals who have a history of refusing to participate in a survey or individuals who hold negative views and attitudes towards research (Burson & Harvey, 2019). A monetary incentive can lead to participants' compromise on voluntarily participating in research and giving accurate responses (Burson & Harvey, 2019;

Shordike et al., 2017). I did not provide incentives because the provision of incentives might compromise ethical principles, which the informed consent form sought to uphold. Participants might fabricate information to suit a researcher's goal in an interview for monetary gain. On the part of the researcher as the interviewer, monetary incentives might result in an unfair selection of participants, compromising the participation criteria set out for the study. This might skew the study toward needy participants.

To clarify measures that the ethical protection of participants was adequate each potential participant consented to the consent form before the commencement of the interview. The requirement for a signed informed consent form according to the IRB's regulations is to provide evidence that participants comprehend the purpose of the study, the withdrawal process, the disclosure of incentive, and the protection of data (Annas, 2018; Dawson et al., 2017; Hunter et al., 2018; Scherzinger & Bobbert, 2017; Tolich et al., 2017). The consent form contained information regarding the roles of participants in the study, background information, procedures, voluntary nature of the study, risks, benefits, confidentiality, a procedure for withdrawal, and the researcher's contact information. The principle of the consent form is to enable participants to voluntarily decide whether to agree to participate or not and to assure them of their safety. I assured the participants of the provision of each participant with a copy of the completed doctoral study and a summary presenting the results.

Consent forms and written data are under lock and key in the researcher's office safe to protect participants' confidentiality. Storing information on the computer is always at risk of being disclosed (Puyvelde, 2018). All electronic data are under

protection with a password on my computer and external drive. I will store all research documentation and raw data for five years, and then shred the documents and erase data on the computer and external drive to assure the participants of confidentiality.

Walden University IRB reviews and approves research protecting human subjects. The role of the IRB is to review research proposals, ensuring the proposal meets the criteria set forth by federal regulations (Dürango et al., 2017; Hottenstein, 2018; Hunter et al., 2018; Scherzinger & Bobbert, 2017). I proceeded with participant recruitment and data collection when the IRB approved the request to conduct research and included the Walden IRB's approval number in the study.

To ensure the integrity of the relationship with the participants, as well as serve to protect the privacy of participants a check on the researcher to uphold ethical principles, I used reidentification of individual participants, as well as names of organizations and places using numbers instead of names, to ensure confidentiality. Using the reidentification method assures participants that lead to participants giving quality information regarding the study (Hunter et al., 2018; Pathiranage et al., 2020; Ross et al., 2018; Shordike et al., 2017).

Data Collection Instruments

I served as the primary instrument in collecting and analyzing data in this multiple case study. The primary data collection instrument in a qualitative study is the researcher (Yin, 2018). The researcher is the primary data collection instrument in case studies because of the necessity for the researcher to create interview questions and conduct data analysis (Pathiranage et al., 2020). I served as the primary instrument in collecting data.

Six sources of data are available for case studies: archival records, direct

observation, documentation, interviews or surveys, participant observation, and physical

artifacts (Yin, 2018). The researcher is crucial in the choice of instruments for data

collection and analysis because qualitative data contains information that is not as exact

as figures in quantitative studies are (Sherif, 2018; Shufutinsky, 2020). I chose interviews

and documentation as the sources of my data collection for the study. While data sources

vary, researchers' usage of interviews and documentation have received wider attention

as interviews and documentation effectively enhance the unearthing of processes and

practices that have not received much attention in the academic literature (Puyvelde,

2018). Interviews bridge knowledge gaps and generate new insight into a phenomenon

(Puyvelde, 2018). One of the important sources of case study evidence is interviews.

Case study interviews resemble guided conversations instead of structured inquiries (Yin,

2018). Internal documents of organizations contain intelligent information that could

ordinarily not be revealed verbally (Puyvelde, 2018). Researchers use interviews in

combination with documentation. I combined interviews with publicly accessed

information to unearth information regarding processes and skills organizational leaders

use to support corporate restructuring.to provide a more exhaustive account of a

phenomenon (Puyvelde, 2018). Archival sources as well enhance confirmation and

contextualization of documentary evidence, thereby complementing triangulation through

which draws information from different data sources (Puyvelde, 2018).

This qualitative multiple case study involved semistructured, zoom conferencing

interviews using open-ended and follow-up questions with manufacturing organizational

leaders. Researchers also need to make a choice in whether to conduct structured, semistructured, unstructured interviews (Puyvelde, 2018). Unstructured interviews take the form of open conversation with respondents in which the researcher grants the respondent great latitude to drive the conversation (Puyvelde, 2018). I did not use an unstructured interview because the study was about a purposive exploration that would enhance the saturation and reliability of data. Even though both structured interviews and semi- structured interviews can lead to in-depth analysis of a study, and structured interviews, standardize the data collection process and make the comparison of participants' response easier, the character of the predetermined response of structured interviews limits the discovery of new themes and relevant information that the researcher may initially overlook (Puyvelde, 2018). I used the semistructured interview to allow for the emergence of new themes, as well as making the comparison of responsible possible and easier because I explored strategies and skills to support corporate restructuring among manufacturing organizations. In semistructured interviews, in addition to the researcher's planned list of questions for participants, the researcher can ask further questions and probe respondents to ask more questions on responses that seem particularly significant but prevent respondents from digressing from the main subject under study (Merlo et al., 2020; Puyvelde, 2018). Complementing semistructured zoom conferencing interviews with open-ended and follow-up questions enhanced the emergence of new themes befitting the exploration study. Face-to-face interviews with open-ended follow-up questions enable researchers to gain in-depth information about participants' experiences (Braaten et al., 2020; van den Berg & Struwig, 2017). Open-

ended semistructured interviews are well suited for exploratory research (Puyvelde, 2018). Face-to-face interview enhances the researcher's opportunity to directly observe the respondent's body language which might grant additional clues to the information to the study, and also prevent respondents from digressing from the main subject of study to unrelated subjects (Puyvelde, 2018). Avoiding biases, enhancing emerging themes, and seeking clarification include carefully constructing open-ended interview questions (see Appendix A), and constructing a semistructured interview (Anderson, 2017; Braaten et al., 2020; Márquez Reiter, 2018).

Publicly accessed information about participants' organizations was my secondary source of data to explore processes and skills organizational leaders use to support corporate restructuring. Company's documentation and archival records serve as a valuable source of information regarding existing records about companies (Yin, 2018). The goal of reviewing the companies' additional information was to explore information regarding processes and skills manufacturing organizational leaders use to support corporate restructuring.

In clarifying how I used the zoom video conferencing open-ended semistructured interview as my primary data collection instrument, I used interview protocol to guide the interview instrument. Because an interview protocol serves as a guide for the researcher detailing the sequential process of the interview (Braaten et al., 2020; Hilton, 2017), I used interview protocol to guide the entire interview process. My interview protocol included designing open-ended questions focusing on the central phenomenon of the study, recruiting participants that could best answer the research questions, finding a

location to conduct interviews, collecting consent, conducting semistructured, zoom video conferencing conducting interviews, and recording and transcribing the interviews (see Appendix B). Clarifying how I used the internal company's documentation and archival records would include the revision of existing publicly accessed information about the participants' organizations. The review included e-mails and, company's website information related to the study.

To attain reliability and validity, I presented the interview questions, as part of my proposal document to the expert panel of the doctoral study committee, as well as the IRB of Walden University to validate the interview questions and ensure the questions were reliable before administering the interview instrument. Using an expert panel to validate interview questions prior to administration enhances the reliability of the instrument (Howard-Grenville et al., 2021). My other reliability strategy was to use the same interview protocol for each participant. I also used member checking by returning the data or interview results to participants to check for accuracy and resonance with their experiences. Using the same interview protocol and member checking enhances the reliability of data (González & Campbell, 2018; McCullough et al., 2017; Ramji & Etowa, 2018). By data triangulation methods of using multiple sources of data collection instruments, semistructured zoom conferencing interviews, publicly accessed information about the participants' organizations, I enhanced the reliability and validity of the data. Triangulation is the act of bringing more than one source of data to bear on a single point. The primary purpose of triangulation is to eliminate or reduce biases and increase the

reliability and validity of the study (González & Campbell, 2018; Pathiranage et al., 2020).

Data Collection Technique

Recording semistructured, zoom conferencing interviews was the primary data collection technique used to explore the central research question, what processes and skills do some manufacturing organizational leaders use to implement successful corporate restructuring strategies? Choosing semistructured interviews was informed by the qualitative research chosen and the exploratory nature of the research design. I had determined a qualitative exploratory multiple case study for the study. Qualitative research is the most beneficial approach to explore an individual's experiences and perspectives regarding a concept or phenomenon by interviewing people directly and observing them behave and act within them (Crilly et al., 2020). The open-ended questions are appropriate to enable the participants to feel comfortable in their natural setting (Bansal et al., 2018; Basias & Pollalis, 2018; Longoni & Cagliano, 2018). The open-ended semistructured interview enabled me to explore other ideas about the research, which otherwise would not have been possible if close-ended questions were used. It also enabled the participants to provide honest answers in their natural settings.

I started the process by searching for potential participants' addresses and contacts from the Ghana Business Directory of the Ghana Chamber of Commerce for business listings. The process included identifying and shortlisting prospective participants, contacting them through email with a confirmation and seeking permission to send research invitation documents on the phone, and sending an email invitation to

prospective and identified participants (see Appendix C). Initially, 20 participants were shortlisted, and 15 participants agreed to participate in the research. Five of the participants later declined prior to the commencement of the interview because they had emergency circumstances beyond their control that would make it impossible to participate. All the 10 participants remaining agreed and participated in the research. The Shortlisting included all the 10 participants remaining for the research based on their response of voluntarily deciding to be part of the participants.

Using the discussion about a topic of social nature such a COVID-19 and its consequences on human beings as well as how to prevent the infection, mutual trust and commitment from prospective participants was established, which enhanced working relationships and commitment for the research. The rest of the process included emailing informed consent form to participants to read in advance and asking them to send their consent by replying "I consent" and mailing to me, agreeing that the interview would be conducted on zoom video conferencing because of the COVID-19 and in participants' location where privacy was assured.

I did not provide any incentive to the participant to influence their decision and responses. Incentives can influence the participants' responses (Qiao et al., 2021). The participants recruited were not having a negative attitude towards research. The participants did not demonstrate any disinterest in the research but rather embraced the process as they viewed the research as a process that could enhance the performance of their businesses.

I conducted interviews using open-ended questions and audio record interviews and took notes in a journal. I coded names of the participants and organizations to ensure privacy, reviewed and transcribed the audio-recorded interviews, requested companies' documentation on their social media for triangulation of interview data. Conducting member checking interviews, asking follow-up questions, asking the same exploratory questions enabled me to achieve data saturation.

I complemented interview technique with information from a publicly accessed source about the participants' organizations through their social media platforms for the organizations, such as industry-wide awards the companies had received for excellence by an astute awarding institution such as Ghana Club 100 that used business excellence parameters to rate best 100 companies each year and award them. I also visited their website and was satisfied with their stakeholder engagement tools and systems that were installed to receive and share information about the growth of the companies.

Interviews help in exploring and seeking in-depth information about participants' experiences and viewpoints on a phenomenon (Braaten et al., 202 Shufutinsky, 2020). Shufutinsky specified interviews provide data on the participants' experiences and in-depth understanding of the topic. Interviews are conversational which enabled the researcher to ask participants for elaboration on responses and share additional insight (Shufutinsky, 2020). Internal documents of organizations and archival records contain intelligent information that could ordinarily not be revealed verbally (Puyvelde, 2018). I used publicly accessed information of my participants on social media.

I used the semistructured interviewing technique. Semistructured interviews enhance in-depth exploration of a phenomenon, allowing for the emergence of new themes leading to the complete exhaustion of information regarding a research study (Puyvelde, 2018). In semistructured interviews, in addition to the researcher's planned list of questions for participants, the researcher can ask further questions and probe respondents to ask more questions on responses that seem particularly significant but prevent respondents from digressing from the main subject under study to obtain facts and participants' opinions (Merlo et al., 2020; Puyvelde, 2018).

I used the Zoom conferencing technology with the video of participants on to at least behold the faces of the participants as they also beheld my face. Face-to-face interviews through zoom conference with the participants would help establish rapport and gain trust. Face-to-face through zoom interview enhanced the researcher's direct observation and nonverbal communication gestures such as body language, facial expression, which might grant additional clues (Puyvelde, 2018). Establishing rapport is key to allowing the participant to speak openly, honestly, and extensively. Eye-to-eye contact embedded in face-to-face interviewing enhances the establishment of rapport for the success of the research (Carpenter & Theeke, 2018; Puyvelde, 2018). The zoom video conferencing interview, which is close to eye-to-eye contact because we enabled the video features of the zoom to see ourselves, cleared all doubts about the authenticity of the research, and enhanced the success of the research.

I audio recorded participants' interview responses with the participants' permission for transcription later. Audio recording the interview enables researchers to

concentrate on the interview data when interviewing (Puyvelde, 2018). Audio recording also enables the researcher to observe all other nonverbal communication clues such as body language and facial expression (Puyvelde, 2018). I used an independent voice audio digital recorder during the interview. Digital recorder was my choice as it assured privacy better than cell phones and other recorders that could be monitored by network and systems owners and obtained information about the research as close as possible to what the participants intended, making the research valid and reliable.

Interviews, zoom conferencing interviews, semistructured interviews, and audio recording of interviews have disadvantages as well. One of the main disadvantages of interviewing as a data collection technique is the assumption that interviewees would provide honest answers to the research questions. Participants can be economical with a truthful response and may prefer to discuss specific questions over others (Puyvelde, 2018). Participants respond to questions about events as their perception dictates and may have the wrong perception about the research question. Conducting interviews raises a number of ethical concerns related to the researcher and the participants, including the researcher's bias, the respondent's freedom to participate in the interview, and the security of the respondent (Puyvelde, 2018).

With face-to-face interviews, participants may respond with what is socially desirable. The researcher must manage the ability to listen, focus on the interview process, suspend judgment, and enquire without becoming interrogational. With the zoom video conferencing interview, which is similar to face-to-face interview, I was able to manage the ability to listen, focus on the interview, directed the interview conversation

such that we did not deviate nor become interrogational. Managing the researcher's bias is paramount for capturing the information effectively. The efficacy of qualitative study results depends on observational methods, and the researcher's skills in mitigating bias with a face-to-face interview is a great challenge (Lehnert et al., 2016). The main challenge encountered during the interviewing process was interruptions by incoming calls for the participants creating a temporary halt to the discussion. Because such challenges are associated with interviews, zoom video conferencing, semistructured interviews and audio recording of interviews, I conducted the interviews based on interview protocol and member checking to ensure accuracy of responses without any deviation.

The complexity of the qualitative study regarding the gathering of qualitative data and the challenges associated with face-to-face semistructured interviews requires researchers to use interview protocols to guide the interview process (Puyvelde, 2018). An interview protocol is a guide for the interview process, which I have included in the Appendix B to educate study participants on the expectations during the interview process and to ensure successful interviews. An interview protocol is an outline of an interview stating points of exploration, provisional questions, and planned probes and transitions (Braaten et al., 2020; Hilton, 2017; Shordike et al., 2017).

An interview protocol included a script of the content of the interview process in an orderly manner and made provision for follow up questions reminding me about the information to collect. An interview protocol is a procedural guide for directing a researcher through the interview process (Braaten et al., 2020; Greenberg et al., 2021;

Hilton, 2017). The interview protocol for this research included designing open-ended

questions focusing on the central phenomenon of the study, recruited participants that

could best answer the research questions, found a location to conduct interviews where

participants agreed and responded through a video conferencing in their private rooms

and offices when nobody was around to interfere, collected consent, conducted

semistructured, zoom conferencing interviews, and recorded and transcribed the

interviews using an independent digital voice recorder alongside the video conferencing

interview. I used interview protocol to curb the challenges of bias on the part of both the

researcher and the participants, dishonest responses, and insecurity of participants.

     I used member checking to confirm the accuracy, creditability, and validity of

participants' responses during the interview. Member checking is the sending of the

analysis of participants' responses to each of the participants to know if analysis is

participants' intent and researcher has accurately analyzed participants' intent. (Ramji &

Etowa, 2018). Member checking is the technique for exploring the trustworthiness and

credibility of results (González & Campbell, 2018; McCullough et al., 2017; Ramji &

Etowa, 2018). Member checking is a quality control process by which researchers seek to

improve the accuracy, credibility, and validity of what they have recorded during a

research interview (González & Campbell, 2018; McCullough et al., 2017; Ramji &

Etowa, 2018). Member checking is the restatement or summarizing of responses from

respondents to participants to check for accuracy (McCullough et al., 2017; Ramji &

Etowa, 2018). The participants either agree or disagree that the summaries reflect views,

feelings, and experiences. In this study, all the 10 participants agreed that the summarized data represented their intent.

The study is credible if participants confirm accuracy and completeness. In addition to the sense of relief that the researchers feel for capturing the respondents' views, member checking is used as a quality control tool to authenticate the interview data (McCullough et al., 2017). I reviewed the companies' information on their social media platforms, including their websites to authenticate the interview responses pertaining to the study.

Various business excellence awards from a reputable institution such as Ghana Club 100 (an institution that is experienced in rating best 100 companies in performance and sustainability) confirmed the responses that the companies had been successful and had managed to sustain their businesses. The just in time systems, business process quality management certificates, customized training platforms with records of individualized training, stakeholder systems for sharing and gathering information, pacesetting strategies of putting out a product and strategy on the website for other manufacturing organizations to copy, all complemented the responses and applied to the themes that emerged during the data analysis and findings of the study, proactiveness, stakeholder engagement, individualized consideration, mentoring, monitoring and evaluation, innovativeness among others. These augmented the responses from the manufacturing leaders as having used the transformational leadership skills and BPR model for sustainability of their businesses.

