



Do Soul-Based Leadership Styles influence Organizational Change? Moderated-Mediation of Cognitive Style Indicator and Followership in Healthcare

Dr. Ghulam Muhammad Kundi

College of Public Health & Health Informatics, Qassim University, Kingdom of Saudi Arabia.

Email: g.muhammad@qu.edu.sa

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ABSTRACT:

The current study aimed to investigate the moderated mediating role of cognitive style and followership on the relationship between souls-based leadership and organizational change. The population of this study was 2793 lecturers, and professors working in healthcare sector educational institutions from all over Khyber Pakhtunkhwa Pakistan. The study adopted the survey approach. The study used a self-administered questionnaire for collection of the data. Non-probability convenience sampling technique was used for selecting the sample size. A total of 215 questionnaires was used in the final analysis. Findings revealed that cognitive style significantly moderated the relationship between soul-based leadership and organizational change while followership has an insignificant indirect effect on soul-based leadership and organizational change. The study concludes that managers with a high level of soul-based leadership style prefer to engage followers in decision-making and support followers' role in bringing change.

Key words: Soul-Based Leadership, Cognitive Style, Followers, Organizational Change.

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Introduction

Change is the main issue in organizations nowadays, and it has attracted the focus and attention of the researchers in last few decades. That is why it is the main part of the life of an organization as well as part of the theory of organizations (Khan, Busari, Abdullah, & Mughal, 2018). That is why it is a more attractive and studied area in the field of management and organizational behavior. According to previous researchers Oreg *et al.*, (2014) focus was given on the macro perspective of change but now the researcher is studying on employees whether how organizations can bring change with the help of employees i.e., followers. In previous studies, the content of change was studied, but in this study, all attributes of organizational change i.e., content, context, and process factors of change will be studied by the researcher (Afshan, Mughal, & Kundi, 2021). The content factor of change means what the organization wants to change in simple words it means say the frequency of change and how frequently the organization changes itself. On the other hand context factor of change refers to why an organization wants to change, in this trust of followers in management or leaders is studied (Kundi, 2021). The last factor of change is the process of changing how an organization can implement the change in organizations (Burk, 2017; Kundi, 2019). It also refers to how frequently employees of the specific organization participated in those activities to bring change. Studies conducted on organizational change focus on one factor of change in this study all three factors will be used along with leadership styles.

In addition, leadership is a very ancient and old concept and unfortunately, it is the least understood concept on earth (Burns, 1978). The general history of leadership is very old but from an organizational point of view, it is the very least understood social process in human resource management (Kundi, Mughal, Albejaidi, & Pasha, 2021); Bass & Avolio, 2002). Bass and Avolio (1995) first gave the full-range leadership model or theory. They have introduced nine attributes of leadership, five belong to transformational leadership, three belong to transactional leadership and one belongs to laissez-faire. Khan *et al.*, (2018) conducted a study on transactional leadership style and organizational change but this study will use soul-based leadership or conscious leadership style will be used to understand this concept in depth (Khan *et al.*, 2018). Soul-based leadership or conscious leadership is the new concept given by Deepak Chopra an Indian author in his article he introduced seven attributes of conscious leadership or soul-based leadership i.e., looking and listening, emotional bonding, awareness, doing, empowerment, responsibility, and synchronicity. Most of the studies were conducted from a leader's perspective but very few studies were conducted from the followers' perspective (Busari, 2013, Khan *et al.*, 2018; Malik, Cao, Mughal, Kundi, Mughal, & Ramayah, 2020) but the followership dimension is a very important factor, and it was ignored. These studies were conducted on followership from a Western perspective and in Malaysia, but it was necessary to include followership in this study to fill the gap. The reason behind including followership in this study according to Dopell (2009), followers play a very important role in bringing change in organizations. In this study, two dimensions of followers' active engagement and independent critical thinking were used as mediators introduced by Kelly (1992). It is believed that if followers are allowed to take part in the decision-making with leaders this increases their motivation, satisfaction, and performance they become more productive (Albejaidi, Kundi, & Mughal, 2020), and they can play an effective role in bringing change in the organizations. Leaders have to make policies and decisions for the betterment of the organizations and especially in bringing change decision making and who will make the right decision is very necessary (Busari, Mughal, Khan, Rasool, & Kiyani, 2017). It is also believed that managers and leaders in organizations having the same position, same educational background but make different decisions, to know their preferred way of decision-making, cognitive style decision-making will be used as a moderator in this study (Allinson & Hayes, 1996; Busari, 2013, Mughal and Busari, 2015, Busari *et al.*, 2017). Cognitive style has two dimensions one is analytical and the second is intuition, but later on, Cools (2009) conducted a study and divided analytical style into three dimensions Knowing, Planning, and creating will be used as a moderator in this study.

