

**Followers' expectations of leader behaviours and their influence on followers'
behaviours during organisational restructures**

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A research project

submitted to the

Gordon Institute of Business Science, University of Pretoria,

in partial fulfilment of the requirements

for the degree of

Master of Philosophy Change Leadership.

11 March 2024

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Philosophy in Change Leadership at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Signature

Abstract

Previous research has established that effective leadership behaviours are required for the successful implementation of organisational restructures due to their complex nature, yet most organisational change initiatives fail. This is attributed to organisations' failure to consider followers' expectations of leader behaviours and their ability to humanise the change process. Using implicit leadership theory, this study investigates how followers' expectations of leader behaviours influence follower responses during organisational restructures. The pursuit of these insights led to the use of a qualitative research approach, involving semi-structured interviews with 18 participants from various organisations. Using interpretive phenomenological analysis, this study discovered that followers expect leaders to emulate authentic and servant-leadership behaviours during organisations. Change-management practices were expected to be characteristic of authentic leadership principles. When leader behaviours during organisational restructure aligned with this expectation, it elicited pro-change behaviours which positively influenced the change outcome. When leaders' behaviours conflicted with these expectations, which was determined as destructive leadership behaviours, followers responded with anti-change behaviours. These findings present organisations with the opportunity to develop leadership behaviours and change-management practices which fulfil followers' expectations positively influencing the likelihood of successful organisational restructures.

Keywords: followers, leadership, leader behaviours, implicit leadership theory, organisational change

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Chapter 1: Introduction

1.1 Background to the Study

This study sits within the domain of organisational development as it explores how followers' expectations of leader behaviours are related to follower responses during organisational restructuring. This is because followers' expectations of leaders influence how they respond to organisational change (Hansbrough & Schyns, 2018; Holten & Brenner, 2015). This study explores this phenomenon on the foundation of implicit leadership theory, which generates leadership schemas that followers use to determine their expectations (Da'as et al., 2021; de Lange et al., 2018; Shondrick et al., 2010). This study also furthers followership, which is gaining attention as scholars have realised that leadership literature has focused unjustly on the leader being central to the leadership process; hence, neglecting the follower (Velez & Neves, 2022).

All organisations experience frequent change in pursuit of growth and survival in competitive and complex environments (Mekonnen & Bayissa, 2023). What is alarming is that between 50% and 70% of change initiatives experienced by organisations fail (Mansaray, 2019; Mekonnen & Bayissa, 2023). Exchanges between leaders and followers are an important factor, particularly in terms of how followers' expectations of leader behaviours are related to change outcomes. Several authors have highlighted that this understanding is essential for effective change management and successful organisational change outcomes (Caulfield & Senger, 2017; Faupel & Süß, 2019; Neves & Schyns, 2018).

This research study is a response to the call by Uhl-Bien et al. (2014) to enhance the understanding of the leadership process from a followership perspective and to contribute further to the study of follower perceptions as being significant during change (Caulfield & Senger, 2017; Faupel & Süß, 2019). This is to gain insight into specific behaviours and strategies leaders use to facilitate successful change implementation, mitigate follower resistance, and build more resilient and adaptive organisations.

This chapter will provide an overview of the importance of followership during organisational restructuring, discuss the significance of followers' expectations within this context, and share the research objectives and questions. The sections that follow will discuss the relevant literature, the methodology employed, findings, conclusions, and recommendations for leaders and organisations, based on the insights of the study.

1.2 Background to the Research Problem

In today's world, organisations are exposed to increased competition, reduced turnover, and dissatisfied customers, which has resulted in a wide range of strategic organisational changes. However, very few of them are successful (Nohria & Beer, 2000; Sharifirad & Hajhoseiny, 2018). Bakari et al. (2017) posit that this failure is due to leaders' lack of integrity and efficiency, and failure to incorporate the human side of the organisation. Faupel and Süß (2019) add that organisations need constantly to reinvent themselves in order to remain competitive, owing to developments in digitisation, globalisation, and changing demographics. Organisations need to thrive in these complex systems which are known to experience constant chaos and uncertainty (Butler & Brooks, 2021). Girod and Karim (2017) postulate that, when an organisational change opportunity presents itself, leaders are often given conflicting advice about what to do in managing this opportunity.

Nohria and Beer (2000) contribute the notion that leaders lose focus because of the advice and recommendations received, which often results in change initiatives not being well executed; hence, they are unsuccessful. That guidance is problematic because it most likely stems from leader-centric literature which misses follower perspectives, thus creating a gap in the knowledge of how organisational change can be executed (Uhl-Bien et al., 2014; Velez & Neves, 2022). The lack of understanding of followers during organisational change results in followers resisting change initiatives such as organisational restructuring. This is exacerbated by past experiences that have been unfavourable, since leaders did not have holistic knowledge of managing change; thus, creating negative perceptions regarding such changes (Bossard, 2021). This knowledge gap also results in organisations losing money, resources, trust, confidence, and reputation (Lockwood, 2022).

Such losses are not sustainable for any organisation, especially when organisational reinvention has become the lifeline of organisations in today's complex world. The sustainability of organisations seems to be a function of the organisation's ability to change or reinvent itself; hence, one cannot accept that 70% of change initiatives are not successful (Nohria & Beer, 2000). The 30% success rate with current literature is an indicator that there is knowledge yet to be uncovered to improve the prospect of change initiatives such as organisational restructuring. This research argues that the understanding of followership during change is where this discovery needs to be made, and which this study intends to do (Uhl-Bien et al., 2014). The consequence of not addressing this will result in further losses within organisations and the inability of organisations to reinvent themselves, thus reducing the prospect of achieving their long-term strategic goals.

1.3 Research Problem

Followers' expectations of leader behaviours during organisational restructures are a result of their formed implicit leadership theory, which constructs followers' leadership schemas (Da'as et al., 2021; de Lange et al., 2018; Shondrick et al., 2010). The development of followers' leadership schemas is a result of social and perceptual processes used to make perceptions about leader behaviours (Caulfield & Senger, 2017; Da'as et al., 2021; Naber & Moffett, 2017; Walker et al., 2020). Followers' response to such a stimulus is regulated by the degree of alignment between their leadership schema and the leader behaviour (Caulfield & Senger, 2017; Naber & Moffett, 2017). Harms and Spain (2014) suggest that the understanding of followers' perceptual biases which shape how they interpret leader behaviours provides leaders with novel insights into how they can interpret followers' responses. As these biases are missing in current literature, from a follower perspective, this study clarifies those biases to provide insights into how followers respond to change outcomes.

The way leaders perceive, think, and respond to change is critical to the implementation of change (Carucci, 2021; Walk, 2023). A leader's perception and response to change influences the outcomes; hence, affecting followers' perception and response to change (Caulfield & Senger, 2017; Faupel & Süß, 2019; Smollan & Parry, 2011). It is therefore important that when change is being initiated, leaders need to reflect on their perceptions and equally reflect on how that will influence followers' perceptions regarding the intended organisational outcome. The followers' voice regarding how leaders should respond to change is unfortunately missing. This study therefore intends to close this gap to ensure that leaders' moments of reflection are inclusive of how they will respond to change in a way that satisfies their followers' expectations.