Member checking curbed the challenges of bias, nonreliability, and nonvalidity of the research data. Corroborating the recording of zoom conferencing semistructured interviews with thoroughly prepared and in-depth knowledge of publicly accessed information evidence, with the guideline of interview protocol and member checking yielded a reliable and valid data collection technique. Member checking helped to confirm the accuracy, creditability, and validity of participants' responses during the interview.

Data Organization Technique

I stored data for this study in electronic recordings. All electronic data are under protection with a password on my computer and external drive. I also kept track of data for this study in a reflection journal and protected and stored the information under lock and key in my office safe. Storing information on a computer is always at risk of being disclosed (Puyvelde, 2018). That is why I used a password to protect the information on my computer. I stored all research documentation, including signed consent form and raw data for five years from my anticipated year of completion, and then shred the documents and erase data on the computer and external drive.

Data organization is an essential aspect of research during the data collection process. Properly organizing data enables the researcher to access data timely and appropriately (Anderson, 2017; Pathiranage et al., 2020). Institutional requirements through IRBs in the United States require researchers to protect respondents (Puyvelde, 2018). By keeping electronic recordings in my computer protected by a password,

keeping track of data, storing under lock and key, and shredding the information after five years enhances the protection of respondents.

Data Analysis

The appropriate data analysis process for this study was methodological triangulation. Methodological triangulation involves the use of multiple methods to collect data and analyze the data (González & Campbell, 2018). Triangulation is the act of bringing more than one source of data to bear on a single point (González & Campbell, 2018; Pathiranage et al., 2020). The purpose of triangulation is to eliminate or reduce biases and increase the reliability and validity of the study. Case study findings are more convincing and accurate if based on multiple sources because multiple sources of evidence allow for data triangulation and the development of converging lines of inquiry (González & Campbell, 2018; Hilton, 2017). Triangulation of data in this study involved the analysis of primary data from the semistructured interview questions, observation and notes recorded in my journal during the interview, and secondary data from publicly accessed information about the participants' social media platforms and websites of the organizations.

Using a qualitative multiple case study analysis, I explored data obtained from semistructured interviews with ten participants. The goal of the study was to identify the processes and skills some manufacturing organizational leaders use to implement successful corporate restructuring strategies. The seven-step modified Van Kaam method by Moustakas (1994) was employed to analyze the data obtained from the ten participants.

The modified Van Kaam method of data analysis is a method of data analysis that assists researchers to analyze qualitative data working through data to determine meaningful themes, patterns, and descriptions that will answer the central research question (Pathiranage et al., 2020; Waller et al., 2017). I chose the modified Van Kaam method of data analysis because of its uniqueness in emphasizing the necessity to eschew bias in data analysis and the vigorous manner the method allows researchers to apply data analysis principles to each participant's response equally, maintaining the integrity of participants' voices, making data analysis more reliable for research replicability, and thereby bridging the gap between research theory and practice.

According to the modified Van Kaam method, qualitative researchers need to treat data equally, reduce and eliminate data by separating invariance constituents from redundant and ancillary information, thermalize the invariance constituents, check the themes against the data, create individual textural descriptions, and create individual structural descriptions. Qualitative researchers must step outside of the self to observe the data in unique ways. The steps should apply to individual interviews (Guest et al., 2017; Iyigun et al., 2017; Sjollema & Yuen, 2018; Waller et al., 2017).

The analysis for this study included gathering data, grouping the data, generating themes, accessing the data, and using a thematic approach to understand the processes and skills manufacturing organizational leaders use to support corporate restructuring. Analyzing data systematically and generating themes enable researchers to make sense out of the data (Merlo et al., 2020; Roberts et al., 2019). I applied the modified Van Kaam method of data analysis to the systematic process.

The data analysis underwent a series of processes that commenced with the gathering of the data, which included listing every response out of the data recorded, reading repeatedly, and transcribing verbatim. Reading the recorded data repeatedly before transcribing verbatim and listing every response is a preliminary step towards analyzing data to achieve reliability (Iyigun et al., 2017; Roberts et al., 2019). Grouping the data by separating the invariant constituents of the responses from redundant and ancillary information such as nondescript words, unclean comments, or irrelevant responses were an important process in the analysis. When grouping the data, responses from participants to the same question were put together and eliminated unnecessary comments and irrelevant responses. By reducing and eliminating unnecessary comments and irrelevant responses to the research question, a researcher draws closer to achieving reliable data (Roberts et al., 2019).

The process included thematizing the invariant constituents by generating and clustering the core themes and commencing coding. After the reduction and elimination of data step, researchers commence exploring latent meanings of the invariant responses and group the responses based on the latent meanings to form themes that express the intent of each participant (Roberts et al., 2019; Sadam et al., 2019; Tilburgs et al., 2018). To access the data, I examined the themes against the data set to ensure themes were representative of participants' intent. By checking themes against data, researchers intend to ensure themes are true reflections of participants' responses (Iyigun et al., 2017; Waller et al., 2017).

The next step involved using to understand the processes and skills manufacturing organizational leaders use to support corporate restructuring, a thematic approach was used. The thematic approach to understanding the themes included a series of sub-steps as per the modified Van Kaam method of data analysis. I created individual textual descriptions for each participant.

Creating individual textual descriptions involves creating descriptions that utilize verbatim excerpts and quotes from each of the participants. Creating individual textual descriptions for each participant lends credence to the maintaining of the integrity of participants' voices and making the data analysis more reliable (Iyigun et al., 2017; Roberts et al., 2019). I also created individual structural descriptions for each participant. Creating individual structural descriptions involves creating descriptions that examine the emotional, cultural, and social connections between what participants say. Creating individual structural descriptions is an essential step in the application of the modified Van Kaam method of data analysis as the primary interpretation of data commences (Roberts et al., 2019; Waller et al., 2017).

The processes I engaged in my data analysis after the creation of the individual textual and structural descriptions involved the synthesizing of participants' responses as I had analyzed the individual responses until the structural descriptions. With the help of the NVivo 12 software program for data analysis, I created the rest of the processes for the data analysis as they involved synthesizing themes for the participants. NVivo software is a qualitative data analysis software used for data analysis. NVivo software allows for a systematic coding approach for sorting, clustering, and comparison of codes

and themes between and within subgroups (Bergeron & Gaboury, 2020; Guo, 2019; Roberts et al., 2019; Swygart-Hobaugh, 2019).

The next step was to create composite textual descriptions. In this step, I created a table outlining themes from each participant. The purpose was to ascertain the outline of reoccurring and prominent themes across the participants. Creating composite textual descriptions enable researchers to relay what participants said during the interview and note the common themes that emerge from the data for the participants (Roberts et al., 2019). With composite textural descriptions, results of the individual textural descriptions are merged to identify recurrent themes from the data.

Similar to the merging of individual textural descriptions into a composite textural description, I created composite structural descriptions as a cluster of the results I obtained from the individual structural descriptions. The purpose was to identify and examine the emotional, social, and cultural connections of participants across the participants. Creating composite social descriptions enable researchers to identify and describe common elements of participants such as socioeconomic and racial background across the participants (Roberts et al., 2019). I then created a structural textural description to merge both the structural and textural to give a comprehensive understanding of the responses and the study.

From the process, I developed a composite description of the meanings from themes for the responses of the participants. The process led to findings and themes based on the analysis of the data. Analysis of responses from the interviews formed themes and categories. Summarizing participants' individual responses revealed unique experiences,

while clustering responses generated themes. The modified Van Kaam method, with the assistance of NVivo software for data analysis, helped to dissect each theme. Evaluation of each theme by question occurred for relevance to processes of skills and corporate restructuring.

Reliability and Validity

I ensured my research study attained reliability and validity. Researchers should ensure the reliability and validity of their study to enhance the trustworthiness of the research as preexisting research or data to other researchers for secondary analysis (Victoria, 2018). Reliability is mainly concerned with whether a study can repeat itself (Yin, 2018). Reliability entails how researchers will address dependability (Victoria, 2018). Reliability can be described as the consistency of judgment that protects against or lessens the contamination of projection (Roberts et al., 2019). Validity refers to the credibility, transferability, and confirmability of findings (Roberts et al., 2019; Victoria, 2018). I ensured my research is dependable and valid.

Dependability of research about refers to the trustworthiness of research as data to depend on by other researchers for secondary analysis (Victoria, 2018). Some of the techniques enhancing the dependability of the study from the academic literature include member checking of data interpretation, transcript review, pilot test, expert validation of the interview questions, interview protocol, focus group protocol, direct or participant observation protocol, and reaching data saturation (González & Campbell, 2018; McCullough et al., 2017). Ensuring the dependability of the study also enhanced the reliability of the research study.

I enhanced credibility, transferability, and confirmability for my research study. The validity of research establishes the credibility, transferability, and confirmability of findings of a research (González & Campbell, 2018; McCullough et al., 2017; Ramji & Etowa, 2018). Demonstrating qualitative credibility ensures researchers are addressing the findings from the perspective of the participants (González & Campbell, 2018; McCullough et al., 2017). Enhancing transferability ensures researchers are addressing the findings from the perspectives of other researchers and contexts and leaving the determination of transferability of the research to other researchers and readers (Pathiranage et al., 2020). Enhancing confirmability in qualitative research is to ensure the results of the research can be confirmed by other researchers (Roberts et al., 2019; Victoria, 2018). Some of the techniques enhancing validity of research study in the academic literature include reaching data saturation (Roberts et al., 2019; Sadam et al., 2019). I ensured the enhancement of credibility, transferability, and confirmability in my research study using multiple techniques such as member checking of data, triangulation such as augmenting the interview with reviewing of companies' documents on social media and observing and analyzing notes taken in journals during the interview.

The academic literature contains some of the techniques for the enhancement of credibility in research. To enhance credibility, the techniques include member checking of data saturation, participant transcript interview, interview protocol, focus group protocol, and direct or participant observation protocol (González & Campbell, 2018; McCullough et al., 2017). I used member checking of data saturation and the participants

confirmed the accuracy of the analysis as a reflection of their intent., interview protocol, and direct or participant observation protocol to enhance the credibility of my study.

Transferability of research involves the enhancement of other researchers to how research findings apply to another context (Korstjens & Moser, 2018 Pathiranage et al., 2020). Transferability refers to how researchers enable other researchers or stakeholders to determine the transferability of the findings (González & Campbell, 2018; Hilton, 2017; McCullough et al., 2017; Ramji & Etowa, 2018; Stanton et al., 2017). In contrast to quantitative studies, in which the researcher generalizes the findings, qualitative researchers do not generalize and do not state the findings are transferable. Transferability in qualitative research is the degree to which the results of the research can apply or transfer beyond the bounds of the project. The burden of demonstrating that a set of findings applies to another context rests more with another researcher (González & Campbell, 2018; McCullough et al., 2017; Pathiranage et al., 2020; Ramji & Etowa, 2018). Transferability implies the results of the research study can apply to similar situations or individuals (González & Campbell, 2018; Hilton, 2017; McCullough et al., 2017; Ramji & Etowa, 2018).

To enhance transferability of research, the academic literature contains information recommending meticulous adhering to the data collection and analysis techniques for the research design, using interview protocol, focus group protocol, direct observation of participants' protocol, and data saturation. I used interview protocol, direct observation of participants' protocol, and data saturation to enhance the transferability of the study.

Researchers can enhance the confirmability of their research by ensuring the results of the research can be confirmed or supported by other researchers (Roberts et al., 2019; Victoria, 2018). Techniques enhancing confirmability in academic literature include probing during interviews, follow-up member checking interviews, questioning from different perspectives, and triangulation (Pathiranage et al., 2020; Roberts et al., 2019; Victoria, 2018). I used probing during interviews, follow-up member checking interviews, questioning from different perspectives, reviewing companies' documents at publicly accessed social media, and triangulation to enhance confirmability of the research.

A synthesis of the analysis of how I enhanced both reliability and validity of my research study reveals the application of multiple techniques such as member checking of data saturation, expert validation of the interview questions, interview protocol, direct or participant observation protocol, reaching data saturation, probing during interviews, questioning from different perspectives, and triangulation. Member checking of data saturation would enhance reliability dependability, validity credibility, and validity confirmability. Expert validation of the interview questions would enhance the dependability of the study. Interview protocol helped me achieve reliability dependability, validity credibility, and validity transferability for my study.

Direct or participant observation protocol assisted me in attaining reliability dependability, validity credibility, and validity transferability for my research. I enhanced reliability dependability and validity transferability for my study using the data saturation technique. By using techniques such as probing during interviews, questioning from

different perspectives, and triangulation, I enhanced the validity confirmation of my study.

For reliability dependability, validity credibility, and validity confirmability, I used member checking of data interpretation. Member checking is a quality control process by which researchers seek to improve the trustworthiness, accuracy, credibility, and validity of what they have recorded during a research interview (González & Campbell, 2018; McCullough et al., 2017; Ramji & Etowa, 2018). Member checking is reverting to participants to confirm analyzed data reflect participants' responses intent (González & Campbell, 2018; McCullough et al., 2017; Ramji & Etowa, 2018). To enhance the dependability of the study, expert validation of interview questions was another technique used for the research study. Using the expert panel to validate interview questions prior to administration enhances the dependability of the instrument (Howard-Grenville, 2021). I presented the interview questions to an expert panel of the doctoral study committee to validate and ensure the questions were reliable and dependable before administering the interview instrument.

I used an interview protocol to enhance reliability dependability, validity credibility, and validity transferability for my study. Interview protocol allows researchers enhance dependability, credibility, and transferability because researchers usage of interview protocol enables them to avoid bias, in addition to using the same interview protocol for the participants, and the possibility of assuring the participant of reverting for authentication of the researcher's conclusions (Baygi et al., 2017) .The rationale for my use of an interview protocol was valuable to avoid bias in the research

by making the participant comfortable and collecting reliable and consistent data from each participant.

An interview protocol should incorporate three components: a brief introduction involving a description of the research study, an explanation of interview procedures, and an invitation to the interviewee to ask questions about the study and procedures (Braaten et al., 2020). Researchers need to establish informed consent in which the researcher informs the interviewee about the consequences of participation (Braaten et al., 2020). A researcher asks the interviewee to provide explicit consent to the interview. Teusner (2016) also listed items in the interview protocol to include explaining informed consent, reflecting about self or self-examination in relation to the researcher, the interview process, and the participant, providing contact information, and informing the participants of the possibility of a second meeting and, to ask for additional clarification on questions that might arise (Braaten et al., 2020). By using an interview protocol avoided bias enhancing dependability, credibility, and transferability.

Direct or participant observation was another technique used to enhance reliability dependability, validity credibility, and validity transferability for the research. case study face-to-face interview enables researchers to observe both the interview process in and the participants in the participants' context. This enhances the researcher's direct observation of nonverbal communication gestures such as body language and facial expression. Direct observation of participants in the participants' setting enables the researcher to interpret participants' responses accurately to ensure dependability, credibility, and transferability of the results of the research (Puyvelde, 2018).

Establishing rapport is critical to allowing the participant to speak openly, honestly, and extensively.

Eye-to-eye contact embedded in direct observation during interviewing enhances the establishment of rapport for the success of the research (Puyvelde, 2018). Direct observation involves a researcher observing participants during interview, including the observance of nonverbal communication gestures such as body language and facial expression (Puyvelde, 2018). Recording information based on observable signs of participants can enhance the dependability, credibility, and transferability of the study because, nonverbal signs of the researcher such as body language and facial expression may complement the data with additional clues revealing the actual intent of the participants' responses. When researchers' conclusion reflects the complete intent of participants, the researcher can attain dependability, credibility, and transferability for the study.

I used probing during the interview to enhance the validity of my study. A researcher enhances dependability for a research study when the researcher inquires the same questions to participants and apply clarification questions, contrast probe, follow up, and practical questions (Baygi et al., 2017). Because exhaustion of all questions about the study in relation to the central research question is critical to the enhancement of dependability of the findings, I ensured that participants were open to answer all perspectives of the study in such a manner as to elicit honest responses from participants. Using clarifications, contrast probes, follow up and practical questions would help

participants respond appropriately and honestly to the interview questions thereby enhancing the dependability of the research.

I enhanced reliability, dependability, validity, and transferability for my study using the data saturation technique. Reaching data saturation would help ensure the credibility, transferability, and confirmability of the findings. Researchers can enhance credibility by (González & Campbell, 2018; McCullough et al., 2017; Ramji & Etowa, 2018). Saturation of data means no additional data can develop new properties in the categories of the research. Researchers see similar instances in the data over again, making them confident and signifying saturation of data. This allows researchers to stop sampling data and to round off data analysis. In this study, because I used multiple sources of data collection such as interviews, company information from documents, and archival records, with the intention of attaining data saturation.

I used the technique of questioning from multiple and different perspectives to enhance the dependability of my study. Related to using probes to ascertain honest and complete answers to my interview question is questioning from different and multiple perspectives techniques. To enhance credibility and dependability, researchers pose questions from different and multiple perspectives to participants during research interviews (Korstjens & Moser, 2018; Pathiranage et al., 2020. I asked the same question from different perspectives to attain the dependability of the research.

To ensure the enhancement of dependability with my research, I also used data triangulation. Data triangulation and data saturation relate directly (Yang et al., 2021). by enhancing data triangulation; I enhanced data saturation as well and enhanced the

dependability of the research. Data triangulation involves using multiple sources of data to draw conclusions in research (Hilton, 2017; Longoni & Cagliano, 2018; Pathiranage et al., 2020; Puyvelde, 2018; Yang et al., 2021). Data triangulation refers to the use of multiple sources of data for confirmation and completeness of data. Confirmation of data increases the credibility, dependability, and integrity of the data (González & Campbell, 2018). I combined interviews with documentation to unearth information regarding processes and skills organizational leaders use to support corporate restructuring.to provide a more exhaustive account of a phenomenon.

Transition and Summary

I commenced Section 2 with the reinstatement of the purpose of my research. I discussed what my role as a researcher would be and how to play that role. After the discussion on participants of the research, I extended the discussion on the nature of the study in section 1 to justify the research methodology and design of the study under research method and design. I further discussed the target population of the study the justification for the study as well as how to recruit the population. As I used human subjects in my research, I explained how to implore ethical principles to protect human subjects.