As discussed in the above section change in the organization is a very important issue, so it needs the effective role of leaders as well as followers this process needs a lot of decision making so these gaps are prevailing and overlooked in the research so these gaps need to be filled in this study. These studies were conducted from a Western perspective but from an Eastern perspective and the central Asian context such as in, Pakistan needs to be filled. Therefore, this study will fill the gaps. This study will use soul-based styles as predictor variables. Previous studies used these leadership styles with leadership effectiveness and organizational commitment as dependent variables but in this

study, the focus will be given to adding organizational change as a dependent variable (Khan *et al.*, 2018; Joleen, 2015). Previous studies used followership as a moderator in the Malaysian context but suggested using followership and its dimensions as a mediator in future studies so this study will use followership as a mediator in the relationship between souls-based leader, leadership styles, and organizational change and its factors i.e., content, context, and process. The second most important factor is to add a moderator in this study. Previous studies (Lofstorm, 2005; Cools, 2009; Busari, 2013) used cognitive style as an independent variable but suggested in future direction to use of cognitive style as a moderator. Another study by (Mughal, Busari, and Saeed 2017) used a cognitive style indicator as a moderator with salary satisfaction and turnover intention but suggested to use of cognitive style as a moderator in further management-related studies. Therefore, this study will use the cognitive style indicator as a moderator given by Cools (2009). To fill the methodological gap this study will use the process file of Andrew F Hayes (2007) for moderation and mediation. Previous studies by Mughal *et al.*, (2017) used hierarchical multiple regression suggested by Barron and Kenny (1986) and Aiken and West (1991) for mediation and moderation. In addition, Khan *et al.*, (2018) also used moderation, Busari (2013) conducted linear multiple regression whereas Joleen (2015) conducted stepwise regression to add a mediator and moderator in the study of leadership and followership, but no one has used process file of Andrew F. Hayes, so this study has used Process file. Second, the questionnaires on soul-based leadership styles, followership dimensions, cognitive style, and organizational change were developed from a Western perspective so there is a need to validate these instruments in Pakistan, especially in southern areas of KP state Pakistan. Therefore, this study will try to find whether followership does act as a mediator. Moreover, does cognitive style act as a moderator on the relationship between soul-based leadership styles and organizational change?

Research Questions

1. Is there any relationship between soul-based leadership styles, and organizational change?
2. To what extent does soul-based leadership have a relationship with followership dimensions?
3. Does soul-based leadership correlate with cognitive styles?
4. Is there any relationship between followership and organizational change?
5. Is there any relationship between cognitive style and organizational change?
6. Does followership have an indirect effect on soul-based leadership and organizational change?
7. Is there any moderating effect of cognitive style on soul-based leadership and organizational change?

Objectives of the Study

- To identify the relationship between soul-based leadership and organizational change.
- To investigate the relationship between soul-based leadership and followership dimensions.
- To determine the relationship between soul-based leadership and cognitive styles.
- To identify the relationship between followership and organizational change
- To determine the relationship between cognitive style and organizational change.
- To investigate the mediating effect of followership on the relationship between soul-based leadership and organizational change.
- To identify the moderating effect of cognitive style on the relationship between soul-based leadership and organizational change.

Hypotheses

- H₁: There is a positive significant relationship between soul-based leadership and organizational change.
- H₂: There is a positive significant relationship between soul-based leadership and followership dimensions.
- H₃: There is a positive significant relationship between soul-based leadership and cognitive styles.
- H₄: There is a positive significant relationship between followership and organizational change.
- H₅: There is a positive significant relationship between cognitive styles and organizational change.
- H₆: There is a significant mediating/indirect effect of followership on the relationship between soul-based leadership and organizational change.
- H₇: There is a significant moderating role of cognitive style on the relationship between soul-based leadership and organizational change.

