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The Relationship between Organizational Leadership Styles and Organizational Change Management Communication: A field study on mobile companies operating in Egypt

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Abstract

The study aims to identify the prevailing leadership patterns within the companies under study, and the most important areas of organizational change applied within them, in addition to monitoring the role of communications in each stage of organizational change management, and the study also aimed to identify the means and communication strategies used in spreading change projects among employees, and to monitor the most important obstacles to achieve the organizational change, and to identify the impact of leadership styles in managing the stages of the organizational change process.

- Concerning the leadership patterns, this study relies on the leadership and control model, which includes 5 basic patterns: the ideal persuasive pattern, the authoritarian-compulsive pattern, the democratic affiliative pattern, the bureaucratic delegate pattern, the opportunistic adaptive pattern, based on two basic dimensions: Task / People orientation, leader / Employee control. And concerning the organizational change management, this study relies on the work field model or the analysis of the force field, which suggests three stages to implement the change process, namely: the unfreezing stage, the change stage, and the re-freezing stage.
- The study belongs to descriptive and analytical studies. The study also depends on the survey method, The study population is represented in the Mobile companies operating in Egypt, depending on a sample that consists of 200 employees whose management levels varied between lower management, middle management, and upper management
- Concerning the method of Data Collection, the study applied one questionnaire that was directed to employees at the three lower, middle, and upper management levels.

The main results of the field study:

- The democratic affiliative leadership style came at the forefront of the leadership styles used within the telecommunications companies operating in Egypt with a percentage of 61.5% from the point of view of its employees, while the opportunistic adaptive leadership style was among the least followed leadership styles by 25%.
- The level of application of change projects within the companies under study was high, with a rate of 84.5%, Orange and Vodafone companies were at the forefront of the mobile companies operating in Egypt that applied the most change projects, with a rate of 94% and 92%, respectively, and WE was the least companies in implementation of the change projects within it, by 74%.

- The extent of employees' support for the change projects that take place within the companies under study was high, with a rate of 82%, and Orange and Vodafone were at the forefront of the mobile companies operating in Egypt whose employees supported the change projects, with a percentage of 90%.
- The responsibility for spreading change projects among employees within the companies under study fell primarily on the members of the senior management represented by the chairman of the board of directors himself at 62.5%, or a member assigned to do so from among the members of the board of directors at the rate of 47.5%.
- Increasing the company's ability to survive and continuity among competitors came at the forefront of the reasons and justifications provided to workers in order to be convinced of the importance of change within companies. failure in some functional areas within the company, rationalization of expenditures in order to control expenses, low morale of workers and low productivity were the least reasons given to convince workers of change projects.
- The official meetings of the Chairman, group discussions with department heads, and training courses came at the forefront of the confrontational communication means that are used to spread change projects within the companies under study, at a rate of 59.5%, 56.5%, and 46.5%, respectively.
- The role of communication during the unfreezing phase within the companies under study increased by 55.5%, while the re-freezing phase decreased the role of communication by 51.5%.
- The negotiation strategy came at the forefront of the strategies used to spread change projects within the companies under study from the point of view of its employees with a percentage of 63.5%, while the authoritarian strategy was one of the least used strategies within companies with a percentage of 48.5%.
- Comparing the costs - in terms of money, effort and time - with the benefits that will return after the change is made, and the loss of some specializations and powers are at the forefront of the reasons for resistance to change projects within the companies under study from the point of view of employees.

Keywords: Organizational Leadership Styles, Organizational Change Management, Communication.