I discussed the data of my research regarding the collection and analysis of my research data. With the discussion on the need to ensure my research is reliable and valid, and how to ensure the reliability and validity of my research. I completed section 2. In Section 3, I will present the findings of the study along with a discussion on how the findings would be relevant to the processes and skills organizational leaders use to

support corporate restructuring. Discussion of the implications of social change,

provision of suggestions for future research, and the inclusion of a reflection of

experiences as a DBA Doctoral student would complete the section.

Section 3: Application to Professional Practice and Implications for Change

The objective of this qualitative multiple case study was to identify the processes and skills some manufacturing organizational leaders use to implement successful corporate restructuring strategies. Data collection included semistructured interviews with 10 manufacturing organizational leaders in Ghana who had implemented corporate restructuring. Ten main themes emerged from data: continuous improvement, restructuring proactiveness, stakeholder engagement, capacity building, communication, transparency, diverse leadership skills, leadership self-leading, monitoring and evaluation, and coaching. The findings of this research matched the fundamental concepts of the transformational leadership theory identified by Avolio et al., (1999). In the following sections, I describe the resulting themes in detail and provide transcript citations to support the findings.

Presentation of the Findings

The collection and analysis of interview data and publicly accessed information reviews helped answer the overarching research question: "What processes and skills do some manufacturing organizational leaders use to implement successful corporate restructuring strategies?" I used data from the interviews of the study participants and a publicly accessed information platform regarding the participants' companies to attain triangulation. The data analysis revealed 10 major themes: continuous improvement, restructuring proactiveness, stakeholder engagement, capacity building, communication, transparency, diverse leadership skills, leadership self-leading, monitoring and

evaluation, and coaching (see Table 1). These themes are related to the fundamental

concepts of transformational leadership and BPR.

Table 1

Themes from Interviews

Theme	Number of References
Continuous Improvement	10
Restructuring Proactiveness,	9
Stakeholder Engagement	7
Capacity Building	10
Communication	10
Transparency	10
Diverse Leadership Skills	7
Leadership Self-leading	10
Monitoring and Evaluation	10
Coaching	10

Theme 1: Continuous Improvement

The theme of continuous improvement processes emerged from the data. The

participants' responses to Interview Questions 1, 4, and 5 indicated ongoing efforts to

ensure that their organizations are well-positioned to combat restructuring and adapt to

any current and future restructuring. All 10 participants implied that it was necessary to

establish processes in the organization that makes the checking of day-to-day activities in

line with the aim of meeting current and future restructuring needs. These processes

included just-in-time systems, efficiency parameters checking systems, and BPR systems.

Based on responses from all participants, one key institution in Ghana that had

been instrumental in setting the basis for the establishment of these present and future

restructuring systems was Ghana Food and Drugs Authority (FDA), which is a legal institution that regulates the activities of manufacturing organizations by setting up their quality assurance parameters for the manufacturing and production of sound products. Embedded in these regulations are hourly, daily, weekly, monthly, and yearly regulations that must be adhered to by all manufacturing organizations before the manufacturing organizations are approved to continue to exist for manufacturing and production purposes. Certificates issued to the qualified manufacturing organizations are renewed every 6 months after the authorities in the FDA are satisfied with an inspection they carry out on the organizations before they approve them. Leaders in manufacturing organizations who are sustainable are those who take advantage of such FDA's regulations to set up and add on their systems to serve as processes to check the current and future restructuring need and adapt accordingly.

Various participants stated that they already had existing processes and systems for change or restructuring. Participant 1 mentioned the processes they had set up to forestall any restructuring requirements then and in the future. Participant 1 explained how BPR had been used as a tool for establishing what systems and processes to implement in the organization to check the minute processes and activities for optimal performance. For Participant 1, the hourly standard quality control measures were identified and implemented because of the prior BPR project they had embarked on. The BPR project previously implemented enabled them to identify the kind of daily, weekly, and monthly processes to implement in the organization for present and future corporate restructuring implementation. Participant 1, with over 15 years of experience in the

application of standard quality control measures in the production of goods in the

manufacturing setting, defined leadership processes and skills in the light of just-in-time

system and processes for the sustainability of the organization. Participant 1 elaborated,

> Prior to the establishment of just-in-time processes and other quality standards,
> we had been embarking on business process reengineering [BPR]. In the business
> process reengineering [BPR], the fundamental ideals and processes of the
> organizations are scrutinized, and any minute aspect of the organization is
> monitored and problems rectified. We do this to ensure we use optimal time and
> resources to address our consumers' concerns and needs. So I pull around every
> hour and make sure that all those parameters are in conformity with the standards.
> In so doing if any abnormally rises up then I would quickly have to take an action
> and make sure that it is rectified.

By this approach, Participant 1 demonstrated the readiness of the leaders and the entire

organization for any future restructuring by ensuring that hourly day-to-day processes are

put in place to adapt to any needed change in the future. For an experienced production

leader like Participant 1, hourly standard quality control measures are synonymous with

BPR where the minutest aspect of the organization is monitored, and problems are

rectified. Participant 1 continued,

> For us, our primary purpose is to meet the quality standard set up by the Ghana
> Food and Drugs Authority. We look for quality of our products and safety of our
> workers. We use systems, such as standard quality control [SQC], and total
> production manufacturing system. The SQC is an hourly system, going round

with my department supervisor and check parameters. It has certain elements

conforming to safety. If any abnormally rises it is rectified there and then. We

always look at the quality processes. The world has become a global village and

susceptible to complex change. So we use more advanced tools and mechanisms

in addressing change or restructuring in our organizations. We use advanced tools

and machines that solve change issues as soon as they occur, so that they are not

compounded.

Participant 2 elaborated on how she had used systems and processes of efficiency

to check the day-to-day spending on cost of production:

I always use and check the efficiency systems put in place to serve as a signal

when the indicators and parameters go beyond my spending budget for

production. The signal is enough to tell me that I need to conduct survey more to

identify the cause and prepare for new strategies and restructuring processes to

remain in business. Any fallout of the cost and revenue parameters is well-

investigated by a change management term established purposely for the

continuous monitoring and analysis of the indicators of the system.

Participant 3 defined transformational leadership as leadership that can have

processes and skills that are already established in organizations and triggered

automatically to adapt to change and restructuring whenever necessary. To the question

"What processes and skills do you use to successfully implement corporate restructuring

strategies?" Participant 3 responded,

As for us, we have structures already in place in such a way that the structures are able to just meet any need for any kind of change. Restructuring is triggered automatically as the structures point to its need, in terms of number of customer complaints, sales volumes, staff turnover rate, FDA [Food and Drugs Authority] requirement, government legislation, etc. The structures allow for continuous improvement, especially to meet and exceed the Ghana Standard Authority and Food and Drugs Authority regulations and expectation.

These daily structures that are meant to reduce customer complaints, sales volumes, staff turnover rate, FDA requirement, government legislation, and so on are in line with total quality management, just-in-time processes, and BPR. The just-in-time processes are total quality management processes that ensure that hourly and daily activities are done effectively and efficiently. The key feature of just-in-time processes is the ability to instill continuous improvement with no end in sight. With the just-in-time processes implemented, continuous improvement that is embedded in the system makes it possible to implement intermittent BPR to enable better just-in-time processes to be established for continuous improvement.

Participant 5 described how BPR has helped him implement successful corporate restructuring through the establishment of just-in-time systems that cater to current and future needs. Participant 5 said,

Before just-in-time processes are established in the organization, the entire organization was reengineered to find out the best just-in-time processes to install. With the just-in-time processes installed, continuous improvement that is

embedded in the system made it possible to implement intermittent BPR to enable

a better just-in-time processes to be established for continuous improvement. This

has helped me a lot in achieving success in the implementation of change or any

restructuring I lead my organization to embark on.

The just-in-time processes are total quality management processes that ensure that hourly

and daily activities are done effectively and efficiently. The key feature of just-in-time

processes is the ability to instill continuous improvement with no end in sight. With such

a feature, transformational leadership attributes of intellectual stimulation where

followers are challenged to question the status quo for better systems are enshrined.

Additionally, Participant 5 practiced stakeholder engagement as a result of their

belief in coming up with a vision and a restructuring that was welcomed by all as the

restructuring will effect. Participant 5's response to conduct an annual employee audit to

ascertain whether the skills of the employees needed for the continuous improvement of

the organization are still relevant. The rationale behind the employee audit was to identify

a gap and equip the employees with those skills necessary to restructure the organization

to survive. Participant 5 responded, "We conduct employee safety audits on a yearly

basis qualification and educational background to see if they are still fit for the job." In

this vein, Participant 5 responded, "Some of the processes is financial marketing

analysis."

Participant 8 demonstrated that change and restructuring are permanent

continuous processes and are parts of him as he consistently employs restructuring for the

sustenance of the organization. He stated that he challenges the status quo even if all

things work for him in the present, which has helped him grow the company to such a
height of prominence in the industry. Participant 8 said,

> Restructuring is something that is part of the business, and as business, you
> always look for change to make your business sustainable and flourish. My entire
> career, I always look up for change. I always ensure that I change and I don't
> remain static for so long. This industry is dynamic, and as a leader, you can never
> sit down and do business as usual thinking everything is ok, never. If I look at
> when and where I took off, and how this company was and where we are now, it
> is amazing. We wouldn't have achieved that without God in the first place.
> Secondly, it wouldn't have been so without constant changes that have been
> brought in. As I said in my career, any day any time I get up from bed, I think of
> how I can do things differently. I don't like staying on one particular model for so
> long. Even if it is working for me, I still come out with some modification and
> some adjustment to make sure that I get the best out of the model that I am using.

Continuous Improvement Linked to Transformational Leadership

The theme of continuous improvement is related to intellectual stimulation as a
fundamental concept of transformational leadership. Research has revealed a positive link
between transformational leadership and continuous improvement leading to positive
restructuring outcomes (Khattak et al., 2020). The underlying factor in the link is the trust
employees have in transformational leaders that influences continuous improvement
efforts. With idealized attribution and behavior, transformational leaders are able to
command trust from their followers, and with intellectual stimulation, transformational

leaders instill in their followers the urge to continuously question the status quo for continuous improvement that never ends (Islam et al., 2021; Mbindyo et al., 2021). Transformational leaders challenge followers to constantly look for new and better ways of doing things. The leaders encourage followers to think things out on their own and encourage followers to think independently so that followers become autonomous (Al Kindy & Magd, 2021; Getachew & Erhua, 2018; Mbindyo et al., 2021). The leaders thus support and collaborate with the followers as they try new approaches and develop innovative ways to address organizational issues.

Continuous Improvement Linked to BPR

Continuous improvement is also related to BPR. The best-known promoter and coiner of the Kaizen term, Professor Masaaki Imai (2006), indicated that Kaizen means continuous improvement, but that such improvement should be done daily, at every moment, by all the organization's employees, and at every company's workplace and that it goes from small incremental improvements to drastic and radical innovations. A similar definition of Kaizen is an integral philosophy of life, personal, work, family, and community development that incrementally seeks improvements and innovations that impact all the activities on a daily basis. Thus, continuous improvement can be synonymous with BPR, which thrives on continuous and incessant implementation of making conscious intolerance for waste, duplication, high cost of production, and inefficiencies. The continuous improvement feature in BPR does not expect a situation or periods when making a conscious effort to eradicate waste will end (Davenport & Short, 1990; Hammer & Champy, 1993).

Business leaders in this study had implemented and were willing to implement more processes and systems that would eschew all forms of inefficiency for proper positioning of the organization for current and future restructuring exercises. The strategies revealed in this study relating to continuous improvement will assist business leaders in managing corporate restructuring successfully. Alerting the employees through autonomous systems and processes helps instill the attitude of continuous improvement in the employees. Instilling continuous improvement in employees enables them to develop the attitude of challenging the status quo and searching for a better way of performing schedules for optimum output. The linkage between the theme of continuous improvement and the conceptual framework lens of transformational leadership and BPR is demonstrated in Table 2.

Table 2

Continuous Improvement and Conceptual Framework

Theme	Conceptual Framework	
Continuous Improvement	Transformational Leadership	BPR
Just in time systems	Intellectual stimulation	Just in time systems
Efficiency parameters checking systems	Individualized consideration	Efficiency parameters checking systems
Change readiness systems	Inspirational motivation	Change readiness systems
Quality standard measures	Idealized influence	Quality standard measures

Theme 2: Restructuring Proactiveness

The theme of restructuring proactiveness emerged from the data. Participants' responses to Interview Questions 1, 2, 4, and 5 indicated a need for leaders and their

followers to be proactive to change and restructuring if they are to be successful. About

85% of the respondents emphasized the need for proactiveness for the successful

implementation of corporate restructuring. These manufacturing organizational leaders

recounted how being proactive to change and restructuring had helped them be successful

in the implementation of any change or restructuring they had led their organizations to

implement. Leaders should be able to predict risk factors involved in sensitive decisions.

Transformational leaders need to be proactive and give good judgment. They should be

able to predict obstacles in advance so that any changes required in the original plan can

be done accordingly. In answering Question 1, Participant 3 responded,

> Restructuring is triggered automatically as the structures point to its need, in
>
> terms of number of customer complaints, sales volumes, staff turnover rate, FDA
>
> requirement, government legislation, etc. The structures allow for continuous
>
> improvement, especially to meet and exceed the Ghana Standard Authority and
>
> Food and Drugs Authority regulations and expectation. We do not wait until the
>
> FDA or GSA [Ghana Standard Authority] raise the standards regulating the
>
> industry. We go ahead and raise the standard ourselves having surveyed and
>
> projected what is likely to be the situation in the future.

In this way, Participant 3 demonstrated a proactiveness in implementing the change or

restructuring without having to wait and react to the change or restructuring. Participant 5

also, in answering Question 4, demonstrated how proactiveness had helped him achieve

success in the implementation of corporate restructuring. Participant 5 responded, "The

proactiveness of implementing restructuring is key to our success. We don't wait until

there is the need for change. Sometimes, we go ahead of the market to satisfy a future need that we create in the industry."

Restructuring proactiveness, as explained by Participant 6, is a hallmark of a transformational leader who through intellectual stimulation initiates and sustains organizational restructuring. In such an establishment where there is the existence of a permanent change management system, both the leaders and followers have a stake in the successful implementation of the restructuring because of the independence of the change management system and the stakeholder engagement. Such a situation elicits motivation on the part of both the leaders and all stakeholders as they all take part in the implementation and achievement of the organizational goals. Participant 6 shared his view on restructuring proactiveness:

When it comes to the processes and skills, we always have the MOC that is the management of change, and depending on what processes it is, if it is engineering process, documented process, a policy, procedure that needs to change; if it is the management of change that has to do with the organization itself, that is the corporate side, that also has its change.

When Participant 7 was probed further to explain what he meant by his success being the outcome of his ability to be proactive to restructuring, he explained,

Restructuring proactiveness is key in our processes and skills we used in the implementation of restructuring. There were already established processes and skills in the organization for change or restructuring readiness. These processes and skills included total quality standards and even exceeding the industry

standards set by the Food and Drugs Authority in Ghana for manufacturing

organizations in the industry.

Restructuring proactiveness is key in Participant 7's responses as to what processes and

skills were used in the restructuring. There were already established processes and skills

in the organization for change or restructuring readiness. These processes and skills

included total quality standards and even exceeding the industry standards set by the

FDA in Ghana for manufacturing organizations in the industry. Participant 7 added,

We set a change control board. The board is constituted to include experts and

some of the key staff. Once we go to these interview sessions, we sit down and

score the information gathered and capture the salient points to use in the

restructuring. These processes and skills are already established in the

organization so from time to time when we think that things are not moving the

way they should we just trigger it, bring it on board, and implement. At every

aspect of the work, we have a quality standard and quality management as well.

So total quality management, there are industry standards there. We try to go

beyond the industry standards so that if we do not meet even our high set

standards, we will fall back on to the industry standard and then we are safe.

Purpose-driven restructuring where clear vision and expected desired goals was

implored was key in the successful implementation of corporate restructuring. The

leaders had a clear purpose and vision and were focused on them and led their followers

to their achievement. Participant 7 said,

Before we actually work on our processes and skills, we look at basically the reason why we would want to do the restructuring and mostly the reasons including the following: We want to leverage gains. We want to improve upon our revenue we get at the end of a particular year. To enhance our staff well-being. We also look at the competition; competitiveness in order to diversify is all that we do. Eventually, we are on the market, and other companies are also there so we want to know how competitive we are. Basically, we approach a restructuring from a project planning point of view. And with that, there about five processes we do.

Participant 8 demonstrated when responding to question 1 that change and restructuring are parts of him as he consistently employs restructuring for the sustenance of the organization. He is always proactive and challenges the status quo even if all things work for him in the present. He is simply a change agent. This has helped him grow the company to such a height of prominence in the industry. Participant 8 said,

Change is something that is part of the business, and as business, you always look for change to make your business sustainable and flourish. In my entire career, I always look up for change. I always ensure that I change and I don't remain static for so long. This industry is dynamic, and, as a leader, you can never sit down and do business as usual thinking everything is ok, never. If I look at when and where I took off, and how this company was and where we are now, it is amazing. We wouldn't have achieved that without God in the first place. Secondly, it wouldn't have been so without constant restructuring that have been brought in. As I said in

my career, any day any time I get up from bed, I think of how I can do things differently. I don't like staying on one particular model for so long. Even if it is working for me, I still come out with some modification and some adjustment to make sure that I get the best out of the model that I am using. It is equally important to note that we have currently engaged a consultant to review our organizational structure and workforce planning.

Participant 10 introduced another interesting aspect to the question. He demonstrated that he had been an experienced manufacturing organizational leader for 25 years. He demonstrated how proactiveness had helped him and his organization be successful and sustainable over the 25 years. Participant 10 said,

The company I work for has been in existence for the past 25 years. And in Ghana, research has shown that most companies when established by Ghanaians do not go beyond five years, but we have been able to survive because we have been able to change severally in order to exist. Some of the things we have done to be able to exist is that we know where we are coming from and where we want to go. We are able to predict how tomorrow will be and so tomorrow's decision is taken today so we can survive when tomorrow comes. That has been the trump card.