Literature Review

Soul-Based Leadership

Deepak Chopra an Indian author introduced the seven attributes of soul-based leadership also called conscious leadership, it has look and listen, emotional bonding, awareness, doing, empowerment, responsibility, and synchronicity gave the idea of soul-based leadership. A great leader is inspired by love, loyalty, and respect (Deepak Chopra). In this leader must be an unbiased observer of the situation, must be in sense, the observer must not judge or give any opinion in advance whatever the leader has to do, must do it with soul with true feelings. In this style of soul-based leadership, a leader must know the specific needs of his/her followers. Leaders must be aware of his/herself and must be aware of their followers asking such questions about themselves and who they are. Moreover, what do we want? What is the demand of the specific situation? Soul soul-based leader must be a role model for his followers. It is called an action-oriented leader. Leaders must fulfill all their promises made to followers. Self-awareness gives the soul power, which is free from good or bad opinions. This is not selfish. Empowerment raises the status of leaders as well as followers. In this style of soul-based leadership leader, leads his group to a higher state of consciousness. In this style, leaders take initiative. It means creating good luck by the leader. In this style, the leader finds visible support for followers. In this style, the leader connects any need of followers, which comes from the soul.

Organizational Change

It is believed that the development of nations mainly depends on the excellence of research, education, quality, and government and business sectors (Graetz, 2002; Mughal & Malik, 2023). But before the 1980s the environment was protected against security and stability for that reason most organizations hesitated to take the initiative for change, but organizations need to boost performance they need to change as well as employees i.e., followers should be changed. Therefore, to survive in the market due to competition organizations are still in the process of bringing change and management has to ensure to implementation of change. Many times, it happens that while implementing the change process organizations face failure but still there is a need for change in business markets. Jarros (2010) most of the challenges are from internal and external sources and to survive businesses and organizations need to change themselves so that they can compete in the market.

Models of Organizational Change

There are several models presented on organizational change but in this study, few models have been discussed to understand better how to bring change in organizations successfully.

Kurt Lewin's Model of Change

Kurt Lewin gave this approach in 1947. This change process is a planned approach to change in this approach; three steps are introduced for change in the organizations i.e., unfreezing, changing, and refreezing. This model is related to the decision-making of the group, change in society, and its implementation. Kurt Lewin has concerns for groups. He believed that people have different attitudes in one group and different behaviors in other groups and there are many reasons for people to come to join groups and share their knowledge and skills (D'Ortenzio, 2012).

Contextual Approach

This approach has three steps this approach content of change, the context of change, and the process of change discussed. Patrick Dawson (1994) gave this model.

Content of Change

In this step the organization and its management decide what to change. Some authors used words like fundamental change and incremental change in organizations some used words like first order change second-order change etc. Fundamental changes are those that occur due to changes in the environment, rules in government, etc. while

incremental changes occur fitting of organizations (Walker *et al.*, 2007). According to Dawson (2009), incremental changes involve years to change but some changes occur suddenly.

Context of Change

This factor is related to a change in the organization. These two factors are involved one is external and the other is internal factors. External factors are government rules and regulations, changes in technology, increase in competition, etc. but internal factors are those factors which are administration factors, the culture of the organization, human resource changes, etc. (Johns, 2006).

Process of Change

This process factor is the final step in the change process in this stage reaction, actions, and implementation stages are checked. It is a difficult stage because management wants to move its employees from their comfort zone to the desired state. Dawson (2009) explained that in this stage in this stage politics takes place inside and outside the organization. Internal politics takes place with different groups and management while external politics takes place to cope with competitors' alliance government rules etc.

Followership

Followership studies have gained importance in the last few decades because the majority of studies were focused on leadership and overlooked the followership area in business management. According to Herman (1999), leadership and followership studies are equal but like a coin, there are two sides so leadership and followership to some extent are different from each other. In this study the model of followership introduced by Kelly (1998) was discussed in detail.