Most scholars have concluded that transformational leadership behaviours are most effective in facilitating successful organisational changes (Caulfield & Senger, 2017; Faupel & Süß, 2019; Khorakian & Sharifirad, 2019). While this has been supported by empirical evidence, Inceoglu et al. (2018) conclude that the literature has a disproportionate focus on transformational leadership, which signals that there should be focus on other leadership approaches that are also effective for organisational change. Asbari (2020) agrees, stating that leaders need to embrace humane leadership behaviours instead of transformational leadership behaviours. The influence of leadership on followers has mostly been studied quantitatively and these studies have revealed that leader behaviours influence followers to behave similarly (Caulfield & Senger, 2017; Faupel & Süß, 2019). The vast amount of quantitative literature about these constructs has resulted in literature void of follower experiences and voices. This is supported by Uhl-Bien et al. (2014), who state that

followership literature needs to include qualitative approaches to align with the ontology and epistemology of the leadership process. Since such literature is missing, so is the why and how of followers' experiences of leaders' behaviour during organisational restructuring. For these reasons, this study will contribute to followership literature qualitatively.

1.4 Research Questions

The key research question this study aims to answer is: How do followers' expectations of leader behaviours influence followers' response during organisational restructures? As advised by Creswell (2014), this key question is conceptualised through three main research questions:

- What are followers' ideal leader schemas during organisational restructures?
- How do followers' perceptions of ideal leader behaviour, during organisational restructures, influence follower behaviour?
- How can leaders and change practitioners take advantage of the influence of follower perception as a driver of change?

1.5 Research Aims

1.5.1 Academic Research Aims

Numerous studies have determined that followers' responses to change are contingent upon the perception formed of the leader's behaviour in accordance with their leadership schema (Mariappanadar, 2018; Naber & Moffett, 2017; Weiherl & Masal, 2016). When there is congruence between leadership schemas and observed leader behaviours, leaders can influence follower responses to the organisation's objectives positively. Caulfield and Senger (2017) studied the relationship between how followers' perceptions of leadership and change influence work engagement and concluded that transformational leadership behaviours influenced followers' perceptions positively during organizational change. Inspired by Caulfield and Senger's (2017) findings, and Sy's (2010) recommendation to make followers the focal element and to examine implicit leader theory to inform leadership practices, this study aims to understand how followers' expectations of leader behaviours are related to follower responses during an organisational restructuring and the reasons for that.

This study will therefore investigate followers across various industries, who have experienced organisational restructure. Contributing to change leadership from a follower-centric perspective is important as current literature within this domain focuses on the leader, yet a leader cannot exist without followers (Martin, 2015; Uhl-Bien et al., 2014). This knowledge will

enhance leadership practices and their success, which will benefit the organisations' restructuring ambitions. This is further supported by Caulfield and Senger (2017), who state that more research is required to understand the power of perceptions concerning followership, leadership, and change.

1.5.2 Business Research Aims

Bossard (2021), and Nohria and Beer (2000) shared that organisations struggle with the implementation of change initiatives, revealing a deficit within change practitioners' knowledge which this study aims to reduce. Bakari et al. (2017) and Carucci (2021) demonstrate that the risk of unsuccessful change initiatives are as a result of leaders who are not attentive to how they are perceived by their followers and fail to humanise the change process. This study aims to enable change practitioners and leaders to use data gathered about followers' expectations of leader behaviours during organisational restructures as a tool to improve the success rate of change initiatives and restructuring within organisations. This study aims to offer insights that will reduce follower resistance during change and use organisations' resources properly without wastage during this time. The follower-centric approach aims to highlight followership as being equally as important as leadership and provides a holistic understanding of leadership as leaders do not exist in an isolated vacuum (Naber & Moffett, 2017).

1.6 Significance of the Study

1.6.1 Theoretical Contributions

Bakari et al. (2017) state that organisations struggle with change as they fail to humanise the change process. This is supported by Uhl-Bien et al. (2014), and Velez and Neves (2022), who argue that followership has been disregarded in the holistic understanding of the leadership process. In this context, it has been established that the quality of relationships between leaders and followers influences overall organisational outcomes (Agote et al., 2016; Weiherl & Masal, 2016). This research aims to clarify the role that followers' expectations and perceptions of leader behaviour play when these exchanges occur during an organisational restructuring.

Using implicit leadership theory, this research will reveal the significance of how followers respond to change when there is congruence or conflict between followers' leadership schemas and observed leader behaviour. In doing so, these qualitative insights will offer more knowledge regarding followers' perceptions of leaders, according to the studies conducted by Caulfield and Senger (2017), Faupel and Süß (2019), and Sy (2010). These insights will

contribute to followership and leadership development by highlighting resultant behaviours owing to their exchanges during organisational restructuring. This responds to Mansaray's (2019) wish to understand the impact of leadership styles on change initiatives which will provide scholars with knowledge about effective and ineffective leader behaviours, which can be used to administer successful organisational restructuring.

1.6.2 Business Contributions

This research study advocates the need for leaders and change practitioners to understand what followers' expectations are of leader behaviours during organisational restructuring and their significance, since they can be used to predict follower response (Mariappanadar, 2018). It intends to empower leaders and change practitioners to use leadership schemas as a tool to design effective human resources management practices, such as leadership recruitment, development, and performance evaluation during organisational restructuring. This will allow for a different narrative on the success of change initiatives while reducing the risk of ineffective organisational investment owing to organisational restructuring.

1.7 Research Scope

Chapter One has outlined the background of this research study, its significance, and the contributions it intends to make. To further understand how followers' expectations of leader behaviours are related to follower responses during organisational restructures, this research study will be delineated as follows:

- Chapter Two delves into the literature pertaining to the constructs of this study within the context of organisational change, focusing on followership and various leadership behaviours, as understood through implicit leadership theory.
- Chapter Three discusses the research questions that will be answered in this study.
- Chapter Four elucidates the methodology employed and its relevance.
- Chapter Five presents the research findings from the participants as per the research questions.
- Chapter Six uses the literature discussed in the previous chapter to interpret and give meaning to the research findings.
- Chapter Seven unveils the pivotal findings of this study and offers recommendations to scholars and organisations, sharing limitations while proposing recommendations for future research.

Relevant appendices will be found at the end of this document.

Chapter 2: Literature Review

2.1 Introduction

Literature on followership and followers' perceptions is gaining attention as scholars have realised that this construct has been neglected in understanding leadership and how it can be used as a tool to enhance leadership practice and therefore organisational performance (Caulfield & Senger, 2017; Uhl-Bien et al., 2014). This chapter reviews the current literature on how followers' perceptions of leader behaviours are related to follower responses during organisational restructuring, which will enable change practitioners to manage such changes better (Snyder, 2019). These insights are crucial, as Mansaray (2019) and Mekonnen and Bayissa (2023) posit that 50% to 70% of change initiatives fail owing to insufficient understanding of followers within an organisation. Change initiatives are at risk of becoming unsustainable and insights from this study aim to reduce this risk.

The impact of transformational and transactional leadership behaviours on followers and the organisation during organisational change is vast. However, this literature review will explore other leadership behaviours and their respective impact on follower perceptions and the organisation. This chapter reviews the current literature on followership and how various leadership style behaviours impact followers' perception from an implicit leadership theory perspective. The review of other leadership literature contributes positively to understanding other leadership styles within the context of organisational change.

Agote et al. (2016), and Grover et al. (2014) posit that trust is essential in leader–follower relationships, especially during a change process. This literature review highlights mediating factors which contribute to the understanding of follower perceptions and expectations of leaders during an organisational restructuring. Last, this review provides current views on the implicit leadership theory, the study's theoretical anchor, within the context of change, with Figure 1 conceptualising how all these constructs may be related potentially, based on this review.