Restructuring Proactiveness Linked to Transformational Leadership

Restructuring proactiveness that emanated from the data is related to the fundamental concepts of transformational leadership, including idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. Using

501 participants, Huang et al. (2021) did research to determine the antecedent of proactive strategies and the effect of transformational leadership on proactive strategies in change or restructuring. The results revealed that the main antecedent to proactive strategies is transformational leadership. The proactive feature of a transformational leader propels the successful achievement of change or restructuring implementation through the replication of such a proactive attitude on the followers.

The ability to take calculated risks is a key characteristic of a transformational leader. They trust their instinct and use the intelligence gathered by team members to make informed decisions. A transformational leader's team is right behind them and is ever willing to do the research that is necessary to evaluate the situation appropriately. The leader seeks inputs from the team to make risky decisions that facilitate growth.

Followers accept the proactiveness of transformational leaders because of the trust the followers' repose in the leaders, which the leaders earn by de facto because of the idealized behavior they exhibit for the followers to see. Once leaders gain respect and trust, they are motivated to make proactive decisions and take a calculated risk. The followers trust them that they will succeed, and the leaders are concerned about their welfare because of the individualized attention the leaders offer to each of the followers. Transformational leaders are able to stimulate their followers intellectually to accept the proactive move the leaders make in relation to restructuring for the sustainability of the organization. Transformational leaders are able to decrease demands and increase the ability to respond to demands proactively using physical, mental, emotional, and spiritual intervention and prevention strategies.

Restructuring Proactiveness Linked to BPR

Restructuring proactiveness is also directly related to the fundamental principles of BPR. Decisions are impossible to make when leadership fails to listen to the community, fails to communicate a comprehensive plan, and falls into a reactive, not proactive, stance on protecting our community. BPR is the application of innovation and reengineering in organizational management and is a holistic approach to improve facilities and processes of organizations in the delivery of goods and services to customers (Altukhova et al., 2018; Milovanović et al., 2017). BPR for restructuring comes both reactively to manage competitive pressures and proactively to improve corporate responsiveness. Goals of increased productivity, improved customer service, reduced cost, compressed cycle time, and reduced defects are common with BPR. BPR is more than just business improvisation; it is an approach for redesigning the way work is done to support the organization's missions and reduce cost and optimizes time dimensions of organizational processes (Bhaskar, 2018).

The restructuring proactiveness is related to business process engineering principles of continuous improvement and organizational process diagnosis. Continuous improvement can be synonymous with BPR. BPR thrives on continuous and incessant implementation of making conscious intolerance for waste, duplication, high cost of production, and inefficiencies. The continuous improvement feature in BPR does not expect a situation or periods when making a conscious effort to eradicate waste will end (Davenport & Short, 1990; Hammer & Champy, 1993).

Through the continuous improvement principle of BPR, leaders are able to make proactive predictions in terms of vision and targets and stimulate the followers to accept so that collectively, the entire organization would work together to pursue and achieve the new vision. In this modern business environment where leaders cannot make long projections but make swift and split-second decisions because of the swiftness of change incessancy, proactiveness that the BPR system makes possible is key to implementing corporate restructuring in manufacturing organizations successfully. Continuous improvement is a fundamental principle of BPR. Table 3 depicts the theme of restructuring proactiveness with transformational leadership and BPR.

Table 3

Restructuring Process and Conceptual Framework

Theme	Conceptual Framework	
Restructuring proactiveness	Transformational Leadership	BPR
Followers trust leader	Idealized influence	Total proactiveness
Leaders give individual attention to followers	Individualized consideration	No one is left behind in implementation of BPR
Followers accept proactiveness	Intellectual stimulation	Entire organization is involved in reengineering
Decrease demand and respond proactively	Idealized influence	Continuous improvement

Theme 3: Stakeholder Engagement

The third theme of stakeholder engagement emerged from the data. The responses to all the Interview Questions 1, 2, 3, 4, and 5 revealed that stakeholder engagement enhances followers' acceptance of change, thereby helping manufacturing organizational

leaders successfully implement the corporate restructuring. In responding to Question 1, Participants 1, 2, 6, 7, and 8 responded that they include stakeholder engagement in their processes and skills they used to implement the corporate restructuring. Participant 1 said, "We have regular meetings with our stakeholders to know everything about our product regarding the branding, raw materials, customers, employees, and even the competition." Participant 2 also recounted,

> I normally take feedback from all our stakeholders about a previous restructuring and its effect on the stakeholders. I listened to them as they talk about what they like and dislike about the restructuring. This feedback has helped us a lot in administering subsequent restructuring.

Participant 6 said,

> The consultation included even the standard authorities regarding quality and packaging of the products. After Ghana Standard and Ghana Food Authority had approved we go into the restructuring of a product and then send to the market, take a continuous survey and keep on improving the product until it meets, satisfies, and even delight the final consumer.

Participant 7 answered,

> We set a change control board. The board is constituted to include experts and some of the key staff. Once we go to these interview sessions, we sit down and score the information gathered and capture the salient points to use in the restructuring.

Participant 8 remarked,

We had a resilient leadership which was able to manage appropriately and respond to the expectation and concerns of all stakeholders. The restructuring required skills in project management, BPR, strategic planning, employee engagement, as well as monitoring and evaluation. Mutually beneficial negotiations with our key stakeholders, including the unionized employees, shareholders, government, and host communities. Make sure that the employees were emotionally, mentally, and physically committed to the company's strategic vision, and were on board with the change.

The second group of participants who recounted how stakeholder engagement is paramount in the successful implementation of corporate restructuring responded to question 2 on how they assessed the effectiveness of whether the corporate restructuring processes they implemented had been successful or not. Participants 4, 5, 6, and 9 gave stakeholder-engagement-related answers to determine the success of the processes implemented. All the participants who stated that they used stakeholder engagement for input to assess the success of the processes also recommended stakeholder engagement as additional information they emphasize for successful corporate restructuring implementation.

Innovativeness, resilience, and stakeholder engagement are key principles of a transformational leader. Participant 4 mentioned the word "transformational" to describe his leadership style when he was responding to the question regarding successful leadership style. Participant 4 responded to what processes and skills the leadership in his organization put in place in the implementation of corporate restructuring as

innovativeness, resilience, and stakeholder engagement. By this, Participant 4 defined

transformational leadership in his understanding:

> So with time, I would follow up on them trying to get updates all the time from
>
> them as to how things are working. And the report that were coming from some of
>
> them were so good. And from others, they were not encouraging. And so I
>
> normally asked as to why the education, the presentation, and then the
>
> sensitization is working for some I engaged but not working for others. So I
>
> would occasionally have called, focus, and concentrated on those that were not
>
> getting the results. And based on the report that they would give me, I would also
>
> tell them what to do.

Having the background of being a leader of people, including production floor

workers, participant 5 implied transformational leadership in his definition of good

leadership in terms of a leader who emphasizes stakeholders' engagement as

transformational skills and just-in-time processes as transformational processes that are

established to make ready for change and restructuring. The stakeholders' engagement, as

stated by participant 5, is one of the strategies implored to implement successful

corporate restructuring embeds the transformation skills of visioning and visualizing the

outcome of a successful restructuring or change that will be accepted and welcomed by

all stakeholders. In that vein, resistance is either nil or minimal. Consulting stakeholders

before envisioning makes it possible for a transformational leader to lead a compelling

vision that is relevant for both the leader and followers and all stakeholders to aspire to

achieve. Participant 5 had this to say:

Studies have shown that once your factory is not performing well

environmentally, no corporate responsibility, not improving your worker's health,

degrading the environment, then customers will not patronize your product. After

that, we do a consumer perception and public consultation. Because you realize

since you are a manufacturing organization, consumer perception is key.

Stakeholder engagement that makes it possible for the creation and identification

of a suitable and compelling vision that is accepted with no or minimal resistance was

used by Participant 6 in the implementation of successful corporate restructuring for the

sustainability of the organization. Participant 6 said,

The consultation included even the standard authorities regarding quality and

packaging of the products. After Ghana Standard and Ghana Food Authority have

approved, we go into the restructuring of a product and then send to the market,

take a continuous survey, and keep on improving the product until it meets,

satisfies, and even delight the final consumer.

Participant 6 contributed to the critical need for stakeholder engagement for success when

he said,

We take reports from the Clients. Previously, we used to have issues with our

clients so with the implementation of the restructuring, we took feedback from

our clients. We take two feedbacks: first one prior to the restructuring and the

second one after the restructuring. So we compare those feedbacks and realize

there was a better feedback than before the restructuring. there were interviews

and meetings that were held, and there were again meetings, committees and

interviews that were done to ascertain whether the people have learnt something different or something more. Product efficiency. We have city and environmental knowledge, skills and abilities too. We were able to determine that our processes and skills are effective because of the total acceptance of the processes and restructuring by all stakeholders. Our profitability increased and our market share also grew, thereby increasing our reputation and image as a giant manufacturing organization in the industry.

The third group of participants responded from a negative point of view that failure to engage the stakeholders initially became an obstacle for the acceptance of the restructuring by all the stakeholders. In responding to question 3 regarding what were the main obstacles the leaders encountered in the implementation of the corporate restructuring, Participants 3, 4, 5, and 8 were certain that the lack of stakeholder engagement in the initial restructuring caused the non-acceptance of the restructuring by all their stakeholders. It was only when they involved the stakeholders did they begin to experience success in corporate restructuring implementation. Participant 3 said,

The inability to convince stakeholders, including our superiors, negatively costs us in the beginning. In fact, initially, the restructuring was not going to be possible to implement because we had not been able to convince our superiors. We needed to convince them to see the impact the restructuring will bring to the organization. When we did, everything was successful, including full acceptance by all our stakeholders.

In the same vein, Participant 4 responded,

The key obstacles were: When I started this engagement with people. Most of

them who were actually ready and were also receptive were actually concerned

about the broad-based publicity. Even though, the education, presentation, and the

encouragement I gave to them also impacted positively across to all who come to

do purchases and all that, and were actually going to give us some results, but

their concerns were a broad-based publicity, which called for an electronic media

advertisement or publicity. That is advertisement on radio and advert on

television. So most of them were calling for such intervention. So I had to support

with such intervention, and when I did that the restructuring became a great

success as our stakeholders felt ownership of the restructuring and contributed

immensely to its success.

The last group of participants responded that stakeholder engagement was the key

strategy used to address the obstacle to the implementation of corporate restructuring in

their organizations. These participants postulated that by reverting to stakeholders and

explaining to them very well of the need for and the content of the restructuring, they

received a commitment to support and total acceptance of the restructuring exercise.

Participants 9 and 10 responded in this regard. Participant 9 said,

The main obstacles we would have met were regarding the stakeholders,

including the staff opposition, which we pre-saw and included them in all our

deliberations. We had to redesign the staff to suit their capabilities and skills

towards the new strategy and restructuring. With the constant two-way

communication, reminders and incorporating the staff input with constant

explanations of strategies, we were able to overcome all obstacles.

Participant 10 also said,

When, initially, opposition to the restructuring emerged from our stakeholders, we

saw the need to engage our stakeholders in the entire process. So we started

communicating by telling them what they would gain if the restructuring was

successful. The implementation became easier when stakeholders were told what

to expect from the restructuring. All our stakeholders were then working to attain

the results which had been well-communicated to them.

Stakeholder Engagement Linked to Transformational Leadership

The relation between transformational leaders and stakeholder engagement is

evident. Sun and Henderson (2017) researched the relationship between transformational

leadership and stakeholder engagement through the process of transformational leaders'

ability to influence their followers by the fundamental ideals. The results of the research

identified three managerial practices in which such a transformational effect is

embedded: developing a collaborative culture, using performance information

meaningfully, and engaging stakeholders. One unique feature of transformational

leadership is its ability to stimulate both the leaders and followers to transcend their goals

to the goals of the entire group or team. Any action of a transformational leaders geared

toward achieving this unique feature of individual self-transcession to group or team

preoccupation.

Stakeholder engagement embeds throughout all the processes of transformational leaders, idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. The idealized attributive attitude of transformational leaders enhances followers' trust in attributing high standards and morals to the leader, including being able to be proactive.

The idealized behavior and action of transformational leaders influence their followers to trust them in making good decisions. The idealized behavior enhances the acceptance of proactive vision and restructuring goals that transformational leaders make. Stakeholder engagement concerning transformational leadership links the idealized attribute and behavior of the leader to lead all stakeholders in the way and approach to work toward the achievement of the corporate vision of the group.

Through intellectual stimulation, the transformational leader connects and engages stakeholders by challenging them to question the status quo and seek higher-order needs that the leader communicates to stakeholders. By inspirational motivation, the transformational leader engages the stakeholders while stimulating them intellectually to communicate a compelling high-order vision. By individualized consideration, transformational leaders engage all stakeholders by commencing from their individual uniqueness to get them on board the vision of restructuring ahead.

The business process approach provides the opportunity to analyze activities based on their relationships, costs, and contribution to the output of the organizations, enabling the extension of the model outside the working environment by including interactions with all stakeholders participating in the value chain. By engaging them

individually and considering their uniqueness, a transformational leader can successfully

engage all stakeholders to understand and appreciate the restructuring being embarked

on. Even when initial attempts at restructuring fail and the followers or stakeholders

oppose the restructuring from being implemented, the leader reverting to transformational

leadership style and engaging the stakeholders through the fundamental ideals of

idealized attribution and attitude, intellectual stimulation, inspirational motivation, and

individualized consideration can reverse the negative trend positively to achieve success

through stakeholder engagement. This research lends itself to a useful prescription for

inclusive stakeholder engagement—fostering stakeholder engagement demands a

transformational leader.

Stakeholder Engagement Linked to BPR

Stakeholder engagement, as revealed as a theme in the data analysis, is related to

BPR. Continuous improvement is such that improvement should be done daily, at every

moment, by all the organization's employees, and at every company's workplace, and

that it goes from small incremental improvements to drastic and radical innovations.

A similar meaning of continuous improvement is an integral philosophy of life,

personal, work, family, and community development that incrementally seeks

improvements and innovations that impact all the activities we carry out on a daily basis;

that is our operational processes; and that as a consequence, should lead us to a spiral of

improvement and innovation in which no single day should pass, not a single hour, not a

single minute, and not even a single second without thinking about how to keep on

changing and growing. Work within business processes is organized in teams, into which

different specialized competencies flow, and the sense of belonging to a team is enhanced since teams are encouraged by the management to make decisions regarding the process itself. The objectives of the team act as integrating mechanisms: team working creates a fertile ground for learning and adapting continuously to external stimuli, and efficient teamwork has been shown to be a key element to improve business process performance.

Stakeholder engagement reflects a firm's motivation to collaborate and develop trusting relationships with stakeholders. As such, stakeholder engagement is associated with a motivation to address stakeholders' expectations, which, in turn, is related to the importance a firm attaches to environmental issues and the efforts to internalize. Stakeholder engagement identified as a theme in the data analysis is related to BPR.

For a long time, boardroom decision-making focused almost exclusively on the economic expectations of major shareholders. During the past 30 years, this approach to corporate governance progressively changed, and now responsible companies strive to meet all relevant stakeholders' expectations, and this requires acknowledging the close links among economic, social, and environmental performance for the creation of shared value and lasting prosperity. More and more, in the "oversize economy," robust corporate governance is based on the awareness that long-term value creation for shareholders cannot exist without a multistakeholder management approach. On the contrary, multistakeholder satisfaction generates positive effects on the relationships with employees, customers, suppliers, and financiers. Table 4 depicts the theme of stakeholder engagement with transformational leadership and BPR.

Table 4

Stakeholder Engagement and Conceptual Framework

Theme	Conceptual Framework	
Stakeholder engagement	Transformational Leadership	BPR
Communicating compelling vision	Inspirational Motivation	Continuous improvement without end
Team preoccupation challenge status quo	Individualized consideration	Collaborate with stakeholders before reengineering
	Idealized influence	
Seeking stakeholders' input	Intellectual stimulation	Engage and meet stakeholders' demands

Theme 4: Capacity Building/Training

The theme of capacity building emerged from the data. The unanimous responses to Interview Questions 1, 2, 3, and 4 indicated that capacity building was key in the successful implementation of corporate restructuring. Participants 1, 3, 5, 6, and 7 responded specifically and mentioned capacity building, including training, as their key strategy in implementing corporate restructuring successfully. All 10 participants implied that capacity building was one of the main strategies that assisted them in implementing corporate restructuring successfully in their organizations. Participant 1, in responding to question 4 regarding "how did you address the key obstacles in implementing the process and skills for the success of your corporation restructuring strategy?" said,

We give the employees constant training and explanations to them about

restructuring or change. I used democratic leadership for my subordinates because

of that they are always willing to come out with their challenges for me to help

them solve it for them.

Similarly, Participant 3 responded to Question 4,

We are actually training and retraining our staff to be competent for any challenge

in the organization. We redesign our staff job schedules and position and train

them in the new schedules to suit the needed restructuring the company embark

on from time to time.

Participant 5 expounded when responding to Question 2 that capacity building of

the employees was the main strategy used to assess the successful implementation of the

adopted strategies of corporate restructuring and responded,

For the environmental sustainability and the occupational health and safety

aspect, employee audit and environmental audit are two ways to assess it. So we

do regular training to assess the employees' understanding of the process, as well

as their commitment to not polluting the environment since they are directly into

production and the quality process.