Kelly Followership Model

This model has two dimensions active engagement and independent critical thinking. This theory and model were by Kelly in 1988. He has introduced the scale of followership. According to Kelly (1992), those followers who give their ideas and new creative ways on different issues in the organization are independent critical thinkers while these followers have courage and confidence and follow directions without any disturbance. Another dimension is related to participation and initiative taken by followers. In this dimension, followers do more work than their jobs and show commitment and citizenship behavior. These followers are more committed to organizations and remain loyal to their organizations forever.

Cognitive Style

Cognitive style is getting the attention of several researchers in the field of management sciences and business administration (Mughal *et al.*, 2017; Busari, 2013). It deals with the preferences of an individual to process the information and its correlation with soul-based leader leadership styles, followership, and organizational change. Cognitive style has been used in different fields like education, educational psychology, management, and business studies. It has been defined in different ways. According to Messick (1985) and Noordin (2023), the way a person explains his/her experience and way of handling data and information and solving the problem, making a decision is called cognitive style. Cognitive style may affect soul-based leader leadership, followers, and organizational change process. However, the basic purpose of cognitive style is how a person collects data, processes it into information, and decides to solve the problem is called cognitive style. According to Kirton (1994), the effect of one personality and its dimension on any situation is called cognitive style. A further definition given by Allinson and Hayes (1997) cognitive style is an attribute of an individual and their personality that is related to a specific way of solving a problem and making a decision is called cognitive style. In the above definitions, there is a focus given on two factors one is the thinking style of a person to solve the problem and the second is the method and approaches a person uses for

collecting information and data. This study used cognitive style to study its effect on the soul-based leader and follower way of thinking, and change in the organizations.

History of Cognitive Style

There are different cognitive styles given by Kirton (1976) KAI, Kirton adaptation, and innovation inventory, later on, Riding and Cheema (1991) introduced a model on cognitive style, but the most relevant and popular style used in the field of business and management, organizational development, training, and development is cognitive style given by Allinson and Hayes (1996). They have developed an index cognitive style index that has two dimensions one is analytical called the left brain and the other is called intuition right brain. Left-brain people are rational thinkers who first know the facts to reach the depth of the problem and then make a decision. While right brain people are those people who decide based on gut feeling, experience, and emotions. This index has 38 items. 21 items for analytical style and 17 items for intuition style. Later on, Cools (2007) started a study on cognitive styles, and in her doctoral thesis; she introduced three new styles of cognitive style. She has divided analytical style into three styles: knowing style, planning style, and creating style. She has given the name of cognitive style indicator. It has 18 items, four items for knowing, seven items for planning, and seven items for creating style.

Analytical Style

As discussed above analytical people use a structured approach to solve problems, and analysts' use mental reasoning and logical ways to make a decision that is why these analysts are called left-brains.

Intuition Style

This is called the right brain and people who use this style are called intuitivist or intuitive. In this approach, decisions are based on judgment and feelings.

Relationship between Soul-Based Leadership and Organizational Change

Previous research conducted on leadership styles and organizational change shows a positive correlation between them (Podsakoff *et al.*, 2006). It is reported that leadership styles are positively and significantly related to job satisfaction, turnover intention, and factors of change (Khan *et al.*, 2018). Mughal *et al.*, (2016) conducted a study and reported a significant relationship between leadership styles and change processes. Long and Mao (2008) reported positive relationships between leadership and the change process.

Relationship between Leadership Styles and Followership

Busari (2017) conducted a study on leadership styles and followership and found that there is a positive significant relationship between these two variables. In addition, Oreg *et al.*, (2010) conducted a study and found that followers who actively participate in the activities can bring positive change and help leaders to carry on the direction of leaders without any disturbance.