2.2 Followership During Change

Leadership is a co-constructed process of exchange between leaders and followers acting in a particular context where there is a confluence between the two parties (Martin, 2015; Naber & Moffett, 2017; Uhl-Bien et al., 2014). There is an unequal weighting between leadership and followership in literature in which most of the literature is leader centric (Uhl-Bien et al., 2014). This needs to be corrected so that leaders can be more effective in managing change and

organisational outcomes with followers. The understanding of leadership as a construct is therefore porous without the understanding of followership (Uhl-Bien et al., 2014). Crossman and Crossman (2011), and Uhl-Bien et al. (2014) agree that the leadership literature has been leader centric owing to the association with the word 'follower' as being a subordinate or an individual whose task is to carry out leaders' instructions. This is unjust, as Uhl-Bien et al. (2014) argue that it is in followership that leadership is created; hence, followership needs to be provided with equal attention in understanding leadership to enable a non-porous understanding of leadership (Crossman & Crossman, 2011; Martin, 2015). Muterera et al. (2018) posit that followership has the potential to be as important as leadership regarding the success or failure of organisations. Muterera et al.'s (2018) study found that leaders' transformational leadership behaviours and followers' job satisfaction had a similar impact on organisational performance. These findings cement that leaders and followers have a dual role to play in influencing an organisation's performance; hence, the understanding of followers is just as important as that of leadership to organisational objectives (Muterera et al., 2018).

This study argues that followership is as important as leadership even though these two constructs manifest differently, as Yang et al. (2020) states that followership is about allowing oneself to be influenced, whereas leadership is about influencing others. These two constructs are therefore dependent on each other (Naber & Moffett, 2017). The understanding of leadership in literature is incomplete leading to an inability to understand leadership fully (Uhl-Bien et al., 2014). Followership is the study of the effects of followers and following in leadership (Crossman & Crossman, 2011; Uhl-Bien et al., 2014).

Da'as et al. (2021), and Yang et al. (2020) state that followership theories are not prioritised or are disregarded in literature when leadership theories are being discussed (Uhl-Bien et al., 2014). Yang et al. (2020) posit that, when followership theories are discussed, this is not done from the perspective of the follower, but rather from the perspective of the leader. Most studies still focus on leader-implicit followership theory, which is defined by how leaders form and perceive behavioural and trait prototypes of followers (Yang et al., 2020). This theory has been important to literature as it provides insights into how leaders can respond to different kinds of followers so that leaders can make followers loyal to them and the organisation (Yang et al., 2020). Although this is true, Sy (2010) argues that studies should be conducted on implicit leadership theory (ILT) to improve the practice of leaders, and therefore, the organisation. It is for this reason that this study has used implicit leadership theory as its theoretical anchor.

The understanding of leadership theory should encompass follower-centric theories such as implicit leadership theory (Khorakian & Sharifirad, 2019), to have a holistic understanding of

leadership. Implicit leadership theory anchored this study in fulfilling its research purpose and answering its research questions. It is important in unpacking how followers perceive leaders and respond to change as it is about the perceptions and schemas that followers develop regarding leadership (Berkery & Ryan, 2023; Da'as et al., 2021; Sharifirad & Hajhoseiny, 2018). Schemas and perception in leadership are of the utmost importance when discussing leadership, change and change leadership, but they are often overlooked in the literature which has not been repeated in this study. This view is supported by Da'as et al. (2021), who mentioned that implicit leadership theory has been not documented in the literature concerning change, which this study addressed and contributed to change leadership literature. Understanding this theory within that context is important, as Yang et al. (2020) state that cognitive theory suggests that schemas fuel perceptions of followers which influence followers' behaviours, attitudes, and responses to change (Da'as et al., 2021).

Leaders can unintentionally or intentionally influence followers' behaviours through their behaviours (Walk, 2023), this learning by observation occurs through the social exchange between leaders and followers, which is also facilitated by implicit theory as leader behaviour develops schemas (Caulfield & Senger, 2017; Walker et al., 2020). Various styles of leadership, such as transformational, servant, authentic, transaction and destructive leadership influence followers' behaviours, values, beliefs, perceptions, feelings, and commitment to change by through various ways, which are discussed below (Gardner et al., 2021; Langhof & Gldenbergl, 2020; Mackey et al., 2021; Mekonnen & Bayissa, 2023; Naber & Moffett, 2017; Weiherl & Masal, 2016). This study aims to uncover the complexities and nuances that exist from followers' perceptions and their resultant behaviour as influenced or not by leader behaviours during an organisational restructuring.

2.3 Leadership Style Behaviours During Organisational Restructures

As organisation's change to remain competitive, sustainable, and relevant, the success of this change depends on the organisation's leaders and how they interact with their followers (Caulfield & Senger, 2017; Sharifirad & Hajhoseiny, 2018). Organisational changes provide an opportunity for different forms of leadership behaviours to manifest with positive and negative impacts on followers (Mansaray, 2019). Mansaray (2019) states that organisations are proficient in the implementation of structural and operational changes but are perplexed by the people's sentiment toward change. This indicates that there is a deficit in change leadership behaviour within organisations. Burnes and Jackson (2011) agree with this statement as their study concluded that organisations need to embrace change leadership practices, since they impact not only the individual (follower) but the organisation and society at large. Burnes and Jackson (2011) argue that the success of change processes within

organisations will change once this style of leadership behaviour is embraced. Asbari (2020) also argues that organisations need to evolve from transformational to humane leadership as it is most suited to today's ever-dynamic world since it can create follower trust and respect during change. Few scholars share this view since most scholars would disagree with the premise that transformational and transactional leadership behaviours are most effective during organisational restructuring. This study therefore reviews the literature of varying types of leadership styles to ensure a balanced perspective emerges.

Several authors (Faupel & Süß, 2019; Khorakian & Sharifirad, 2019) have argued that transformational leadership behaviours are most suitable for organisational changes such as restructuring. Mansaray (2019), and Holten and Brenner (2015) support this statement through assertions made in their studies. Mansaray (2019) does, however, note that organisational change provides an opportunity for different leadership behaviours to emerge. His study found that leadership behaviours such as transformational, transactional, laissez-faire, servant, democratic, strategic, bureaucratic, and consultative styles emerge during organisational change or change in general (Mansaray, 2019). Possibly disagreeing with most scholars who have concluded that transformational leadership is most suited for organisational restructures, the studies conducted by Holten and Brenner (2015), and by Nordin (2012) concluded that a combination of transformational and transactional leadership influences various factors positively, such as follower beliefs, attitudes and commitment, and the engagement of managers. It is important to note that the study conducted by Holten and Brenner (2015) concluded that transactional leadership influenced follower's appraisal of change negatively. The type of leadership or combinations thereof seem to be contextual, which coincides with assertions by Karp (2009) that leader identity is dynamic.

What these studies are missing is the follower's voice in understanding which type of leader behaviours or combinations thereof are most suitable for them during an organisational restructuring, which is what this study will reveal qualitatively. Findings from this study will bring a balanced perspective on which leadership style is most suitable for organisational change from both leader- and follower-centric perspectives. Change practitioners or organisational leaders will be able to design more efficient organisational frameworks based on this balanced theory, possibly to improve the success of change initiatives. The following sections will discuss the status of literature on the influence of various leadership behaviours listed by Mansaray (2019) and more, on organisational restructures and followers' perceptions, thus, expectations during organisational restructures. The exploration of other leadership behaviours is important, as Inceoglu et al. (2018) posit that there is a disproportionate focus on transformational leadership.