Participant 6 also responded,

Then the HR put the employee to peer-to-peer review. After the review, if there is

still gaps needed to be bridged, then we move to gap analysis trying to understand

what the person issues are and then trying to bridge that gap. training, experience,

internship, or any other thing, that will help the employee bridge that gap. The

employee sometimes is moved to a different facility to solve the problem of

environment if that is a contributing factor. Individual employees found in this

category are taken through all the refresher training they need to go through to be able to work properly. In building the capacity of the employees, first of all, we give them the necessary tools to do their job and make sure that they are incentivized. To be able to open up to enable employees attend to other vessel problems. Previously, when you are located to one vessel, you are stacked at that particular vessel. We use job rotation, to work on one vessel for six months, and the other vessel for six months. So before you come back to vessel A you have learnt something from the other vessels. So you are opening the people's mind to understand schedules beyond their comfort zone. Because sometimes when one is at one place for a very long time, comfort zone, then he or she is stacked there. The employees need to be open-minded, and that is why the job rotation is done among the positions, schedules, and even supervisory roles. Soft skill development. Groomed with soft skills in positions higher than them such as how to be a supervisor, manager different knowledge, skills and abilities that was set for our sub-contractors. We realized that we were not the only ones reaching to our clients but also our sub-contractors so some training was also given.

Capacity Building/Training Linked to Transformational Leadership

Transformational leaders constantly reflect on how to be a role model for others, engage in ethical and mindful behaviors, instill pride and motivation, acknowledge both the value and significant contributions of others, and earn respect and trust among followers. Setting the tone for learning, growing, and change within the organization, transformational leaders encourage intellectual stimulation in a culture of ongoing

learning and innovation. By individualized consideration, transformational leaders have special attention to the individual needs of the followers through training and counseling.

Transformational leaders find the gap existing between where their individual followers' capabilities are and the higher-order expectation of where the entire group's vision should be. Transformational leaders then develop unique skills, knowledge, and abilities training and counseling to fill the gap of their followers. The peer-to-peer review, as stated by participant 6 and other participants, confirm this trait of individualized consideration of a transformational leader. Even when moving one small step at a time, and even if someone takes missteps and loses a bit of ground, each person's individual effort matters. Participant 7 recounted:

The first thing had to do with the training and retraining of the employees to be able to adapt to these new processes. Training to adapt quickly was key in our success. Previously, adaptation was quite slow until such a time when they could pick up and move. When we adopted the strategy of training and retraining on the new expectations and how to apply the processes, adaptation was quick, and the restructuring was successful.

Capacity Building/Training Linked to BPR

Capacity building is related also to BPR. Capacity building is often tempting to think of BPR as merely a rethinking of the way work processes is performed by machines and ignore the fact that work is performed by people too. Changing work processes requires an assessment of the impact these changes will have on people and the implementation of a training plan to overcome the impact. In regard to the survey

research results, respondents are very well-aware of the importance of education and training, which also includes top managers' education. The modern trends in process engineering call for establishing process organizations that structure, organize, manage, and measure their activities around core processes with the aid of a business process management approach. Business process management helps practitioners, business analysts, and process architectures put the business and organization's requirements into the driver seat, ensuring clarity of thoughts across all stakeholders. The business process approach provides the opportunity to analyze activities based on their relationships, costs, and contribution to the output of the organizations, enabling the extension of the model outside the working environment by including interactions with all stakeholders participating in the value chain. Table 5 depicts the relationship between capacity building, transformational leadership, and BPR.

Table 5

Capacity Building and Conceptual Framework

Theme	Conceptual Framework	
Capacity Building	Transformational Leadership	BPR
Role model for followers	Idealized influence	Top management shows the way in how to reengineer
Constant training	Intellectual stimulation	Gap analysis internship
Peer to peer review	Individualized consideration	Redesigning job schedules and positions
Incentivize individual employees with tools	Individualized consideration	Employee and environmental audit

Theme 5: Communication

The theme of communication emerged from the data. The responses to Interview Questions 1, 3, 4, and 5 revealed that communication is one of the most important aspects of implementing successful corporate restructuring. All the 10 participants determined that keeping the communication channels open and communicating to the employees and all stakeholders would assist with the successful implementation of corporate restructuring. Imran and Iqbal (2021) suggested communication between management and employees reduces resistance, minimizes uncertainty, and gains employee involvement for organizational change. Faupel and Helpap (2021) revealed that successful change management depends on effective communication with the employees whose work lives are affected.

Participant 3 said, "We communicated our intention to our supervisors, not forgetting the entire staff as well, but at least we began with our superiors and convince them to see the impact the restructuring will bring to the organization." Similarly, Participant 5 said,

One of the key process that has helped us is communication. Again previously, we were doing things in our small corner by ourselves. Until we realized that things were not working well and our restructuring was not successful and so we needed to collaborate with all stakeholders.

Participant 6 said,

Because the leadership used an open communication style and was transparent to the employees regarding indicators, the entire organization got involved in the

restructuring. There was no opposition as all realized the need for change because of the good work the leadership adopted to do. With the dishonest information, we decided not to use only verbal interview but practical as well. For leadership style, it became necessary for every person to talk. So there was a willingness of the leadership, and there was a willingness of the employees. And there was a persuasion from the corporate as well to get it going. It actually became easier because everybody was tired and needed a change. So from the leadership side, we did not need to struggle for the implementation at all because the entire organization felt they needed change. So everybody was involved and everybody was into it. Because the leadership exposed the need for change to all the employees and they saw the need for it. The company has been very transparent with the staff and so they believed the company when things were tough. So at the end of the day, there was a total buy-in relatively.

Participant 8 responded,

With the internal and external communication, we created a compelling message and used the appropriate channel to reach out to all stakeholders to achieve effective communication. We ensured consistency and used truthful and honest messages to debunk hostile messages about us in the media. Truth and honesty is key as a leader, and if you are always clean and speak the truth you get yourself always out of trouble.

Participant 9 also responded,

It is about two-way communication we implored in the organizations to explain

the rationale behind the restructuring to all the staff. In my organization, we

respect individual capacities and tap in the diverse capabilities and inputs of staff.

So communication and respect for individual differences helped us to successfully

implement corporate restructuring in our organization.

Participant 10 also said,

Nobody likes change. And so before we do change we have to divide the

organization into different levels. We have the executive level, middle

management level, and the lower-class level. At any moment, we will need

support from all of them. But as to when to give information to who is very

important. Sometimes, you start with those who can go with you and move with

you. You give them first and use them as agent of change to help in the change

dissemination of information and the need for change education. That is how we

have been able to use methods to implement corporate restructuring and change

the organization.

Communication Linked to Transformational Leadership

Yue et al. (2019) did research on transformational leadership and transparent

communication using 439 employees. The purpose of the research was to examine the

effect of transformational leadership and transparent organizational communication on

cultivating employee organizational trust and acceptance during an organizational change

or restructuring event. They also investigated the interplay between transformational

leadership, transparent communication, and organizational trust and their impact on

employee openness to change or restructuring. The findings suggested that transformational leadership and transparent communication were positively associated with employee organizational trust, which, in turn, positively influenced employee openness to change and restructuring. The study revealed that transformational leaders' foster employees and followers' trust during organizational restructuring.

The more employees trust their organizations, the more likely they develop a welcoming attitude toward the change and support restructuring. Trust fully mediates the influence of transformational leadership and transparent communication on openness to restructuring. The strategies revealed in this study relating to communication will assist manufacturing organizational leaders in implementing corporate restructuring or change successfully. Communicating and listening to the suggestions from employees and stakeholders will help manage the corporate restructuring. Keeping the communication channels open with all employees will enhance the acceptance of corporate restructuring. Communicating exactly what to anticipate from the change will assist business leaders in initiating and implementing the change successfully.

The findings of this study revealed strategies that aligned with the transformational leadership theory that guided this study. Communication with employees is a behavioral characteristic of a transformational leader. Transformational leadership promotes interactive, caring, visionary, inspirational, and empowering communication (Men, 2014). All the manufacturing organizational leaders in this study used this trait to implement communication strategies to implement corporate restructuring successfully. The extent to which citizens' views are considered in an

organization's decision-making process may be affected by the leadership styles of those with actual authority in the organization. The normative foundation and ethical values underpinning transformational leadership make it more likely to generate strong beliefs in stakeholder perspectives.

Inspirational motivation by transformational leaders fuels collaboration; transformational leaders create a sense of cohesiveness among followers by communicating a shared vision. Although organizational culture is an "intangible" factor of organizational life, studies of the effect of organizational culture on performance have found that a collaborative culture characterized by coworkers' mutual trust and respect, interdependence, and partnership may reduce interpersonal conflicts and strengthen cooperation among employees that when influenced by transformational leadership processes, organizational changes and the way leaders pursue change are "moral." That is, such leaders do not exclusively work to advance their self-interest but rather the interests of the whole community. This process is based on "mutual interaction" between leaders and internal and external stakeholders. These include their colleagues, followers, and other stakeholders.

Subordinates are also more receptive to stakeholder participation when their leaders exhibit more transformation-oriented behaviors. Transformational leaders function as role models for employees to emulate. They may emphasize the role of citizens in decision-making when talking about their beliefs or engaging in relevant behaviors that advocate participation., Transformational leaders may integrate the value of stakeholder participation in defining the organization's goals and guiding its

subsequent actions and policies inspiring employees to appreciate and adopt the value of stakeholder participation. As public organizations and policies deal with complex social issues, transformational leaders' ability to stimulate employees to think broadly about inclusion, collaboration, and cooperation with different stakeholder groups is a long-term benefit for organizations.

Communication Linked to BPR

Suárez-Barraza et al. (2019) did research and found out how interrelated continuous improvement is with BPR under the theme of total quality management. Having investigated into how 'Kaizen," a Japanese word for continuous, is practiced in his research objective, Suárez-Barraza et al. (2019) listed in the results of the research indicated that Kaizen means continuous improvement, but that such improvement should be done daily, at every moment, by all the organization's employees, at every company's workplace and that it goes from small incremental improvements to drastic and radical innovations. Table 6 depicts the relationship between communication, transformational leadership, and BPR.

Table 6

Communication and Conceptual Framework

Theme	Conceptual Framework	
Communication	Transformational Leadership	BPR
Mutual interaction	Idealized influence Intellectual stimulation Inspirational motivation Individualized consideration	Continuous improvement Feed back Process reengineering
Leaders have interactive caring, visionary, Inspirational, empowering communication with followers	Idealized influence Intellectual stimulation Inspirational motivation Individualized consideration	Hourly, daily, consistent interaction for total BPR implementation

Theme 6: Transparency/Democratic Leadership

The theme of transparency emerged from the data. The responses To Interview Questions 1, 3, 4, and 5 revealed that transparency is one of the most important aspects of implementing successful corporate restructuring. All the 10 participants implied that keeping leadership being open and transparent first to the employees and then to all stakeholders would assist with the successful implementation of corporate restructuring.

When the employees and the stakeholders are kept abreast with the issues of the organizations in good times then they identify with the leadership in bad times when the leadership would want to implement corporate restructuring for survival. Transparency, honesty, and openness to all stakeholders enable stakeholders of organizations to develop unflinching trust for the leadership and believe in leadership in making good decisions. Because of the nature of the transparency, participants responded with the use of the term

democratic leadership to explain the transparency they had with their followers and stakeholders, leading to the successful implementation of corporate restructuring.

Participant 1 said,

I used democratic leadership for my subordinates because of that they are always willing to come out with their challenges for me to help them solve it for them. I have a very good rapport with my subordinates. So whenever I identify any of their weakness in the courtyard environment, I make sure that I solve all those problems for them. There is no intimidation. They are free to express themselves.

Participant 2 said,

I always communicate with my people before any decision is made and taken. After that, I communicate the decision information to them. I continue to collate information from all my stakeholders, including my customers, regarding the change or restructuring and how it can be improved.

Participant 3 said,

With the leadership style, it is democratic. We have the CEO, and he has a good rapport with us just as we have with them in the organization. Even though there seems to be a good rapport, they do not joke with their jobs. Initially, we were having weekly meetings but now it is daily meetings.

Participant 5 said,

The employees are in constant touch in getting information and training them because even regarding quality process and continuous process, the employees are the ones who handle them. Internally, nobody was cut out; suggestions were

welcome continuously. Our leadership style is not the authoritarian type. It is not

from top to down by from down to the top. At any point in time, information flow

within the organization for transparency. It is more of democracy and more of

exchanging of ideas.

Participant 7 declared,

With regard to the leadership, the democratic leadership style is key. We need to

have direct contact with all stakeholders to know exactly what is really happening

and used the input for strategic vision. I strongly recommend to all leaders that if

they would be successful in any restructuring, they need to use the democratic

style but not the autocratic way, and also audit, and monitor, and control so that

the way forward will be clearer.

Transparency/Democratic Leadership Style Linked to Transformational Leadership

Using 256 participants, Jensen et al. (2018) identified communication as a key

factor in developing transparency among transformational leaders. It is easy to doubt the

commitment of a faraway leader if the only communication of their vision is generic

formal statements. Authenticity requires relational transparency, that is, a leader who

openly shares information and feelings as appropriate for situations. Authentic leaders

control their ego drives and defensiveness, thereby encouraging openness, feedback, and

effective communication. For public managers facing political and structural constraints,

transformational leadership promises to improve outcomes by communicating an

inspiring vision of the organization meaningfully. But this promise rests to a great degree

on the communication skills and behaviors of the leader. A better understanding of how

transformational leadership functions in organizations requires a deeper application of theory from the field of communications. This article explores the question of what communication behaviors facilitate transformational leadership.

When employees see their leader as transformational, they are more likely to be attracted to the mission of the organization. Leaders can choose different types of communication behaviors with employees, relying on a mixture of one- and two-way exchanges and written and oral communications. The positive effects of transformational leadership on employee attraction to the organizational mission become stronger when the leader relies extensively on a face-to-face dialogue approach to communication. A face-to-face approach is time-intensive and less feasible in larger organizations where leaders have less capacity to engage with all employees.

The promise of transformational leadership, to a greater degree than other leadership strategies, rests on the communication skills of the leader. While the transactional leader relies on the use of objective punishments and rewards, and the servant leader succeeds by visibly supporting followers, the transformational leader is expected to engage in an alchemy of exceptional change through the communication of an idealized portrait of what the organization aspires to achieve. This vision, in turn, increases employees' attraction to their organization's purpose, which, ultimately, is expected to be important for performance because employees invest greater energy and effort toward goals they perceive as meaningful and significant. But this causal chain of theorized behaviors is halted if the leader fails to communicate the vision since the

organization's mission can only inspire those who are aware of its existence and understand its importance.

Visioning implies a process of communication. Transformational leaders must first develop a clear image of what the organization aspires to achieve. But if employees are actually to be inspired by that vision, they need to be aware of its existence. People find it easier to imagine an ideal and unique future than they do painting a compelling picture for others. The multidimensional approach to transformational leadership was undertheorized.

Transparency Linked to BPR

Transparency as a theme emanating from the data is also related to BPR. Taher and Krotov (2016) synthesized the academic literature on the sources of organizational resistance to BPR and sabotage tactics that resistors may employ to oppose change or restructuring. The researchers also proposed possible ways of addressing the resisting factors and neutralizing the sabotage attempts as emanated from their research data analysis. The results revealed that the key source of organizational resistance to BPR implementation to enhance the implementation of change or restructuring, among others, was the lack of transparency between the leadership and the employees. The researchers also revealed that this passive opposition to BPR may lead to typical sabotage tactics, including deflecting goals, diverting resources, and dissipating energies. These researchers achieved the purpose of their research by revealing that transparency between the leadership and the followers in BPR implementation is one of the key factors that

would enhance BPR implementation as well as change and restructuring. Table 7 depicts

the relationship between transparency, transformational leadership, and BPR.

Table 7

Transparency and Conceptual Framework

Theme	Conceptual Framework	
Transparency	Transformational Leadership	BPR
Communicating compelling vision	Inspirational Motivation	Continuous improvement without end
Suggestions are welcome continuously	Individualized consideration	Leaders use continuous feedback form stakeholders for further reengineering exercise reengineering
	Intellectual stimulation	
	Idealized influence	
Leaders share feelings and information as appropriate for situations	Intellectual stimulation	Engage and meet stakeholders' demands
	Inspirational motivation	
	Idealized influence	
	Individualized consideration	

Theme 7: Diverse Leadership Styles

The theme of diverse leadership styles emerged from the data. The responses to

interview questions 1, 3, 4, and 5 revealed that diverse leadership styles are among one of

the most important aspects of corporate restructuring implementation. Participant 4 said,

"I have diverse background in engineering, telecommunication, radio access network

expert, this diverse background has shaped my attitude bringing to bare the

transformational agenda." Participant 8 described the leadership style he determined to

work best in the implementation of corporate restructuring as "diverse leadership styles."

Participant 8 continued that as he has a diverse background in other disciplines, it has

helped him adopt diverse leadership styles to be successful. By diverse leadership styles, participant 8 defined transformational leadership as the type of leadership that envelops all the other leadership styles. Participant 8 said,

> In any organization and as a leader, you don't actually have to adopt only one leadership style. And I have got about 6-10 leadership styles. You should assess the situation, the environment, the people you are dealing with, assess what will give me the maximum goal I am looking for. The only one I do not actually want to do is to be an autocratic. All the different leadership styles I have adopted in my career. What we did was to engage all the different stakeholders and made sure that we were not seen as too dictating and in autocratic way. So we actually embraced them, and as I said earlier, we created the platform for them to air their views, and then we came across to explain our side. So I haven't actually in my career adopted one leadership style.

Participant 9 said,

> We did not use one leadership style to be successful but a combination of leadership styles to implement the restructuring. We use leadership styles including democratic, recognition of the staff kind of leadership, the vision, the situation, or environment, multiplicity of leadership styles but not one leadership style.

Participant 10 said,

> If you are not marketable, you cannot be competitive. And marketing always does well on a mix, so at a point you need to lead from behind, at a point you need to

be with them, at a point you need to be at the front. It is the duty of the leader to measure as to when to use which type of leadership style. You need to have strategic blend of leadership strategies to be able to make a change. Not a single leadership style will be able to make you be successful in the implementation of corporate restructuring.