Relationship between Leadership Styles and Cognitive Styles

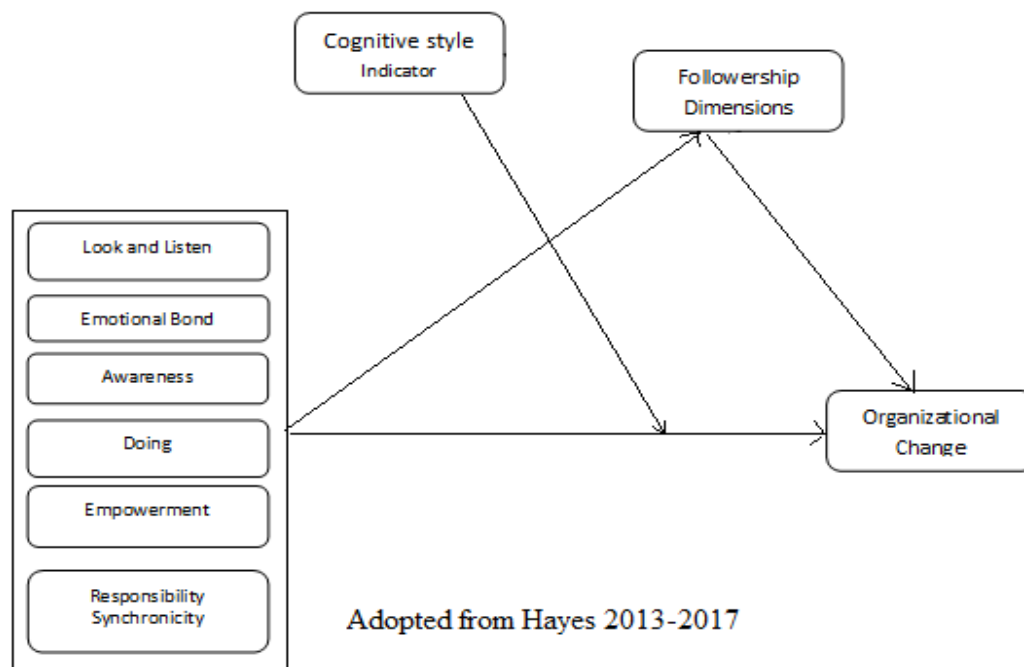
Spicer (2004) conducted a study on leadership and cognitive style and found a significant relationship. In addition, Busari (2013) conducted a study on cognitive style, leadership styles, and leadership effectiveness and found a significant relationship between variables. Moreover, Mughal and Busari (2015) conducted a study on the satisfaction of leaders in higher education institutions and cognitive styles and found a significant relationship.

Method

The study was deductive, so a quantitative study was conducted. In the first stage, questionnaires were used for data collection (Sewkaran, 2010) and Creswell & Creswell, 2018). The study followed the positivist philosophy with deductive methods and a survey strategy (Imran, Ali, & Taous, 2023). Data was collected and analyzed by using SPSS software, descriptive statistics, and inferential statistics were used. The population of this study was 2793 lecturers, and professors working in healthcare sector educational institutions from all over Khyber Pakhtunkhwa Pakistan. In this study, the researcher used Yamane's 1967 formula $S = N/1+N(e)^2$ to determine the sample size. This formula gave us 215 sample sizes as it was the minimum, so to get a picture of the population, it was decided to double the sample size because a large sample is more likely to be representative of the total population. The conceptual framework bellowed is based on the previous studies, and it gives a picturesque of the schema of the research model, which shows the relationship, prediction as well and moderating relationship between the predictors, moderators, and criterion variables.

Figure 1

Conceptual Framework



Measures

All the instruments will be adopted from previous studies. The questionnaires will be adopted from i.e., for Soul-based leadership, cognitive style Cools (2009) and for followership Khan *et al.*, (2018), and organizational change (Khan *et al.*, 2018). For cognitive style, there are 18 items, and all items were measured on a five-point Likert scale i.e., strongly disagree to strongly agree. While followership has 21 items and is measured on a five-point Likert scale i.e., 1 = rarely, 2=sometimes, 3= occasionally 4= frequently, and 5= always. Organizational change is measured on a five-point Likert scale for the content of change 1= not at all willing, 2 = slightly willing, 3 = neutral, 4 = willing 5 = willing completely. For the context of change and process of change the same criteria are used from strongly disagree to strongly agree.

Data Collection, Analysis, and Ethical Considerations

The questionnaires were distributed in different cities among the public and private health sector educational institution employees i.e., lecturers, assistant professors, associate professors, and professors (Peshawar, Abbottabad, Nowshehra, Karak, Kohat, Dera Ismail Khan, Bannu, Swat, and Tank). SPSS software 25 version was used for data analysis. Descriptive statistics were used to get Frequency, mean, standard deviation, Cronbach alpha, exploratory factor analysis, and for inferential statistics correlation analysis, hierarchical multiple regression for moderation and mediation were used. For moderation, Aiken, and West (1991) and Hayes (2013-2017) process was used. First, the variables mean was centered to reduce the problem of multicollinearity. In this study, the researcher kept the information of respondents as well as organizations confidential. The researcher did not harm the reputation of the organization or individual. Proper time was given to informants for filling out the questionnaires. If any informant was out of the city in replying, a letter was sent to save the time and cost of informants.