2.3.1 Transformational Leadership: The Organisational and Follower Perspective

2.3.1.1 Transformational Leadership During Organisational Restructuring

Transformational leadership is a follower-centric leadership style as it is about the ability to inspire, stimulate, and encourage followers to go beyond their self-interest to exceed the leader's shared vision and objectives in pursuit of personal and organisational goals (Altunoğlu et al., 2019; Caulfield & Senger, 2017; Faupel & Süß, 2019; Givens, 2008; Wang et al., 2011). It is a construct of interest as it is follower centric because it focuses on the congruence of followers' and leader's values which are aligned with organisational outcomes (Faupel & Süß, 2019; Givens, 2008; Naber & Moffett, 2017). It has a positive relationship with organisational goals, organisational culture, and follower attributes such as empowerment, motivation, and trust (Caulfield & Senger, 2017; Faupel & Süß, 2019; Givens, 2008). This is supported by Caulfield and Senger (2017), who state that transformational leadership is highly beneficial during organisational changes.

Collins et al. (2020), however, state that transformational leadership can be overwhelming for both the leader and the follower. Some followers within the organisation might be inspired but some might feel pressured; hence, demotivated and experience burnout to display highly motivated behaviours constantly (Collins et al., 2020). This is supported by Lin et al. (2019), who conclude that transformational leadership behaviours were related positively to leader burnout (emotional exhaustion) and turnover intention. Leaders can also use transformational leadership manipulatively to advance their careers; thus, increasing the probability of destructive leadership behaviours (Collins et al., 2020). Similar to the study conducted by Fonseca et al. (2022), which evaluated the relationship between self-awareness and destructive leadership, the study conducted by Farahnak et al. (2020) also concluded that a leader's negative attitude towards change resulted in an indirect relationship between transformational leadership and the implementation of a change initiative. These findings suggest that transformational leadership effectiveness is mediated by the leader's internal feelings and beliefs.

Transformational leadership has been identified as crucial to the success of organisational change, such as organisational restructuring, as per the purpose of this study, as it can influence followers' behaviours and reduce resistance during change (Faupel & Süß, 2019; Khorakian & Sharifirad, 2019). As much as the studies conducted by Faupel and Süß (2019), and Caulfield and Senger (2017) set the foundation for this study, they do not reveal followers' experiences or verbatims on the impact of transformational leadership in influencing organisational outcomes positively, since these studies were conducted quantitatively. This is

addressed by collecting qualitative insights to contribute further to followership literature in this context.

2.3.1.2 Follower Perceptions of Transformational Leadership

The literature agrees that followers' perceptual process is fundamental to leadership. This perceptual process influences how leaders are received and responded to; hence, influencing organisational outcomes (Naber & Moffett, 2017). Followers build perceptions about leaders. However, these perceptions may not reflect observed leadership behaviour accurately, since these behaviours are filtered through the followers' perceptions (Naber & Moffett, 2017). To mitigate this risk and meet research objectives, transformational leadership has been identified by various scholars as being most effective in influencing follower perceptions as it can transform followers' perceptions, values, ethics, commitment, job satisfaction, and behaviours (Bader et al., 2022; Groves, 2020; Muterera et al., 2018; Sehgal et al., 2021; Weiherl & Masal, 2016).

Transformational leadership theory is centred on the leader being able to change followers' assumptions and behaviours by appealing to their higher-order needs, and being able to inspire them through shared vision, and intellectual stimulation (Weiherl & Masal, 2016). Naber and Moffett (2017) postulate that followers are not impartial observers, and thus are influenced by their social-cognitive schemas and differences. Implicit leadership theory argues that these schemas are dynamic and can change by the function of those whom followers observe and the context (Uhl-Bien et al., 2014; Yang et al., 2020). Groves (2020) states that, during organisational change, which is the context of this study, followers rely on their leaders for direction, behaviours of appropriate values, and all other leader actions which reduce uncertainty caused by the change, supporting why transformational leadership behaviour is effective during organisational restructure.

However, the benefits of transformational leaders on followers' perception require the right environment to manifest. Weiherl and Masal's (2016) study of the relationship between transformational leadership and followers' commitment to change within public organisations, concluded through SEM (structural equation model) and surveys, found that transformational leadership had a significant influence on the followers' commitment to change. Weiherl & Masal (2016) state that, during change, followers expressed that the change process was imposed on them, and the process was not inclusive of their opinions and feelings; thus, the effects of transformational leadership did not materialise. This finding is supported by Mariappanadar (2018), who states that follower perception of preferred and experienced leadership can be dynamic and context-sensitive owing to followers' values and beliefs.

Groves (2020) posits that follower values are a central mechanism which facilitates the positive effect associated with transformational leaders. Weiherl and Masal's (2016) study suggests that transformational leadership benefits are limited by low-quality leader–member relationships. These findings are important as they suggest that transformational leadership is only effective under certain conditions. This suggests that the lack of transformational leadership benefits may not be as a result of the leader but could be of the environment.

The literature agrees that transformational leadership is most beneficial when change is required from an organisational and an individual level. Transformational leadership can affect followers' perceptions and schemas positively, which then results in a change of behaviour to the benefit of organisational outcomes. For a successful organisational change, leaders need to invest in creating a transformational leadership-inducive environments – this can be achieved through catering to followers' needs during the change to create positive perceived organisational support and leaders should encourage and initiate pro-change behaviours (Weiherl & Masal, 2016). It is a call to action to change practitioners and organisational leaders in improving change initiative prospects.

2.3.2 Authentic Leadership: Organisational and Follower Perspectives

2.3.2.1 Authentic Leadership During Organisational Restructures

Gardner et al. (2021) state that authenticity is defined as the degree to which one is true to oneself. The core of authentic leadership is the manifestation between the leader's values and behaviours, which is different to transformational leadership that is follower centric (Altunoğlu et al., 2019; Caulfield & Senger, 2017; Faupel & Süß, 2019; Givens, 2008; Wang et al., 2011). Various scholars agree that authentic leadership is composed of four constructs: self-awareness, relational transparency, internalised moral perspective, and balanced processing (Agote et al., 2016; Bakari et al., 2017; Gardner et al., 2021). These constructs promote positive psychological capacities and ethical climate (Agote et al., 2016).

Self-awareness refers to the ability of the leader to be conscious of their strengths and weaknesses and the extent to which this is in alignment with their values, feelings, and beliefs (Iqbal et al., 2018). Relational transparency is most critical to authentic leadership as it requires leaders to share information and their feelings openly in a manner that conveys authenticity, which promotes trust among followers (Agote et al., 2016; Jiang & Shen, 2023; Rego et al., 2022). Transparency also creates an environment of openness and trust because, as leaders show transparency, it encourages followers to do the same (Jiang & Shen, 2023; Rego et al., 2022). Leaders emulate relational transparency through open communication,

which plays a significant role during organisational change. When leaders communicate effectively, it supports organisational change objectives, reduces resistance to change, and influences employee engagement and well-being positively (Shulga, 2021). This is supported by Laukka et al. (2021) and Wang et al. (2022), who posit that, when leaders provide clarity on the vision of the organisational change and what is expected from followers, it stimulates creativity, organisational readiness for change, and support.

These features are one of the reasons that authentic leadership is effective during organisational change as it minimises the psychological anxiety that followers endure during organisational change and reduces the probability of unethical behaviours within this context (Agote et al., 2016; Bakari et al., 2017). Authentic leaders are self-aware, have high values, act consistently on their values and what they say, have fewer reasons to share information openly; hence, have relational transparency, express their true feelings to followers and are willing to receive and give feedback (Agote et al., 2016; Bakari et al., 2017). These behaviours improve the success of organisational change, as the study conducted by Bakari et al. (2017) concluded that authentic leadership behaviours reduce change resistance because they enhance follower commitment, loyalty, and involvement. Gardner et al. (2021), and Algera and Lips-Wiersma (2012) posit that authentic leadership has been romanticised in literature and they offer different perspectives which enrich the understanding of the authentic leadership domain.