Diverse Leadership Styles Linked to Transformational Leadership

Diverse leadership styles emanated from the data are related to transformational leadership. Tintoré (2019) did research to find out the nature of transformational leadership in relation to past leadership theories and possibly new and future or emergent leadership theories. Tintoré found out an amazing feature of transformational leadership theory. Transformational leadership theory had some links with other kinds of leadership theories, such as authentic, charismatic, ethical, positive, prosocial, spiritual, supportive, and transcendent, among others. Significantly, identified transformational leadership style incorporating not only the good characteristics of other leadership theories but also unique successful leadership skills that are missing in all the other leadership types.

More significantly, Tintore Tintoré (2019) found out that the transformational leadership style can still accommodate new and emergent good leadership skills, such as charismatic transformational, prosocial transformational leadership styles, and others, which are even arguably present in the current transformational leadership style. Tintoré explained these additions as trying to expand some aspects of the transformational leadership theory and, at the same time, trying to integrate other leadership theories that share similar characteristics with the one proposed in the research.

Asree et al., (2019) found that transformational leadership is effective across most hierarchical levels in manufacturing organizations, while other forms of leadership are not. Transformational leadership is also conducive to extra effort, effectiveness, and satisfaction from the team. In this study, transformational leadership is an approach that involves motivating the employee to move beyond their interest tasks in their working environment. Transformational leadership is made up of a combination of traits, behavioral leadership theories, and contingent leadership theories that are important to task and relationship orientation. Transformational leadership focuses on charismatic and affective elements of leaders.

Diverse Leadership Styles Linked to BPR

Diverse leadership styles emanated from the data are also related to BPR. Garrido-López and Cai Hillon (2020) explored how to reverse the abysmal performance and failure of change and restructuring using a continuous improvement approach of BPR. The researchers found out that despite different theories of continuous improvement in change management, organizational development, and Lean Six Sigma, the leadership of organizations lacks the realization to integrate different leadership styles and the integration of the BPR approaches to reverse the failure trend of change and restructuring.

This approach of integrating leadership styles and processes synchronizes with the diverse leadership styles theme emanated from the data of the research and what processes and skills do some manufacturing organizational leaders use to support corporate restructuring. The complex nature of change and restructuring does not only

call for a transformational leader who embeds diverse leadership skills but also diverse processes in the achievement of the successful implementation of corporate restructuring. Table 8 depicts the relationship between diverse leadership styles, transformational leadership, and BPR.

Table 8

Diverse Leadership Styles and Conceptual Framework

Theme	Conceptual Framework	
Diverse Leadership Styles	Transformational Leadership	BPR
Conducive to extra effort, effectiveness, combination of traits	Idealized influence Intellectual stimulation Inspirational motivation Individualized consideration	Continuous improvement Feed back Process reengineering
Leaders have interactive	Idealized influence Intellectual stimulation	Hourly, daily, consistent interaction for total BPR implementation
Leadership that can accommodate any other new skills of effective leadership	Inspirational motivation Individualized consideration	

Theme 8: Leadership Self-Leading/Resilience

The theme of leadership self-leading emerged from the data. The responses to Interview Questions 1, 4, and 8 revealed that leadership self-leading is one of the most important aspects of implementing successful corporate restructuring. All the 10 participants implied that leadership self-leading would assist with the successful implementation of corporate restructuring.

The leadership resilience was twofold: the resilience in not giving up when the leaders faced difficulties and failures in the implementation of corporate restructuring and the second being the leaders disciplining themselves to lead the moral and disciplined

lives for their followers to follow, including living out those moral attendees and being committed to the vision set for the entire group. When a misstep does occur, transformational leaders act as change agents, encouraging others to learn from their failures. Experiencing mistakes is a predictable and normal part of the change. Acceptance of learning from mistakes will be needed more than ever to navigate the new normal upon returning to work.

All the participants implied having the resilience attitude as leaders helped them be simply transformational. The turnaround period to be transformational occurred when things got worse and the leaders met opposition in the implementation of the intended restructuring. By trying to overcome the challenge of opposition from followers and stakeholders, the leaders became more transparent, interactive, and motivational and convince their followers of the higher-order need they needed to aspire to for better vision and well-being.

In responding to the question: "How did you address the key obstacles in implementing the processes and skills for the success of your corporate restructuring strategy?" Participant 1 said that he addressed the challenge with followers' engagement, capacity building, and democratic leadership. Participant 3 said that he overcame by stakeholder engagement and capacity building. Participant 4 mentioned innovativeness, stakeholder engagement, and resilience. Participant 5 responded that he used restructuring proactiveness, continuous improvement, and stakeholder engagement. Participant 6 said he addressed the challenge with good communication. Participant 7 overcame the challenges with capacity building and a coaching style of leadership.

Participant 8 also said that he dealt with the challenge with communication, individualized capacity building, mentoring, and coaching style of leadership. Participant 9 dealt with the challenge with training and capacity building, and participant 10 dealt with the challenge with communication. Some of the extracts from some of the participants confirm this.

Participant 4 said,

Some of our customers were receptive, and others were not. I concentrated on those who were receptive. As a result of failures of the past, some did not want to be receptive to this new product. But I knew that with time and right strategies, those unreceptive will pick. So at the initial stage, I had to concentrate on those who were receptive to kick start the product penetration. As I am speaking, most of such people have accepted the product. I brainstormed; started with Eastern Region, going round from one district to the other, and from one town to the other trying to contact and engaging the people and stores and educate them about the product. We needed to raise an amount of money to get that done. Now getting advert on TV or radio, also doesn't bring results overnight. You need to be consistent and play successively for a period of time not less than three months to get the attention of people. Comparably, cost of advertising on radio is cheaper than that of TV.

Again, Participant 4 said,

So with time, I would follow up on them trying to get updates all the time from them as to how things are working. And the report that were coming from some of

them were so good. And from others, they were not encouraging. And so I

normally asked as to why the education, the presentation, and then the

sensitization is working for some I engaged but not working for others. So I

would occasionally have called, focus, and concentrated on those that were not

getting the results. And based on the report that they would give me, I would also

tell them what to do.

Participant 4 said also:

I signed a one-month contract with a radio station. After the one month, I still

realized that the much-desired results had not been achieved. This called for some

introspection for some answers. I started asking questions as to why it did not

work the way I expected it to work. As the advert was being played I also

continuously engaged the people on the ground. By asking them for the results.

And the reports that were coming were not that encouraging. From the

investigations, I realized that even though the radio station had a wider coverage,

the radio advert is not as effective as TV. I realized that there are over thousand

radio stations operating in Ghana, and so there is always divided attention. So

imagine all the radio station all being on air. Much people view TV than listening

to radio. Per my checks, I realized that there are two options for me; either to

extend the radio advert, or move to TV.

He also said,

Occasionally, I most at times, I make the decision in the partnership but not

without my partner. Every idea I brought out seem to be perfect by my partner.

Besides, sometimes seek opinions from the very people who are also on the

ground and informs some of the decisions I make. Anytime I make decisions I

make sure I implement them to the latter. Well-implemented. That is discipline.

Participant 8 said,

We had a resilient leadership which was able to manage appropriately, and

respond to the expectation and concerns of all stakeholders It is always important

to have a Plan B when you are engaging in restructuring in case the

implementation does not go as planned. As a company, we operate continuously

and cannot afford shutting down for even half an hour. Because the loss incurred

would be enormous. So having a fallback plan is very necessary. The other thing I

also want to say is that change is constant and every organization must be willing

and ready to change if it wants to stay in business. For example, as new

technologies emerge, companies must adapt to new ways of working in order to

meet demand and sustain business.

The second aspect of leadership's resilience was about the leader. The ability of

the leader to discipline themselves is key in the successful implementation of corporate

restructuring. The resilience of the leader elevates and motivates the followers to exert all

the attention and seriousness the restructuring deserves and get committed to its success.

Participant 10 also said,

The main challenge of the restructuring is the person who wants to implement the

change himself that is thinking of the change. So myself is even the biggest

problem. Sometimes, if you do not convince yourself that this change is possible,

and then it is time to move on to change because you yourself also has that tendency because you are a human being and nobody likes change, you yourself becomes an obstacle to change. You may be dragging your feet thinking that what you have today can sustain you and so why thinking of a change? Instead of today, you will think of tomorrow, and when tomorrow comes you may think of the next. So the biggest challenge to change is the person who wants to implement the change. The second challenge is the people you want to change. Once you have been able to tackle those two obstacles that is you convincing yourself that the change must be now, or knowing the time for the change, and convincing the others that the change for change is right now, and they must join you for the change, the rest are not difficult.

Transformational leaders are resilient and reflective, taking precious time to contemplate new or deeper perspectives in changing circumstances. They model resiliency by making calm, intentional decisions. Being resilient by expanding one's capacity to overcome misfortune and recover from the stress of change is essential.

Leadership Self-Leading Linked to Transformational Leadership

Beeri and Horowitz (2020) did research to find out how transformational leadership relates to self-discipline. The results revealed that transformational leaders influence their followers positively in the achievement of their goals through the self-discipline of the leader who acts as a role model and puts up disciplined and high moral standard behavior. Sosik et al. (2018) also did research into how transformational leaders'

self-disciplined lives influence their success in the implementation of corporate restructuring.

The results revealed that self-control is displayed through the idealized influence and intellectual stimulation behaviors of transformational leadership. Self-control involves the accurate interpretation of events and feedback from others, tempered responses to one's impulses, thoughts, and emotions stemming from them, and adjustments to one's behavior to meet societal expectations. Tempered responses to personal characteristics involve cognitive processes of rethinking one's responses and psychological states, often associated with intellectual stimulation.

Behavioral adjustments that meet societal expectations are required to maintain one's role model status, which idealized influence strives to achieve. Subsequently, transformational leaders influence followers to trust them and be disciplined as well leading to positive outcomes of corporate restructuring implementation. Self-discipline can be defined as regulating what one feels and does, being disciplined, and controlling one's appetites and emotions. Scholars have considered self-control to be "the master virtue" that regulates when individuals use or override their natural or predisposed traits, think about or desire certain things, express or recognize emotions in self and others, and behave in certain ways to make a point or enact their values. As such, self-control serves a regulatory function regarding who we are (our traits), what we feel (our emotions), what we think (our cognition), and what we do (our behaviors). This self-regulatory function is essential for leaders.

A transformational leader whose influence derives from professionalism and integrity will create an environment of trust, commitment, and excellence. Two factors are paramount in transformational leadership self-discipline: one is setting an appropriate and inspiring aspiration, or vision, for change or restructuring and making it come alive for everyone, and the other is mobilizing and sustaining the transformation "engine," the flow of energy and ideas needed to drive the organization forward.

Leadership Self-Leading Linked to BPR

Leadership self-leading emanated from the research is related to BPR. Vorkapic et al., (2017) examined the elements which represent the successful implementation of a BPR. The researcher found out that leadership self-leading is a fundamental antecedent to the successful implementation of BPR. Leaders of BPR implementation are successful only when they start the implementation of the BPR processes from top management, including themselves in the process of achieving a total quality management principle. Employees get committed to the application of BPR principles in their hourly, daily activities when they observe their leaders doing so. Implementers of BPR who discipline themselves to live by the ideals and principles of organizational reengineering are successful. Table 9 depicts the relationship between leadership self-leading, transformational leadership, and BPR.

Table 9

Leadership Self-Leading and Conceptual Framework

Theme		Conceptual Framework	
Leadership Self-Leading	Transformational Leadership		BPR
Leaders exhibit high moral standards	Idealized influence Intellectual stimulation	Top management leads followers in continuous improvement processes implementation	
Leaders are role models	Idealized influence Intellectual stimulation	Continuous improvement processes with no end in sight	
Leadership shows resilience	Idealized influence		

Theme 9: Monitoring and Evaluation

The theme of monitoring and evaluation emerged from the data. The responses to Interview Questions 1, 2, and 7 revealed that monitoring and evaluation are two of the most important aspects of implementing successful corporate restructuring. All the 10 participants implied that leadership self-leading would assist with the successful implementation of corporate restructuring. Participant 7 said,

We first of all look at initiating the whole restructuring at the initiating stage. Then we move on to the planning stage. How do we intend to do? From there we move to the execution of the plan. Then we move on to monitoring and evaluation, which is very key. Because we want to monitor to see the project being executed monitoring and control is monitoring and evaluation. At the initial stages, we put down some baselines and with the baseline. Once we effect these changes now we keep on monitoring and controlling. We monitor and control,

monitor and control. So let us say at the end of it if the results are not as expected,

we come back to the drawing board, then we come back and compare to the

baselines we set for ourselves. And as we move we continuously come back and

compare. Then finally, we can say that the restructuring has come to stay.

Monitoring and evaluation served as an ongoing process that acts like just-in-time

processes, intellectual stimulating by assessing the worthiness of the processes and the

goals of the organization compared with the expected goals and the actual performance.

By monitoring and evaluating, participant 8 can determine which level of restructuring

the process has reached, what are actions needed up till that period, and the time left to

complete the process. By doing so, there is the reevaluation of beliefs, processes, and

goals. The deviation is corrected, and nonworking processes are eliminated and

substituted with functional ones in shorter intervals indications. Participant 8 responded,

> The last thing that we did was to monitor the contract packing and franchising
>
> model to enable us to correct deviations and challenges we were made to
>
> encounter. So talent and skills were key to the success of our restructuring. We
>
> evaluated the entire transition process from planning, through implementation to
>
> monitoring. Our main objectives to reduce our total hauling cost We have so far
>
> achieved these objectives. And most importantly have aligned our key
>
> stakeholders, employees, and the host communities with our business strategy.
>
> We did an introspection and evaluated the various steps we took during the
>
> restructuring and identified what we did right or wrong.

Monitoring and Evaluation Linked to Transformational Leadership

Monitoring and evaluation emanated from the data are related to transformational leadership. Dóci et al. (2020) did research and examined situational antecedents of transformational leadership. The results underscored the importance of monitoring and evaluation to a successful transformational. Transformational leadership is linked to monitoring and evaluation; the transformational leader monitors and evaluates themselves through intellectual stimulation, individualized consideration, and inspirational motivation fundamental principles of transformational leadership.

Monitoring and Evaluation Linked to BPR

Monitoring and evaluation emanated from the research data are also linked to BPR. Teplická and Hurná (2019) did research to find out the principles underlying the successful operation of total quality management and BPR systems in the organization. The results indicated that monitoring and evaluation processes are the basis for the effectiveness of the quality management and BPR processes systems. Continuous improvement principle embeds in total quality management, and business reengineering process provides a continuous monitoring and evaluation service for the successful implementation of any change or corporate restructuring. The ability to use such monitoring and evaluation tools as they embed in the BPR system enables leaders to detect errors, deviations, and inefficiencies and strategize to implement better systems in change and corporate restructuring projects. Table 10 depicts the relationship between monitoring and evaluation, transformational leadership, and BPR.

Table 10

Monitoring and Evaluation and Conceptual Framework

Theme	Conceptual Framework	
Monitoring and Evaluation	Transformational Leadership	BPR
Leaders determine level of restructuring	Intellectual stimulation Inspirational motivation	Just in time processes
Leaders determine actions and skills needed to reach goal	Individualized consideration	Continuous improvement
Deviation is corrected, and nonworking processes are eliminated and substituted	Intellectual stimulation	Continuous improvement
Reevaluation of beliefs, processes and goals	Intellectual stimulation	Reengineering of processes

Theme 10: Mentoring/Coaching

The theme of coaching emerged from the data. The responses to Interview Questions 1, 4, and 8 revealed that coaching or mentoring is one of the most important aspects of implementing successful corporate restructuring. All the 10 participants implied that mentoring and coaching would assist with the successful implementation of corporate restructuring.

Idealized influence and behavior of transformational leadership skills are embedded in the processes and skills participant 7 used in implementing corporate restructuring. Participant 7 defined the idealized influence and behavior of a transformational leader by using the word "coaching," where the experienced people in the organization coach and mentor the employees. Participant 7 said,

Regarding leadership, the style we adopt and use is basically about the coaching style. Normally, we have experienced people in the industry and we try to coach and mentor the employees. By that, we are able to transfer knowledge to the employees regarding the new ways of doing things because of the restructuring.

Transformational leaders are an idealized influence, charismatically walking their talk with open-minded and authentic curiosity regarding the needs of the organization and their followers. In essence, through coaching, the leader facilitates the transformation of possibilities into realities. Mentoring and coaching is linked to transformational leadership.

Mentoring/Coaching Linked to Transformational Leadership

Mentoring and coaching emanated from the research data are linked to transformational leadership. Rathmell et al. (2019) did research about how to manage effective change and transform leaders and followers to another level of development. The results of the research indicated that a combination of transformational leadership skills and coaching style of mentoring increasingly accelerates the rate of transformation and the success of the implementation of change or corporate restructuring. The usage of role playing and role modeling as embedded in both transformational leadership skills and coaching and mentoring approach are significant factors enhancing the transformation of people and situations.

Mentoring/Coaching Linked to BPR

Mentoring and coaching emanated from the research data are also linked to BPR. Srinivas et al. (2021) did research into how to improve the results of total quality

management and BPR in the implementation of any turnaround, corporate restructuring project. Results of the research indicated that complementing BPR and embedding in its structures the mentoring and modeling approach would boost the performance of BPR in implementing the change or corporate restructuring.

Table 11

Mentoring and Coaching and Conceptual Framework

Theme	Conceptual Framework	
Mentoring and Coaching	Transformational Leadership	BPR
Leaders mentor and coach through behaviour	Idealized influence	Top-down total quality management approach
Leaders mentor and coach through teaching	Intellectual stimulation	Just in time systems and continuous improvement
Leaders mentor and coach through individual skill development	Individualized consideration	Continuous improvement
Leaders mentor followers through motivation	Inspirational motivation	Zero tolerance for waste and never ending improvement attitude

Tie to the Conceptual Framework

Transformational leadership and BPR were the conceptual frameworks for this study. Viewing the research through the lens of both transformational leadership theory and BPR has assisted me in understanding the processes and skills some manufacturing organizations' leaders use to implement corporate restructuring. Both transformational leaders' skills and processes complement each other in implementing successful restructuring.