Findings

Table 1

Mean and Standard Deviations

Variables	n	Mean	S.D	alpha
EB	215	3.9687	1.59994	0.722
LL	215	3.9690	1.62632	0.739
CSI	215	3.9860	1.28849	0.815
FD	215	3.9860	1.91738	0.941
EMP	215	4.0047	1.74816	0.720
Aware	215	4.0093	1.83214	0.799
SBL	215	4.0093	1.81411	0.782
DO	215	4.0125	1.28524	0.740
RS	215	4.0188	1.68781	0.790
OC	215	4.0444	1.70515	0.906

215 completed questionnaires were received and used in the final analysis. For data analysis in SPSS, descriptive statistics were used, Table 1 presented the mean, standard deviation, and Cronbach alpha (reliability) of the constructs. It is evident from the findings that the lowest mean value is scored by emotional bonding $M=3.9687$, $S.D=1.59994$, and the highest mean value is scored by organizational change $M=4.0444$, $S.D=1.70515$, in addition, reliability analysis of all constructs is also investigated using Cronbach alpha. The threshold for Cronbach alpha is >0.70 (Field, 2013). Findings of Table 1 revealed that all constructs met the threshold and thus it is assumed that the scale used in the current study is found reliable. Moreover, the highest alpha value is scored by followership dimensions i.e., 0.941 followed by an organizational change at 0.906 and the lowest value is scored by empowerment at 0.720 respectively.

Table 2
Correlations

Variables	r	SBL	CSI	FD	OC
Soul-Based Leadership	r	1			
Cognitive Style Index	r	.400**	1		
Followership Dimension	r	-.061	.295**	1	
Organizational Change	r	.289**	.028	.150*	1

**&*. Correlation is significant at the 0.01 level & 0.05 level (2-tailed).

Relationships between soul-based leadership, cognitive style, organizational change, and followership dimensions are found positive and significant i.e., SBL & CSI (0.400**, $p < 0.01$); SBL & OC (0.289**, $p < 0.01$); CSI & FD (0.295**, $p < 0.01$); and FD & OC (0.150*, $p < 0.05$). On the contrary relationship between SBL and FD is insignificant (-0.061, $p > 0.05$), Thus H_2 is not substantiated but $H_1, H_3, H_4,$ and H_5 are substantiated.

Table 3

Mediation Analysis (Indirect Effects)

DV	IV	R	R ²	F	β	p
FD (a)	Constant	0.069	0.0048	0.9559		
	SBL				-0.069	0.329
OC c'	Constant	0.323	0.104	11.47		
	SBL				0.299	0.000
(b)	FD				0.144	0.033
OC©	Constant	0.289	0.083	18.05		
	SBL				0.289	0.000

In the current study, the indirect effect of the followership dimension on the relationship between souls-based leadership and organizational change is investigated. Table 3 presents the findings of the mediation analysis. Mediation analysis was conducted using bootstrap at 5000 resampling in process file model 4. The first model represents path a, in which $r = 0.069$, $R^2 = 0.0048$, i.e., 0.48% variance is explained by soul-based leadership on followership dimension, the goodness of fit $F=0.9559$, $p > 0.05$ is found insignificant. Unit of change beta value $\beta = -0.069$ having $p > 0.05$, as the path a is found insignificant this implies that there is no mediating effect between soul base leadership and organizational change. Thus, H_6 is rejected.