Algera and Lips-Wiersma (2012) state that authentic leadership is beyond self-awareness and psychological aspects, but it is also about how that leader interacts with others and the external world. Algera and Lips-Wiersma (2012) argue that authenticity is associated with external forces and pressures that influence relationships with others. From an existential perspective, a leader being authentic, ethical, and socially responsible is a utopia idea. The reality is that life promotes inauthenticity over authenticity; it is therefore unrealistic for a leader constantly to be self-aware, ethical, or transparent. This holds during an organisational restructuring, since leaders can be perceived as conflicted by followers as they need to balance self-values and organisational goals in which organisational goals apply more influence (Gardner et al., 2021).

Algera and Lips-Wiersma (2012), and Gardner et al. (2021) posit that authentic leadership is not absolute, meaning it cannot simply be determined that a leader is authentic or inauthentic. They argue that authentic leadership is the degree to which one is true to oneself, concerning the four components, amid social norms, pressures, and expectations (Algera & Lips-Wiersma, 2012; Gardner et al., 2021). Gardner et al. (2021) add sincerity from a follower perspective to this definition as how one's behaviour is consistent with one's public self-

presentation. Simply put, it is the congruence between a person's spoken words and behaviours. This suggests that authentic leadership is a leader-centric term, whereas, from a follower perspective, it is sincere leadership. This is relevant to this study, as it suggests that followers will describe authentic leadership behaviours as the leader being sincere and not authentic, since that is a leader-centric term.

2.3.2.2 Follower Perception of Authentic Leadership

Authentic leadership leads to the development of authentic followership, in that followers internalise the values and beliefs displayed by the leader; hence, changing their perceptions of their current and future selves over time (Petan & Bocarnea, 2016). This benefit is secondary to that of authentic leadership as it happens through the role-modelling of the four components defining authentic leadership, which differs from transformational leadership setting out to change followers directly (Petan & Bocarnea, 2016). This change is rooted in implicit leadership theory, which supports that follower's perceptions can be changed by the observation of others (Uhl-Bien et al., 2014; Yang et al., 2020). Unfortunately, leaders fail to realise how followers internalise the change process and their perceptions, which influences their responses; hence, impacting whether the change will be successful or not (Agote et al., 2016; Bakari et al., 2017). Bakari et al. (2017) contribute further by saying that followers' reaction to change is based on their perception of the content and the context of the change process, which is what this study has discovered.

Relational transparency and inclusiveness of authentic leadership impact the development of follower perceptions positively. Authentic leaders often invite followers to participate in decision-making: this leader's behaviour elicits a perception of decision control, meaning that followers might believe that they have control or influence in decision-making (Agote et al., 2016). The study by Petan & Bocarnea (2016), which investigated the role of power distance in follower perception found that follower participation in decision-making creates the perception that leaders have good self-knowledge and are guided by internal morals. Vulnerability expressed through relationship transparency creates a perception that there is congruency between the leader's behaviour and moral principles, which enables positive job sentiments and increased employee performance; thus, improving overall organisational performance (Akuffo & Kivipõld, 2021). Bakari et al. (2017), who investigated how authentic leadership influenced planned organisational change, concluded that authentic leadership increases follower trust in the leader but, more importantly, that trust mediates the relationship between authentic leadership perception and the experience of negative emotions (Agote et al., 2016).

Although authentic leadership increases follower trust (Bakari et al., 2017), the study conducted by Akuffo & Kivipõld (2021) concluded that the internal competence of authentic leadership together with positional favouritism, which has been observed with authentic leaders, impacts job satisfaction and perceived organisational performance negatively. This occurs because, once the leader shows favours or gives positions without merit to certain followers, it violates trust, and it decreases emotional attachment. Akuffo and Kivipõld (2021) posit that, once followers have this perception or have observed this phenomenon, there is nothing the leader can do, since there is conflict in the leader's principles and actions. Actions of this kind are classified as integrity violations which are more detrimental than competency violations as concluded in the study conducted by Grover et al. (2014).

The study by Woolley et al. (2007), investigating the relationship between authentic leadership, psychological capital, and leadership impact, which is defined as the follower's perception of the leader's impact on an organisation's well-being, found that the relationship between authentic leadership and follower psychological capital when mediated by leadership impact is significantly negative. This is a direct contradiction to scholars' definition of authentic leadership as they posit that it promotes positive psychological capacities (Agote et al., 2016; Algera & Lips-Wiersma, 2012; Petan & Bocarnea, 2016). Woolley et al. (2007) suggest that the expected positive relationship between authentic leadership and follower psychological capacities is a net result of positive and negative leadership impact. This suggestion is supported by Gardner et al. (2021), who argued that the manifestation and impact of authentic leadership on followers needs to consider the context, which suggests that the organisational implications of authentic leadership are complex and require further research (Woolley et al., 2007).

Through role-modelling, authentic leadership behaviours can result in followers mirroring those behaviours because authentic leadership means being able to develop and change followers' perceptions during organisational change. Should leaders be intentional about this, their role-modelling of authentic leadership competencies which create trust, may result in followers displaying change behaviours; therefore, improving the implementation and success of organisational change. As much as authentic leadership behaviours foster positive follower psychological capacities, mediating factors, such as leadership impact or observed favouritism during organisational change, can result in authentic leadership being detrimental during change; hence, more research needs to be done to understand fully the influence of contextual challenges which influence follower perception impact by authentic leadership.

2.3.3 Servant Leadership: Organisational and Follower Perspectives

2.3.3.1 Servant Leadership During Organisational Restructures

Servant leadership has the potential to facilitate successful organisational change through the prioritising and addressing of followers' interests within the organisation; hence, reducing the probability of encountering change resistance (Baldomir & Hood, 2016). This is a result of the ability of servant leadership to create a serving culture among followers to the benefit of the organisation (Langhof & Güldenber, 2020). Langhof and Güldenber (2020) state that servant leadership is composed of three characteristics: altruism, perceived morals, and leaders going beyond organisational boundaries. Baldomir and Hood (2016) agree with some of the characteristics but expand them to five characteristics which have been widely accepted by scholars:

- **Altruistic calling** – the ability to serve the needs of others with no expectation of a reward.
- **Emotional healing** – the ability and willingness to support followers during difficult times.
- **Wisdom** – the ability to be observant and to display futuristic/anticipatory leadership.
- **Persuasive mapping** – the ability to influence followers successfully.
- **Organisational stewardship** – ensuring the well-being of the organisation and its members.

Servant leadership is follower centric; hence, the perceived moral is defined as the leader's being able to be seen as moral by followers, not internal as in authentic leadership. This is an important characteristic to include in the definition of servant leadership (Irfan & Rjoub, 2021; Langhof & Güldenber, 2020). Servant leadership does not only focus on the fulfilment of the follower's interests; it also encourages the development of servant qualities within the follower which serve the follower within the organisation and beyond (Baldomir & Hood, 2016; Langhof & Güldenber, 2020). Once followers embrace serving, leaders can leverage this to encourage followers to commit to and become change agents (Baldomir & Hood, 2016).