Transformational Leadership and the Themes Identified

The transformational leadership theory involves transformational leaders engaging employees or followers in such a way that leaders and followers raise one another to higher levels of motivation and morality (Anderson & Sun, 2017; Peng et al., 2021). The 10 themes identified from the data analysis fit into the four transformational leadership fundamental ideals of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. Each of the ten themes fits in all the four fundamental attributes of a transformational leader.

Commencing with the theme of continuous improvement, the intellectual stimulation, inspirational motivation, individualized consideration, and idealized influence of transformational leader's ideals are embedded in the continuous improvement theme emanated from the data of this research, in line with the conceptual framework and literature review of this study. By intellectual stimulation, transformational leaders stimulate followers to challenge the status quo for continuous improvement (Getachew & Erhua, 2018; Masry-Herzallah & Stavissky, 2021; Mbindyo et al., 2021). With inspirational motivation, transformational leaders inspire followers to aspire for higher-order and compelling needs leading to continuous yearning for higher-order needs (Lin et al., 2019; Reis Neto et al., 2019). By individualized consideration, the transformational leaders empower and train the followers to grow along with the expected change and new vision to aspire that instills continuous improvement in the followers (Lin et al., 2019; Reis Neto et al., 2019). With idealized influence, the followers learn and imitate their role model leading to continuous improvement of their

performance as they behold the high moral standards and integrity of their leader continuously (Mbindyo et al., 2021).

The restructuring proactiveness theme also ties in well with the transformational leaders' fundamental ideals of intellectual stimulation, inspirational motivation, individualized consideration, and idealized influence. By intellectual stimulation, transformational leaders can let their followers challenge the status quo for new and better ways of doing things to effect change and corporate restructuring (Getachew & Erhua, 2018; Masry-Herzallah & Stavissky, 2021; Mbindyo et al., 2021). This leads to the instillation of the attitude of preparedness for change in the followers. Transformational leaders use individualized consideration to also train and prepare the followers before, during, and after change or restructuring, making them acquire the attitude of proactiveness in the management of change or restructuring. By idealized influence, the transformational leaders mentor and become role models for the followers in the imbibing of proactive to restructuring attitude.

Stakeholder engagement theme from the data analysis ties in with the transformational leaders' fundamental ideals of individualized consideration, idealized influence, intellectual stimulation, and inspirational motivation. By individualized consideration, transformational leaders engage all followers in a manner that ensures that consideration is given to the followers' individualized strength and capabilities (Mbindyo et al., 2021). By doing so, all the followers are engaged effectively to be committed to any change or restructuring and minimize resistance to change. By idealized influence, transformational leaders command trust from the followers who follow the leaders'

vision and are free to contact the leader for any explanation. By intellectual stimulation, the transformational leaders regularly engage the followers who intend to engage the leaders for possible input to a new order of doing things and vision for the group. By inspirational motivation, the followers are motivated to work in teams and move from their previous ambitions to the compelled vision of the entire group or organization.

Capacity building theme from the data analysis ties in with the transformational leaders' fundamental ideals of individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. By individualized consideration, transformational leaders can accord the necessary attention to followers (Lin et al., 2019; Reis Neto et al., 2019). They consider each follower as uniquely talented individuals and equip them with the necessary knowledge, skills, and abilities that might be lacking because of the outcome of gap analysis done on the individual. This helps build the capacity of the followers for any change or corporate restructuring project.

The theme of communication also ties in with the ideals of transformational leadership, inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration. By inspirational motivation, transformational leaders communicate a compelling vision to the followers to inspire them for higher-order needs and motivation (Lin et al., 2019; Reis Neto et al., 2019). By intellectual stimulation, transformational leaders communicate the ideals and the need to change the status quo for better ways of performance. By individualized consideration, transformational leaders communicate to individual followers the skills, knowledge, and abilities they need to perform excellently based on the strength of the individual followers.

The theme of transparency ties with the ideals of transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. By idealized influence, transformational leaders open up to followers as role models to whom the followers emulate (Mbindyo et al., 2021). Transformational leaders exhibit attitudes and behaviors of honesty, integrity, and high moral standards. Transparency enables followers to accept change and corporate restructuring because the followers understand the issues at stake and the challenges the organization might be facing all the time and the need for a change or restructuring would be imminent.

The diverse leadership skills theme emanated from the data analysis ties with the ideals of transformational leadership, idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation. By idealized influence, transformational leadership exhibit a variety of high moral standards that would bear on the motivation of each member of the group (Mbindyo et al., 2021; Roberts et al., 2019). In so doing, various leadership skills embedded in the transformational leadership approach are used to achieve the desired growth and purpose for the followers and the organization as a whole. Transformational leadership embedding the positive features of all the other leadership styles, including leader-centered, situational-centered, follower-centered, and relational-centered, is sued by transformational leaders to ensure that at any time, the best strategy is used to give the best role model, challenge the status quo, be motivated and inspired for higher-order needs, and be group-centered and for individuals to grow based on their individual uniqueness. In a complex world, as we have, the

transformational leadership style has proven to encapsulate the various and complex leadership skills to adapt to and adopt new visions and systems.

Leadership self-leading theme emanated for the data analysis ties with the ideals of transformational leadership, idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. By idealized influence, transformational leaders discipline themselves to ensure that the idealized behavioral attributes their followers attribute to them are lived and exhibited for the followers to see (Mbindyo et al., 2021). The congruence between the idealized attribute and idealized behavior the transformational leaders ensure to achieve thrives on the leaders' self-disciplined life. Transformational leaders also lead themselves by ensuring that they control their desires and subject themselves to the higher-order vision set for the entire organization. In this vein, it is possible for transformational leaders to be changed as well. By intellectual stimulation, transformational leaders subject themselves to stimulate their status quo and challenge for better ideals for change. By inspirational motivation, transformational leaders lead themselves by upholding the compelling vision that is appropriate for the entire group but not only for the leader. By individualized consideration, transformational leaders implore discipline to be able to show respect and recognition to all the followers in their capability limits and transform them to have self-esteem and work toward the corporate goal.

The monitoring and evaluation theme is in congruence with transformational leadership ideals of individualized consideration, idealized influence, intellectual stimulation, and inspirational motivation. By individualized consideration,

transformational leaders monitor and evaluate the progress of individual followers to identify if there are gaps that need to be filled (Lin et al., 2019; Reis Neto et al., 2019). By idealized influence, the followers subject themselves to the direction of the transformational leader through correction, discussions, openness, and input taking for better processes and systems. By intellectual stimulation, transformational leaders challenge the status quo of both themselves and the followers and, in so doing, monitor and evaluate the progress of the skills and processes being executed for the achievement of the corporate goals. By inspirational motivation, transformational leaders inspire themselves and followers to appraise the performance by self-ownership of schedules and performance and self-improvement for the sake of the entire group in the achievement of whatever change or restriction would be needed.

The coaching and mentoring theme emanated from the data also ties in with transformational leadership ideals of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. By idealized influence, transformational leaders serve as role models and mentors for their followers to emulate (Byrne et al., 2018; Mbindyo et al., 2021). By intellectual stimulation, transformational leaders coach the followers in challenging the status quo for new and better ways for higher-order needs. By individualized consideration, transformational leaders coach and mentor individual followers using diverse leadership styles embedded in the transformational leadership style of leading to accord the unique required need for individual followers.

It is evident by this analysis that each of the themes identified in the research data fits well with all the ideals of a transformational leader. The holistic nature of the application of each of the themes to all the ideals of transformational leadership confirms the transformational leadership approach to restructuring implementation as a holistic leadership style (Anderson & Sun, 2017; Peng et al., 2021). In a complex business environment with its complex change and restructuring evidence, and as a complex adaptive system, transformational leadership is well-fitted for the implementation of corporate restructuring in a manufacturing setting as the one under study in this research. In such a complex adaptive system, systems thinking, nonlinearity, self-organization and self-evolution are the key features of the transformation system. In such a system, there is no particular order regarding how the ideals of the parts are ordinal arranged (Garg, 2017; Johnson et al., 2018; Khan et al., 2018; Standing et al., 2018). It does not yield itself to analysis to explain which of the arts supported corporate restructuring the more and to what degree did each part support. When one part is used, it affects all the other parts.

The nonlinearity concept is the relationship existing among the constituents of systems under the complex system adaptation arrangement (Montefusco & Angeli, 2021). Self-evolution refers to the unpredictability in their relationship among themselves, leading to the self-formation of new structures that would not revert to the former structures (Edelenbos et al., 2018).

Nonlinearity is a property of chaotic systems. The characteristics are an approximation, random behavior, and unpredictability. The nonlinearity concept is the relationship existing among the constituents of systems under the complex system

adaptation arrangement (Montefusco & Angeli, 2021). Self-organization is the ability of a system to spontaneously arrange the system's components or elements in a purposeful (non-random) manner, under appropriate conditions but without the help of an external agency (Obydenov, 2021). Systems thinking is a holistic approach to analysis focusing on the way a system's constituent parts interrelate and how systems work over time and within the context of larger systems (Astaíza-Martínez et al., 2021; Standing et al., 2018; Valentinov et al., 2019).

BPR and the Themes Identified

BPR involves a fundamental rethinking, recreating, and reorganization of the business process to add more value and provide knowledge to customers (Davenport & Short, 1990; Hammer & Champy, 1993; Mellon et al., 2018). The ten themes identified in the data analysis of this research tie in with the principles of BPR used as one of the lenses to view this study: continuous improvement, restructuring proactiveness, stakeholder engagement, capacity building, communication, transparency, diverse leadership skills, leadership self-leading, monitoring and evaluation, and coaching.

The continuous improvement feature in BPR does not expect a situation or periods when making a conscious effort to eradicate waste will end (Davenport & Short, 1990; Hammer & Champy, 1993; Sikdar & Payyazhi, 2014). In the process of using BPR in effecting a change in organizations, stakeholder engagement theme reflects the tenets of BPR require quality change in the involvement of all from top management to lower management of organizations and from the start to the finish of the manufactured product lifecycle (Bakhsh et al., 2021; Bhaskar, 2018; Eze et al., 2019; Ishikawa & Lu, 1985;

Papagiannakis et al., 2019; Sikdar & Payyazhi, 2014). The involvement of all workers, structures, and stakeholders of the organization is critical in the success of BPR.

The Relationship Between Corporate Restructuring, Transformational Leadership, and BPR. The commonalities among corporate restructuring, transformational leadership, and BPR were striking. The commonalities include the holistic approach to change implementation, paying attention to details of all structures to be changed, requiring committed leadership who lead by example for the implementation of change, and being ready and prepared for change at all times. Each of these commonalities made the augmentation of transformational leadership with BPR to implement corporate restructuring appropriate.

The first of the commonality was the holistic approach to managing change Transformational leadership invokes the use of holistic approach in leading through a combination of all the basic tenets, idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration (Milovanović et al., 2017; Suryani, 2020). A transformational leader, through inspirational motivation and intellectual stimulation transforms the people and organizations to transcend own needs for new and higher-order needs (Getachew & Erhua, 2018; Mbindyo et al., 2021). Transforming followers and organizations to aspire for higher-order needs implies holistic questioning, reassessing, and abandoning of existing systems and visions. The holistic nature of transformational leadership reflects in the overlap of the basic concepts of transformational leadership, idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. None of the basic tenets works in isolation,

depicting the holistic nature which is appropriate augmenting with BPR for the implementation of corporate restructuring (Slaper, 2019). In the application of transformational leadership approach to lead organizations, transformational leader does not start with one tenet of transformational leadership theory and stops before proceeding to the other tenets. Neither does the transformational leader selects some of the basic concepts of transformational leadership and leave the rest. The flawless and seamless link among the basic tenets of transformational leadership was striking, making the approach appropriate for augmentation with BPR for corporate restructuring implementation.

Similarly, corporate restructuring involves the holistic reorganization of fundamental structures of the organization. Corporate restructuring involves a fundamental reorganization ((Newey, 2019; Shin, 2020). In corporate restructuring, every aspect of the organization is important in determining the success of the change implementation project. Corporate Restructuring implementation entails the reorganization of the entire systems in the organization, even though only a small number of systems might be the subject of the change (Bhaskar, 2018). Corporate restructuring is effective when systems approach to restructuring is applied. Corporate organizations are like systems (Feigenbaum, 1991). By viewing organizations as systems, leadership should focus on the effect of the flow of organizations' business operations and how one operation has a subsequent impact on other operations (Feigenbaum, 1991; Ishikawa & Lu, 1985). Action on one system can produce far more consequences on other systems of the organization.

Similarly, BPR involves holistic questioning and reassessment of all processes in the organization. In the process of using BPR in effecting a change in organizations, the tenets of BPR require quality change and involvement of all from the top to the bottom of organizations and from the start to the finish of the manufactured product lifecycle (Bakhsh et al., 2021; Bhaskar, 2018; Eze et al., 2019; Ishikawa & Lu, 1985; Sikdar & Payyazhi, 2014). The involvement of all workers, structures, and stakeholders of the organization is key in the success of BPR application in organizations giving credence to the appropriateness of augmenting BPR with transformational leadership to implement corporate restructuring in manufacturing organizations.

Another commonality was paying attention to details in change implementation. Transformational leadership embeds paying attention to details its basic concepts. Transformational leadership approach usage of individualized consideration in which the leader has an interest in each of the followers by paying detailed attention to each of the followers' strengths and weaknesses is evidence of paying attention to details (Getachew & Erhua, 2018; Mbindyo et al., 2021). Further, by intellectual stimulation, transformational leaders challenge followers who also challenge their status quo beliefs in detail and find new ways and new beliefs for higher-order needs (Getachew & Erhua, 2018; Mbindyo et al., 2021). Attention to detail is a characteristic of transformational leadership, giving credence to the appropriateness of augmenting transformational leadership with BPR to implement corporate restructuring.

Corporate restructuring embeds diagnosis of structures as a key feature in change implementation. Using systems theory and viewing organizations as systems, the detailed

analysis of each of the systems characterizes corporate restructuring in implementing

change (Vargas-Hernández et al., 2018). Corporate restructuring involves a radical

reorganization of systems and structures of the organizations in relation to the core

business defining why the organization even exists (Vargas-Hernández et al., 2018).

Corporate restructuring has the characteristic of paying attention to details giving

credence to the appropriateness of using transformational leadership and BPR in

implementing corporate restructuring.

The hallmark feature of BPR is paying attention to details. The diagnosis, analysis

of processes, and implementation of new processes that BPR requires giving credence to

having the feature paying attention to details. In implementing BPR, all processes of the

organizations are diagnosed through the breaking down into pieces to investigate and

analyze each part to identify waste, duplication of functions, delays, embedded in the

individual departments (Bakhsh et al., 2021; Bhaskar, 2018; Ishikawa & Lu, 1985).

Using BPR method of implementing change enables leaders to get to the bottom of

problems in organizations, no matter how complex, and find solutions to the problems.

Regarding successful corporate restructuring implementation requiring total

commitment from leaders who lead by example, transformational leadership stands out as

the unique leadership approach of leadership by example. By idealized influence,

transformational leaders lead by example. Transformational leaders do what they ask

their followers to do by exhibiting the high moral values they want their followers to

exhibit (Altukhova et al., 2018; Getachew & Erhua, 2018; Mbindyo et al., 2021;

Milovanović et al., 2017). Followers attribute ideal moral values to the leader when they

witness the values transformational leaders live out (Fischer, 2019). Followers admire and emulate the idealized behavior of leaders, paving the way for a sacksful change implementation effort as followers trust leaders to make sound judgement and take good decisions. Transformational leadership is appropriate to use as a lens to implement corporate restructuring by augmenting with BPR.

Corporate restructuring can only be successful with the total commitment with leadership. Corporate restructuring is a strategic approach to change organizations' systems and structures for effective and efficient operations to achieve organizational goals (Vargas-Hernández et al., 2018). The deliberate effort of implementing corporate restructuring can only be successful when it originates from the leadership. Corporate restructuring process requires leadership to be committed all their attention purposes in implementing corporate restructuring giving credence to the appropriateness of using BPR and transformational leadership in implementing corporate restructuring because all the three, transformational leadership, corporate restructuring, and BPR embed leadership commitment in operationalizing the three approaches.

BPR underscores how critical leadership is in the implementation of BPR process in organizational change. One of the theorists of quality management and later, business process management, a quality control guru, Philip Crosby posited that to implement at successful fundamental restructuring in organizations and create a manufacturing process that has no defects, leadership must set the tone and atmosphere for followers (Crosby, 1979). If leadership is not committed to the restructuring and does not create clear systems and objectives by which the change can be implemented, their followers are not

to blame when the change is not successful (Bakhsh et al., 2021; Bhaskar, 2018; Ishikawa & Lu, 1985; Sikdar & Payyazhi, 2014). In applying BPR to corporate restructuring demands leadership's commitment, thereby giving credence to the appropriateness of augmenting BPR with transformational leadership to implement corporate restructuring.

The striking commonality among the three, transformational leadership, corporate restructuring, and BPR regarding readiness for change at all times was worth mentioning. Transformational leadership's basic concepts of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration serve as an inherent platform for incessant change management. By intellectual stimulation, transformational leaders instill in their followers the urge to continuously question the status quo for continuous improvement that never ends (Getachew & Erhua, 2018; Mbindyo et al., 2021; Oake et al., 2017). The transformational leader challenges followers to constantly look for new and better ways of doing things. This attribute of yearning for incessant change makes the transformational leadership approach ever ready to combat change, giving credence to the suitability of combining transformational leadership with BPR to implement corporate restructuring.

Corporate restructuring with its feature of corporate organizations as open systems requires the readiness to change at all times. Organizations as open systems react to internal and external factors continuously and adapt for survival. The planned fundamental restructuring of organizations explains itself that leadership set systems deliberately for unforeseen internal and external factors which may impact the organization as an open system (Strelnik, 2016). When appropriate systems are set for

any change eventuality, organizations self-evolve and can accommodate new changes that incessantly affect the organizations as open systems. With the readiness to change feature of corporate organizations, it is appropriate to augment transformational leadership with BPR for corporate restructuring implementation.