Table 4

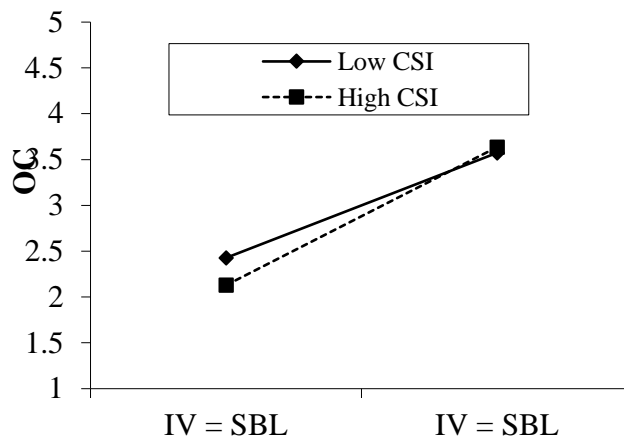
Moderation Analysis

DV	IV	R	R ²	F	β	p
OC	Constant	0.302	0.091	6.535		
	SBL				0.573	0.000
	CSI				-0.118	0.000
	INT				0.18	0.000

The moderating effect of cognitive style was investigated on the relationship between souls-based leadership and organizational change. $R^2 = 0.091$ i.e., 9.1% variance is explained by soul-based leadership and cognitive style upon organizational change. The goodness of fit $F = 6.535$, $p < 0.01$, is found significant, the unit of change for soul-based leadership is $\beta = 0.573$, $p < 0.01$, for cognitive style $\beta = -0.118$, $p < 0.01$, for interaction term (SBL*CSI) $\beta = 0.18$, $p < 0.01$

is found significant thus H7 is accepted. For understanding, the moderation analysis moderation graph is presented in Figure 2. The graph revealed that CSI moderated high at a high level of soul-based leadership, and it brings a high level of organizational change, as the regression line of high CSI is sharper as compared to low CSI.

Figure 2
Moderation Graph



Discussion

The study has been conducted to ascertain the moderated mediating role of cognitive style and followership dimensions on the relationship between souls-based leadership and organizational change. Involving the followers in the decision-making process and important matters of the organizations helps organizational leaders to effectively bring change to the organizations (Khan, Abdullah, Busari, Mubushar & Khan, 2020). The findings show that soul-based leadership, cognitive style, and followership dimensions have a positive and significant relationship with organizational change, this affirms the findings of Khan et al (2020), on the other hand, there is no significant relationship found between soul-based leadership and organizational change. This is not in line with the findings of Shamir (2007). Furthermore, it is found that SBL is found to be a highly influencing variable in mediation and moderation analysis based on high beta values. Moreover, followership did not mediate between SBL and organizational change, but cognitive style significantly moderated between SBL and organizational change. The findings are not in line with the recommendations of Khan et al., (2018) but moderating results of CSI agree with the recommendations of Mughal *et al.*, (2017). The results of the study were found consistent with the studies of Khan, Abdullah, Busari, Mubushar & Khan (2020), and Mughal *et al.* (2017), which implies the results could be universally applied despite the variation in conditions and situations.

Conclusions

It is concluded that managers with a high level of soul-based leadership style are more willing to involve followers in the decision-making process and support followers' role in bringing change in the organizations. It is also concluded that allowing followers to be involved in important matters develops a sense of pride among followers. They feel that they are important members of the organization, which increases their satisfaction. Therefore, managers with high soul-based leadership styles rely more on followers' role in bringing organizational change. This study will extend the literature of the following variables and constructs as leadership styles i.e., Soul based leadership styles, followership dimensions, i.e., active engagement, independent critical thinking, cognitive style i.e. knowing, planning, and creating, and organizational change i.e. content context and process of change. Also, this study will be beneficial for the academicians, and researcher scholars in Pakistan as well as KP province Pakistan, also practitioners like consultants, HR managers, and those individuals who conduct seminars, workshops, and conferences can raise awareness of

followership, its dimensions, and factors of organizational change with decision-making style of leaders as well as followers. This study will also be beneficial for policy-making departments and policymakers.

Limitations and Future Directions

The first limitation of the current study is that it was conducted in a developing country one must be careful while generalizing the findings in developed countries. The second limitation is that this study has incorporated followership as a mediator while there is room to add more mediating variables such as leader-member exchange, personality traits, and trust in leadership. Third, this study articulated soul-based leadership as a predictor, but there is a need to understand what role of servant leadership, and authentic leadership plays in bringing organizational change.

Deceleration of Interest

The author declared that there was no conflict of interest.

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