Baldomir and Hood (2016) argue that servant leadership 'emotional healing' is designed to manage strategically the emotional distress experienced by followers during organisational change. Servant leadership characteristics can be limited, as the Kauppila et al. (2022) study found that the modelling of servant-leadership behaviours is directly proportional to leader self-efficacy. If the leaders lack self-efficacy, servant-leadership behaviours will be limited. From a literature perspective, organisational change studies conducted by most scholars have

concluded that servant leadership has a positive impact on organisational outcomes owing to its emphasis on ethical behaviour (Baldomir & Hood, 2016; Irfan & Rjoub, 2021; Langhof & Guldenberg, 2020). Servant leadership, within the context of organisational change, is related positively to organisational commitment, which is also related positively to follower acceptance of change (Irfan & Rjoub, 2021). Howladar and Rahman (2021) came to the same conclusion when investigating the relationship between servant leadership and organisational commitment. However, they contributed further that servant leadership is also related positively to organisational citizen behaviour, which correlates to follower's aptitude for accepting change. These relationships indicate that servant leadership is follower centric as it can predict follower role performance behaviours and organisational commitment while remaining beneficial to the organisation (Otero-Neira et al., 2016). This is further supported by Canavesi & Minelli (2022), who concluded that role performance can mediate the positive influence of servant leadership on employee engagement.

Servant leadership is recommended for organisational change by scholars owing to its positive impact on organisational outcomes. Lee et al. (2020) suggested that the prioritisation of follower's interest over the delivery of organisational objectives may deter the implementation of organisational change. During organisational change, servant leaders aim to ensure that change is not detrimental to followers, which may be unrealistic or limited by the organisational objective and influence (Baldomir & Hood, 2016). The influence of environmental factors, such as organisational pressures, may influence the emulation of servant leadership, as observed in the study conducted by Gardner et al. (2021) on authentic leadership. This is supported by Canavesi & Minelli (2022), who concluded that the effects of servant leadership on followers can be hindered in the work environment with high pressure and poor work-life balance.

2.3.3.2 Follower Perception of Servant Leadership

The relationship between servant-leadership behaviours and how they influence follower perceptions during organisational change seems to be under-studied, especially in recent times. This is no surprise, according to submissions made by Caulfield and Senger (2017), and Uhl-Bien et al. (2014). Regardless of the organisational change context, Panaccio et al. (2015) argue that servant-leadership behaviours are related positively to followers' perceptions of a positive social exchange with the organisation. This supports why this study was necessary.

Kauppila et al. (2022), and Langhof and Guldenberg (2020) posit that, when leaders emulate servant-leadership behaviours effectively, it increases the likelihood of followers adopting those behaviours. From an implicit leadership theory (ILT) perspective, servant behaviour

adoption is increased if there is congruence or development between perceptions and observed behaviour (Shi & Zhou, 2023). However, servant leadership may not impact follower performance if the follower has no preference for servant leaders, i.e., pre-formed servant-leadership prototype (Gao & Liu, 2023). Observed servant-leadership behaviours influence followers' leader perceptions by signalling continuously that serving behaviour is the ideal leader prototype, which changes the followers' current leader perception prototype (Langhof & Güldenbergh, 2020). As follower development is central to servant leadership, the role-modelling of servant-leadership behaviours may convert followers into leaders within the organisation, as the study conducted by Van Winkle et al. (2014) found that servant-leadership behaviours reduced leader avoidance among followers. This effect was influenced by the followers' ideal leader prototype and was mediated by the followers' self-evaluation and motivation to lead, which were increased owing to the leader's display of servant-leadership behaviours. Within the context of organisational restructuring, leaders can leverage this effect to produce leaders among followers during restructuring for successful implementation.

The study conducted by Panaccio et al. (2015), which evaluated the outcomes of servant-leadership behaviours fulfilling followers' psychological contracts, concluded that servant-leadership behaviours result in followers taking on extra roles while being innovative and committed to the organisation. This effect is as a result of servant leadership being able to fulfil psychological contracts, which enhances trust and creates a perception that the leader relationship will be beneficial in the long term. These outcomes are due to servant-leadership behaviours being able to cultivate trust when psychological contracts are fulfilled, i.e., expectations are being met, which also mediates organisational outcomes (Langhof & Güldenbergh, 2020; Panaccio et al., 2015; Saleem et al., 2020). The display of servant-leadership behaviours during organisational restructuring should therefore be favourable in gaining follower trust, innovation, and increasing organisational citizenship and commitment.

Gao and Liu (2023) argue that servant leadership impacts positively on followers' attitudes and beliefs, assuming that followers are pro-organisational and trustworthy. Such assumptions are unrealistic as there are followers who admittedly act out for their benefit; hence, the effect of servant leadership is not constant among followers (Gao & Liu, 2023). The individualistic effect of servant leadership was affirmed through the finding of Gao and Liu (2023), which suggests that servant leadership triggers psychological entitlement among followers with high Machiavellian personality traits. Schowalter and Volmer (2023) also argue that investigation of the servant-leadership effects calls for more investigation, since their study found no relationship between servant-leadership perceptions and performance. This study might answer this call to action should servant-leadership behaviours be what followers expect

during organisational change.

2.3.4 Transactional Leadership: Organisational and Follower Perspectives

2.3.4.1 Transactional Leadership Behaviours During Organisational Restructures

Transactional leadership is defined as the exchange between leaders and followers through the fulfilment of the economic contract between the leader and the follower (Mekonnen & Bayissa, 2023; Mesu & Sanders, 2022). Alrowwad et al. (2020) state that this type of leadership was developed to promote desired behaviours and to eliminate undesired behaviours within the organisation. Mekonnen and Bayissa (2023) state that transactional leadership is composed of two characteristics: contingent reward and management by exception. Although Alrowwad et al. (2020), and Mesu and Sanders, 2022) agree with those characteristics, they argue that management by exception can be done actively and passively. Based on the collective contribution of Mekonnen and Bayissa (2023), and Mesu and Sanders (2022), transactional leadership is composed of three characteristics:

- **Contingent reward** – The ability of the leader to specify what needs to be achieved for the reward.
- **Active management by exception** – The ability of leaders to correct followers actively when they deviate from the economic contract by monitoring.
- **Passive management by exception** – The ability of leaders not to monitor deviances actively but to correct them once they are reported.

The contingent reward characteristic of transactional leadership creates a willing commitment to the organisation, work satisfaction, and work effectiveness (Afshari & Gibson, 2016; Kueenzi, 2019). Mekonnen and Bayissa (2023) posit that, out of the three characteristics, contingent reward is most effective within the organisation because followers will commit to organisations that provide them with tangible and intangible rewards upon fulfilling their obligations (Afshari & Gibson, 2016). Mesu and Sanders (2022) state that, based on empirical evidence from other studies, contingent reward is most effective within the context of transactional leadership, but it is not exclusive to this type of leadership as it has been associated with transformational leadership. There are various studies which confirm that transactional leadership behaviours have a positive influence on organisational outcomes (Alrowwad et al., 2020).

However, in a people-setting environment and comparison with other leadership styles such as transformational leadership, transactional leadership behaviours may limit followers' development even though it was found to have a positive influence on employee performance

(Aboramadan & Kundi, 2020). Adriansyah et al. (2020) disagree with that view as they conclude that the exchange of rewards between leaders and followers results in increased follower motivation, which increases organisational performance. Increased motivation and performance can also be attributed to transactional leadership behaviour being able to result in followers' extra behaviour (Daouk et al., 2021). The lack of agreement regarding this matter is an indication that more research needs to be conducted to clarify the effect of mediating and contextual factors on the effectiveness of transactional leadership. From an organisational change perspective, literature studies the effects of transactional leadership either in comparison to or in combination with transformational leadership, which leaves a deficit in the understanding of the sole impact of transformational leadership during organisational change.

2.3.5 Follower Perceptions of Transactional Leadership

The fulfilment of followers' psychological contracts and their implicit expectations of leaders is why this study is necessary. This is because it explains why transactional leadership, or any other form of leadership has a certain organisational outcome. The ability of transactional leadership behaviours to result in follower extra-role behaviour was mediated by psychological fulfilment and leadership perceptions (Daouk et al., 2021). During organisational change, contingent reward characteristics may increase perceived leader satisfaction, as concluded by Kueenzi (2019). Since the finding by Kueenzi (2019) was determined quantitatively, it does not offer reasons for this relationship from the followers' perspective and, as this study focuses on the followers' perspective and voice, the holistic understanding of such relationships may be clarified.