Continuous improvement can be a synonym for BPR. BPR thrives on continuous and incessant implementation of making conscious intolerance for waste, duplication, high cost of production, and inefficiencies. The continuous improvement feature in BPR does not expect a situation or periods when making a conscious effort to eradicate waste will end (Davenport & Short, 1990; Hammer & Champy, 1993; Sikdar, & Payyazhi, 2014). BPR is appropriate in combining with transformational leadership for the implementation of corporate restructuring strategies in organizations. Based on the commonalities among transformational leadership, BPR, and corporate restructuring regarding their holistic approach to implementing change, paying attention to details in implementing change, having committed leadership in implementing change, and being ready for incessant change, I augmented transformational leadership with BPR to implement study processes and skills manufacturing organizational leadership use to support corporate restructuring. The commonalities among transformational leadership, BPR, and corporate restructuring lend credence to a successful corporate restructuring implementation model, as depicted in Table 12.

Table 12

Successful Corporate Restructuring Model

Commonality	Transformational Leadership Skills	BPR Process	Corporate Restructuring
Holistic approach to restructuring	A combination of Idealized, intellectual, inspirational, individualized consideration	Holistic questioning reassessment and reengineering	Holistic fundamental reorganization
Leadership by example	Role modeling through idealized influence	Leadership sets the tone for process reengineering	Leadership by example in implementing corporate restructuring
Devoting attention to details	Individualized Consideration	Fundamental rethinking of all systems	Diagnose all processes and reengineer
Change readiness at all times	Intellectual stimulation	Continuous improvement	Open system approach

Applications to Professional Practice

This study is important to understand the leadership strategies in using processes and skills to implement corporate restructuring. New and existing manufacturing organization leaders can use the study findings as a basis for the development of leadership strategies to implement the corporate restructuring. The results of this study provide suggestions to manufacturing organizational leaders for which leadership strategies are effective in bringing about successful corporate restructuring. If manufacturing organization leaders consider these findings, the gap in business practices relating to manufacturing organizations and corporate restructuring implementation will be bridged.

Continuous improvement theme emerged in the analysis. All 10 participants implied it was necessary to establish processes in the organization that makes the checking of day-to-day activities in line with the aim to meeting current and future restructuring needs. The findings of this study discovered that leaders, by continuous improvement principles, instill in their followers the urge to continuously question the status quo for continuous improvement that never ends (Getachew & Erhua, 2018; Mbindyo et al., 2021) and prepare employees for any change and minimize resistance and challenge followers to constantly look for new and better ways of doing things.

Restructuring proactiveness theme emerged in the analysis. The study findings revealed that business leaders who implemented proactiveness in restructuring were more successful in managing change within their businesses. This study discovered the importance of restructuring proactiveness because it enables leaders to be able to predict risk factors involved in sensitive decisions and give good judgment. Restructuring proactiveness enables leaders to be able to predict obstacles in advance so that any changes required in the original plan can be done accordingly. By doing so, leaders can minimize resistance to change as followers are well-prepared beforehand.

Stakeholder engagement theme emerged in the analysis. The study findings revealed that stakeholder engagement enhances followers' acceptance of change, thereby helping manufacturing organizational leaders successfully implement the corporate restructuring. This study discovered that leaders enhance followers and stakeholders' acceptance of corporate restructuring by creating the opportunity to analyze activities based on their relationships, costs, and contribution to the output of the organizations,

enabling the extension of the engagement outside the working environment by including interactions with all stakeholders participating in the value chain.

Capacity building theme emerged in the analysis. The study findings indicated that capacity building was one of the main strategies that assisted them in implementing corporate restructuring successfully in their organizations. This study implied by capacity building that leaders can fill the gap existing between the current capabilities of employees or followers and the capabilities needed to perform acceptably to embrace change or restructuring. Changing work processes requires an assessment of the impact these changes will have on people and the implementation of a training plan to overcome the impact, thereby minimizing resistance to change.

Communication theme emerged in the analysis. The study findings revealed leaders being transparent to their followers and stakeholders was among one of the most important aspects of implementing successful corporate restructuring. This study discovered that without communication stakeholders would resist corporate. The study findings implied that managing change depends on effective communication with the employees whose work lives are affected and all stakeholders at large.

Transparency theme emerged in the analysis. The responses To Interview Questions 1, 3, 4, and 5 revealed that transparency is one of the most important aspects of implementing successful corporate restructuring. This study revealed that when the employees and the stakeholders are kept abreast with the issues of the organizations in good times then they identify with the leadership in bad times when the leadership would want to implement the corporate restructuring for survival.

Diverse leadership style theme emerged in the analysis. This study reveals that leaders' adoption of a leadership style containing diverse leadership styles is key in the implementation of corporate restructuring. This revelation implied manufacturing organization leaders should adopt a transformational leadership style that contains all the good features of other leadership styles and even a unique feature as well. When leaders adopt diverse leadership styles, they enable them to function very well in the implementation of change or corporate restructuring irrespective of the time, situation, or environment.

Leadership self-leading/resilience theme emerged in the analysis. The findings of this study revealed leadership self-leading as paramount in the successful implementation of corporate restructuring. All the participants implied having the resilience attitude as leaders helped them be simply transformational. This study implied that leaders should be disciplined to lead themselves by abiding by the very principles they advocate for their followers to live by. Leaders should also not give up because failures and challenges let them bring the best out of them and be transformational if they persist and are resilient and transformational.

Monitoring and evaluation theme emerged in the analysis. This study revealed that monitoring and evaluation are important to the leader to implement successful corporate restructuring. All the leaders acknowledged that monitoring and evaluation played a major role in their success. This study implied that leaders should monitor and evaluate their implementation of corporate restructuring from start to finish rectifying any error that would not enable the restructuring to be successful. Detecting challenges the

first time as it appears may prevent compounding the challenge. When leaders monitor and evaluate their restructuring initiative, they can able to implement all that are necessary just in time for the success of the entire restructuring project.

Coaching/mentoring theme emerged in the analysis. This study revealed coaching and mentoring as indispensable factors for the successful implementation of corporate restructuring. This revelation in this study implied that leaders should combine transformational leadership skills and coaching style of mentoring increasingly to accelerate the rate of transformation and the success of the implementation of change or corporate restructuring. The usage of role play and role modeling as embedded in both transformational leadership skills and coaching and mentoring approach are significant factors enhancing the transformation of people and situations.

The study findings are relevant to professional practice because this study identified practical solutions for manufacturing organizational leaders to facilitate corporate restructuring implementation. The findings provide a practical guide for manufacturing organizational leaders to enhance their leadership strategies to motivate, influence, and communicate with their followers for any change or corporate restructuring implementation. Study findings added to the knowledge of manufacturing organizational restructuring by identifying the necessary leadership processes and skills required to facilitate successful corporate restructuring implementation. Transformational leadership is important to manufacturing organizational restructuring, and effective corporate restructuring strategies and leadership could support business success.

Implications for Social Change

Implications of this study for social change involve providing manufacturing organizational leaders with insight into processes and skills to facilitate successful corporate restructuring. Organizational restructuring is a necessity for businesses to survive and prosper. One reason organizational restructuring is unsuccessful is the inadequate leadership style used by manufacturing organizational leaders. This study is important to understand how to improve manufacturing organizational leadership strategies when it pertains to implementing corporate restructuring. When manufacturing organizational leaders understand how to manage corporate restructuring implementation successfully, they enable the manufacturing organizations to thrive.

The results of this study identified viable options to implement corporate restructuring through effective leadership strategies. Business leaders who recognize and provide attention to the needs of their employees manage organizational restructuring successfully. Those business leaders that implement mentoring and training programs provide guidance and support when changes seem unclear. Business leaders motivate their employees to believe that the restructuring will be beneficial. Influencing employees to accept corporate restructuring makes managing corporate restructuring a smoother process. Business leaders who instill continuous improvement, restructuring proactiveness, stakeholder engagement, capacity building, communication, transparency, diverse leadership skills, leadership self-leading, monitoring and evaluation, and coaching in themselves as well as their followers and stakeholders will enhance the development of the leaders into change agents and their followers to leaders.

The purpose of this study was to explore the processes and skills manufacturing organizational leaders use to implement corporate restructuring successfully. The findings contribute to the understanding of effective processes and skills and leadership strategies that pertain to facilitating successful corporate restructuring implementation. The manufacturing organizational leaders in this study provided useful strategies to initiate and implement corporate restructuring. Instilling the attitude of continuous improvement and restructuring proactiveness prepares the followers and employees to be restructuring ready Giving employees and stakeholders a voice in the decision-making process and asking for suggestions will make them feel valued and support any change or corporate restructuring implementation (Papagiannakis et al., 2019). Keeping stakeholders informed about the benefits of the restructuring will help facilitate corporate restructuring implementation. Mentoring, role modeling, and training programs will ensure a supportive work environment. Building the capacity of employees to manage corporate restructuring implementation successful makes the employees feel competent and secure security.

The implication for positive social change included the potential to provide manufacturing organizational leaders with processes and skills to implement corporate restructuring and survive in business, thereby contributing to job growth and employee prosperity in local communities, which will further enhance the well-being of employees and stakeholders' relations. Manufacturing organizations constitute a significant economic drive in Ghana, on which the government hopes to assist in reducing unemployment in the country because of the added value in turning around raw materials

into finished products. The findings of this study could provide prospective and existing manufacturing organizational leaders with the necessary information to implement successful corporate restructuring to ensure the survival of their businesses.

Recommendations for Action

The intent of this multiple case study was to explore the processes and skills manufacturing organizational leaders use to implement corporate restructuring successfully. New and existing business leaders could use the findings from this study to gain insight into the processes and skills to successfully implement corporate restructuring. Using the information from successful manufacturing organizational leaders as a resource may prove beneficial to assisting employees and stakeholders with accepting corporate restructuring implementation. The participants in the study shared valuable insights into their experiences with implementing corporate restructuring successfully with employees and stakeholders by continuous improvement, restructuring proactiveness, stakeholder engagement, capacity building, communication, transparency, diverse leadership skills, leadership self-leading, monitoring and evaluation, and coaching.

The recommendations of this study are consistent with Burns' (1978) concepts of transformational theory: power, purpose, and relationship. Transformational leaders are leaders who enhance organizational performance through empowering human resources and enabling change. The relationship between the leaders and the followers triggers leadership and followers interest in the transformational leadership principles implementation.

The objective of this study was to discover processes and skills manufacturing organizational leaders could use to implement corporate restructuring. The business leaders in this study revealed continuous improvement, restructuring proactiveness, stakeholder engagement, capacity building, communication, transparency, diverse leadership skills, leadership self-leading, monitoring and evaluation, and coaching would enhance the successful implementation of corporate restructuring.

The qualitative data obtained from this study provided manufacturing organizational leaders' insight into leadership strategies to implement corporate restructuring and avoid resistance to change. The findings generated various conclusions regarding effective leadership strategies that could assist employees and stakeholders to accept change or corporate restructuring. The results of this study could also assist manufacturing organizational leaders in the initiation and implementation of effective leadership strategies to facilitate successful corporate restructuring implementation. I would recommend manufacturing organizational leaders use the strategies revealed in this study by continuous improvement, restructuring proactiveness, stakeholder engagement, capacity building, communication, transparency, diverse leadership skills, leadership self-leading, monitoring and evaluation, and coaching to successfully implement corporate restructuring in their organizations.

The publication of this study may provide information researchers could include in future studies concerning manufacturing organizational leaders and corporate restructuring implementation. I will identify opportunities to present the study findings at relevant business-related events. I may distribute information regarding these results

through training programs. Conferences are an effective way to communicate these results to scholars, business leaders, and owners. At these events, I would provide reading materials explaining the findings of my study.

Recommendations for Further Research

Opportunities for future research exist regarding transformational leadership and corporate restructuring implementation. The findings indicated the manufacturing organizational leadership strategies, processes, and skills that were important to facilitate successful corporate restructuring implementation. In this study, a limitation was selecting Ghana as the geographic location for the study. Yin (2018) explained that limiting the geographic location to one specific area could limit the generalizability of the results. Further research should include other geographical areas, a broader range of business leaders, and a larger number of participants. This study included 10 manufacturing organizational leaders in Ghana.

I would recommend further research to include a larger number of participants from more than one major city to gather data from a larger diverse population. I would also recommend future research to obtain data from both manufacturing organizational leaders and stakeholders because the data for this study was collected solely from manufacturing organizational leaders. Including stakeholders might reveal whether implementing corporate restructuring is associated with transformational leadership strategies.

The use of an alternative research method could extend the study findings regarding transformational leadership and corporate restructuring implementation. I used

a qualitative multiple case study focused on interview responses and publicly accessed data to answer the central research question that guided this study. A quantitative method may identify important relationships or correlations between transformational leadership concepts and corporate restructuring implementation. Further research could study more than one leadership style because this study only focused on transformational leadership and whether the transformational leadership style is enough to contain all past and future leadership styles that may emerge. Reviewing more than one style of leadership could provide opportunities for comparison of how differently they manage change within their business context.

Reflections

The Doctor of Business Administration (DBA) program and the doctoral study experience proved to be extremely rewarding at Walden University. I had the opportunity to interview manufacturing organizational leaders who have implemented corporate restructuring successfully within their organizations. This research project extended my knowledge about doctoral research. My knowledge and understanding of manufacturing organizational leadership strategies to facilitate corporate restructuring implementation, and specifically in the business context, grew through this study. During the interview process, I spoke to intelligent, experienced business leaders who shared their ideas and strategies to implement corporate restructuring successfully. The study findings broadened my knowledge as to how to initiate and implement corporate restructuring within my own businesses.

Throughout the research process, I avoided any possible influence on the study participants. I noted my beliefs and biases regarding corporate restructuring implementation before beginning the interview process and remained aware of personal biases throughout the data analysis process. The research process allowed an examination of the diversity of leaders within the manufacturing organizations context. The 10 study participants represented the manufacturing industry within Ghana that had a variety of practices and strategies geared toward corporate restructuring implementation. This study provided me with different perspectives as to how different leaders implement corporate restructuring. I hope the participants in this study gained an appreciation for business research from this experience.

Conclusion

Manufacturing organizations in Ghana continue to flourish, even though some manufacturing organizational leaders lack the leadership processes and skills required for successful corporate restructuring. Businesses must constantly change, and implementing corporate restructuring is a challenge for any business to adapt to and survive. Halm (2014) pointed out that 70% of change initiatives fail to achieve the intended outcomes. Manufacturing organizational leaders from this study agreed on the importance of leaders to implement continuous improvement, restructuring proactiveness, stakeholder engagement, capacity building, communication, transparency, diverse leadership skills, leadership self-leading, monitoring and evaluation, and coaching in their organizations.

Findings provided insight into the successful strategies, processes, and skills used by the manufacturing organizational leaders in this study. The findings of this study

discovered that leaders, by continuous improvement principles, instill in their followers

the urge to continuously question the status quo for continuous improvement that never

ends. Restructuring proactiveness enables leaders to be able to predict risk factors

involved in sensitive decisions and give good judgment. Restructuring proactiveness

enables leaders to be able to predict obstacles in advance so that any changes required in

the original planning can be done accordingly. By doing so, they can minimize resistance

to change as followers are well-prepared beforehand. This study discovered that leaders

enhance followers and stakeholders' acceptance of corporate restructuring by creating the

opportunity to analyze activities based on their relationships, costs, and contribution to

the output of the organizations, enabling the extension of the engagement outside the

working environment by including interactions with all stakeholders participating in the

value chain.

This study also revealed that leaders could fill the gap existing between the

current capabilities of employees or followers and the capabilities needed to perform

acceptably to embrace change or restructuring through capacity building. Changing work

processes requires an assessment of the impact these changes will have on people and the

implementation of a training plan to overcome the impact, thereby minimizing resistance

to change. This study discovered that without communication, stakeholders would resist

corporate restructuring.

Results from the study indicated when the employees and the stakeholders are

kept abreast with the issues of the organizations in good times, then they identify with the

leadership in bad times when the leadership would want to implement corporate

restructuring for survival. This revelation implied manufacturing organization leaders should adopt a transformational leadership style that includes good features of other leadership styles and even a unique feature as well. When leaders adopt diverse leadership styles, they enable them to function very well in the implementation of change or corporate restructuring, irrespective of the time, situation, or environment.

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Appendix A: Interview Questions

1.   What processes and skills do you use to successfully implement corporate

restructuring/change strategies?

2.   How did you assess the effectiveness of the processes and skills you employed

to implement a restructuring strategy at your corporation?

3.   What were the key obstacles identified in the successful implementation of a

restructuring strategy using your processes and skills?

4.   How did you address the key obstacles in implementing the processes and

skills for the success of your corporation's restructuring strategy? What

leadership styles and methods did you determine to work best with the

implementation of corporate restructuring strategies at your company?

5.   What additional information would you like to share regarding the corporate

restructuring processes and skills you used to successfully implement your

corporation's restructuring strategy?

Appendix B: Interview Protocol

Interview: Processes and skills manufacturing organizational leaders use to support

corporate restructuring

MODE OF INTERVIEW:

Open ended questions shall be used for the interview via video conferencing and audio

recorded.

PROCEDURE:

a) The interview will commence with a self-introduction to the research participant

b) An explanation of the research study will follow

c) I will thank the participant for agreeing to participate in my study

d) I will share a copy of the consent form on screen of the video conferencing for

signing and ask if the participant has any additional questions before proceeding.

e) I will sign the researcher's portion after the participant has electronically signed

and send a copy to participants for keep.

f) I will record the interview and take notes

g) The duration of the interview shall be approximately 60 minutes

h) I will follow the same interview protocol for each participant.

i) I will inform each participant of the possible 30 minutes' follow-up member

checking to authenticate the data analysis through video conferencing.

j) At the end of the interview, I will thank the participant for being a part of my

study.