Young et al. (2021) provide a follower perspective on this relationship, in disagreement with Daouk et al. (2021), and Kueenzi (2019). According to Young et al. (2021), the very nature of the reward exchange between leader and followers reduces the followers' empowerment and freedom owing to the pressure of behaving in a prescribed way as per the agreed economic contract between the followers and leader. This finding indicates that transactional leadership limits followers' cognitive abilities and this limiting effect of transactional leadership results in reduced creativity and innovation (Nguyen et al., 2023). From a follower perspective, the boundaries set by the economic contract and the need to comply with expected performance reduces the probability of brainstorming ideas and tasks; thus, reducing creativity, innovation, and follower performance (Nguyen et al., 2023; Young et al., 2021). Follower perceptions of transactional leadership can have positive outcomes if servant leaders develop follower passion, as it was found to be a mediating factor that resulted in improved performance with emphasis (Abdelwahed et al., 2023).

Transformational leadership does have a place in contributing positively to organisational outcomes. Within the context of organisational change, it can be used to institutionalise change through rewards as there will be clarity in expectations which may reduce follower anxiety and confusion caused by organisational change (Hussain et al., 2018).

2.3.6 Destructive Leadership: Organisational and Follower Perspectives

2.3.6.1 Destructive Leadership Behaviours During Organisational Restructures

Organisational change creates the most conducive environment for the manifestation of destructive leadership owing to the lack of leader behaviour regulation and ambiguity synonymous with organisational change (Neves & Schyns, 2018). Destructive leadership is a developing construct and as organisational change guarantees survival, the high failure of organisational change remains (Mackey et al., 2021; Neves & Schyns, 2018). Mackey et al., (2021), and Nielsen et al. (2020) agree that context influences the impact and significance of destructive leadership. In terms of the call to action by Neves and Schyns (2018) to study destructive leadership behaviours during organisational change, this study answered that call, which will be seen in the chapters to follow. Fortunately, there is a growing interest in destructive leadership owing to the prevalence and cost of destructive leadership, and its drastic impact on followers (Mackey et al., 2021; Schyns & Schilling, 2013).

Erickson et al. (2015), Mackey et al. (2021), and Schyns and Schilling (2013) define destructive leadership as a process in which prolonged activities or experiences of followers are influenced repeatedly by leaders whom they perceive to be harmful to themselves and/or to the organisation. Destructive leadership is characterised by control, deception, domination, intimidation, manipulation, and threatening of followers as well as by defrauding or stealing from the organisation (Mackey et al., 2021). Erickson et al. (2015), and Schyns and Schilling (2013) highlight the leader behaviour component as central to destructive leadership, whereas Mackey et al. (2021) highlight the followers' negative perception of leader behaviour as central. These two components are both important as one cannot exist without the other in the pursuit of understanding destructive leadership. As destructive leadership is a broad construct, there are various types of destructive leadership styles (Mackey et al., 2021):

- **Aversive leadership** – leading through intimidation, threats, and punishment.
- **Exploitative leadership** – furthers their interest at the expense of others.
- **Narcissism** – motivated by egomaniacal needs and beliefs.
- **Bullying leadership** – being harmful to followers who cannot defend themselves.
- **Exclusionary leadership** – denying followers access and consideration.

- **Incivility leadership** – undermining and hindering of followers' interpersonal relationships and success.

Erickson et al. (2015) state that making decisions without information, micro-managing, and playing favourites are the most frequent destructive behaviours found in organisations; hence, exclusionary and incivility leadership could qualify as common destructive leadership styles in organisations.

It is generally accepted that the impact of destructive leadership is detrimental to organisational outcomes (Mackey et al., 2021; Nielsen et al., 2020; Schyns & Schilling, 2013). The resultant negative environment caused by destructive leadership is related positively to intentional turnover (Schyns & Schilling, 2013). Srivastava and Agrawal (2020) posit that resistance to change is an antecedent to turnover intention, which can be a result of destructive leadership (Schyns & Schilling, 2013). Turnover intent among followers leads to followers leaving the organisation, which results in the organisation being exposed to expenses (Erickson et al., 2015). Organisational commitment is reduced by destructive leadership as abused followers become defiant towards the leader and the organisation (Schyns & Schilling, 2013). Destructive leadership during organisational change may result in followers leaving the organisation, which may delay the implementation of organisational change or its success. This may also be attributed to the low organisational citizenship behaviour caused by destructive behaviours (Wu et al., 2018). The success of organisational change may also be impacted negatively by destructive leadership. as Choi et al. (2022) determined that destructive leadership hinders organisational innovation. However, Schyns and Schilling (2013) argue that it is possible for destructive leadership to achieve organisational goals, provided the fear of retaliation is significant and the organisation's systems ignore destructive behaviour owing to the leader's achieving short-term goals.

2.3.6.2 Follower Perceptions of Destructive Leadership

Follower perceptions are one of the components which give meaning to destructive leadership, which is why Mackey et al. (2021) posit that destructive leadership research examines how followers perceive their leaders negatively instead of how destructive leaders impact followers. This assumes that followers are victims and do not contribute to destructive leadership. Güntner et al. (2021), and Schyns and Schilling (2013) oppose that assumption by suggesting that followers' behaviour can contribute, increase, or become antecedents of destructive leadership behaviour through their negative assessment of the leader in comparison to the ideal leader schema. Followers support leaders organically when their leadership schema aligns with observed behaviour; however, followers become resistant when the opposite happens (Caulfield & Senger, 2017; Güntner et al., 2021; Khorakian & Sharifirad, 2019;

Sehgal et al., 2021).

When leaders observe this resistance, they may feel that their position or power is threatened; therefore, resorting to destructive leadership behaviour to control followers for compliance purposes. (Güntner et al., 2021). The study conducted by Güntner et al. (2021) clarified this relationship as it concludes that follower resistance increases destructive leader behaviour with the leader's negative affect and follower schema mediating the relationship. Schyns (2021) concludes that follower suspicion related positively to the perception of destructive leadership, and this was moderated by implicit leadership theories. These results align with the objective of this study in highlighting the equal importance of followership in the leadership process.

The subjective evaluation of observed destructive leaders is a function of their leader schema (ILT) meaning that destructive behaviours can be endorsed or not depending on the followers' formed schema (Walker et al., 2020). Mackey et al. (2021) argue that, assuming that destructive leadership is bad for followers is a result of not understanding fully the why, how and the extent to which destructive leadership affects followers. Schyns and Schilling (2013) postulate that affectivity, which is an antecedent to destructive leadership, accounts for the difference in how individuals evaluate leader behaviours. This is supported by the longitudinal study conducted by Walker et al. (2020), which concludes that individuals raised in high-conflict families are likely to endorse domineering, loud, manipulative traits as ideal leader schemas when they are adults. As with other styles of leadership, destructive leadership can attract followers who perceive such behaviours as ideal (Walker et al., 2020).

Other scholars posit that, based on various empirical studies, destructive leadership does not attract followers but does the opposite – it alienates followers. Mackey et al. (2021) state that destructive leadership has negative effects on followers' task performance, their voice, and workplace defiance. Schyns and Schilling (2013) agree with this position and suggest that followers' task performance is a result of reduced motivation and stress, or anxiety induced by destructive leadership. Fonseca et al. (2022) conclude that destructive leadership reduces employee engagement while suggesting that leaders' self-awareness could be an antecedent to destructive leadership. Destructive leadership is a developing construct with scholars studying this salient leadership style in different contexts. This study contributes to this body of literature from a change perspective since destructive leadership behaviours emerged during the study. This is an important contribution as there is a deficit of destructive leadership research in the context of organisational change.

2.4 Organisational Change Practices

Leadership plays an important role in facilitating organisational change, since various leadership competencies and innovative approaches have been identified as crucial for ensuring successful organisational change (Haruna, 2021). This is because leader behaviours during organisational change influence followers' attitudes, values, and behaviours (Mansaray, 2019). Organisational practices are also influenced by the leadership approach in implementing change (Kelley et al., 2020). These responses are moderated by implicit leadership theories, which influence followers' performance, performance evaluations and decision-making during the organisational change process (Mariappanadar, 2018).

Leaders' self-awareness and attitudes towards change are important as they influence how they will facilitate that change (Agote et al., 2016; Petan & Bocarnea, 2016). Bhumika et al. (2022) posit that, when leaders are enthusiastic change agents, they encourage participation and innovation from different stakeholders. Cameron and Green (2019) argue that successful change does not come from the top; it comes from within the organisation, thus highlighting the importance of followership within this context. They base their argument on identifying implementers of change as one of the key roles that facilitate organisational change success.

The effectiveness of organisational change is dependent on the organisations' readiness to change, which is influenced by leadership practices, trust in leaders, organisational commitment, organisational support, and positive experiences with previous organisational changes (Al-Hussami et al., 2018; Choi, 2011). Studies conducted by Bacon et al. (2022), and Diffin et al. (2018), found that when leaders offer support, effective communication, and proactive resolve concerns, this results in successful organisational change. Bacon et al. (2022) further add that the understanding of the reasons behind organisational change may enhance followers' openness to change, as they can comprehend the benefits and necessity of the proposed change. Owing to followers using their implicit leadership prototypes for sense-making, their perceptions and responses to change are influenced positively when they perceive that the organisational change process is logical (Battilana & Dorado, 2010). In addition, the ability of leaders to encourage iterative improvements, build trust and relationships, co-design strategies, and develop internal capacity was found to be crucial in the implementation of successful organisational change (Busseto et al., 2018; Young et al., 2019). A strong encouragement for followers to partner with leaders to advance and enhance organisational goals through proactive participation is advocated by Read (2020).

Change-management practices, such as ineffective communication during organisational change affect the organisation's readiness to change negatively (Shrivastava et al., 2022).

Shrivastava et al. (2022) highlight that communication is crucial during organisational change as it disrupts through highlighting the need for change; it enables envisioning as leaders can paint the future organisation; it legitimises the change; and it enables co-creation through generative or oppositional dialogue. The absence of communication during organisational restructures leads to reduced performance, disruption of information flow, lack of commitment, and resistance to change (Singh, 2020). In evaluating human resource management practices, Raeder and Bokova (2019) conclude that their effects on employees' attitudes towards change are not fully developed. This is supported by Helvaci and Kiliçoğlu (2018), who state that failure to consider the effects of such practices on employee attitudes, perceptions and responses to change could lead to unsuccessful change outcomes. As such, this study will reveal how followers respond to change, based on their perceptions of change-management practices as per the observed leadership approach. These insights are crucial as they may reduce oversights which lead to unsuccessful change outcomes.

2.5 Theoretical Anchor: Implicit Leadership Theory

De Lange et al. (2018) state that the anticipatory nature of human beings enables them to construct predictive models of themselves and all that surrounds them to make decisions, and for sense-making of incoming data. Perceptions and perpetual decisions are informed by these models which, in the context of this study, are explained by implicit leadership theory (Da'as et al., 2021; de Lange et al., 2018). Implicit leadership theory (ILT) refers to the structure and content of the cognitive (schemas) distinguishing of leaders' attributes from that of non-leaders (Da'as et al., 2021; Walker et al., 2020). The cognitive distinguishing process which generates perceptions occurs through leadership categorisation when followers compare observed leadership with leadership schemas that have developed through a follower's lived experiences (Shondrick et al., 2010). This cognitive process informs followers if the observed leadership is positive or otherwise; hence, it will determine whether the follower will accept or reject the leaders, which may influence change outcomes (Caulfield & Senger (2017).

Schemas and perceptions are therefore vital in anticipating followers' response to change as they influence the interpretation of social stimuli (Shondrick et al., 2010). As much as followers make judgements on observed leadership based on existing schemas, they can adjust those schemas to further their implicit leadership theories which contribute to their perceptions (Caulfield & Senger, 2017; Mariappanadar, 2018). This is supported by Khorakian and Sharifirad (2019), who state that implicit leadership theories are used by followers as a sense-making tool. When there is congruence between schemas and observed leadership, which results in 'leader acceptance', followers reciprocate openness to the leader's actions and

influence (Caulfield & Senger, 2017; Khorakian & Sharifirad, 2019). This congruence lays the foundation for a positive response to change, as the study by Sharifirad and Hajhoseiny (2018) found that, when followers observe prototypical attributes in their leaders, it lays a good foundation for change through high-quality relationships.

To further understand implicit leadership theory, Caulfield and Senger (2017) conducted a mixed-method study of followers' perceptions of influence on change leadership and work engagement. Their study concluded that follower perception of leadership significantly facilitated and mediated the relationship between change and work engagement. Similarly, Mariappanadar (2018) conducted a study on follower perceptions of leadership on employee engagement and the data concluded that follower perceptions of leaders are predictors of employee engagement. Faupel and Süß (2019) conducted a quantitative study with similar research objectives to that of this study and found that the positive perception of change consequences is important in motivating employees to support change. These three studies highlight the significance of follower perception in the change leadership process. Since these studies collected follower perception of leadership quantitatively, there is an opportunity to contribute further qualitatively to this phenomenon to understand how and why this phenomenon can enhance successful change initiatives such as organisational restructures.

2.6 Literature Review Conclusion

One of the objectives fulfilled by this study was to equate the importance of followership to that of leadership during organisational change, which is currently not the case in the literature (Uhl-Bien et al., 2014). Followership has been known to scholars, but only in the mid-2000s was it studied independently without being a sub-construct of leadership (Uhl-Bien et al., 2014); hence, it can be assumed that literature about this construct is an intermediate state. Transformational and transactional leadership have been studied jointly during change using quantitative methods and from a leader's perspective. Mansaray (2019) posits that, during organisational change, leaders can emulate different leadership behaviours. This literature review has highlighted the current state of the literature on some of the leadership styles expected during change, from an organisational change and follower perspective. The follower perspective is central to this chapter as it aims to further followership and change leadership literature.

To advance followership literature, Faupel and Süß, (2019) studied the impact of transformational leadership on employees because transformational leadership is follower centric. The relationship between transformational leadership and followers is known to be beneficial, since this type of leadership results in a change in followers through inspiration and

motivation, as seen in studies conducted by Altunoğlu et al. (2019), Caulfield and Senger (2017), and Faupel & Süß (2019). These studies and many others within this domain were conducted quantitatively; thus, missing a qualitative perspective to unravel followers' perspectives (Uhl-Bien et al., 2014).

As followers' perspective is important in the understanding of followership during change presented by the leader, implicit leadership theory (ILT) becomes important, anchoring this study, as it refers to the schemas that followers use to categorise leaders and non-leaders (Caulfield & Senger, 2017; Da'as et al., 2021; Walker et al., 2020). These schemas are dynamic and can be influenced by leaders as presented by social-cognitive and leader-member exchange theories, which result in a behaviour change (Khorakian & Sharifirad, 2019; Walk, 2023). How different leadership behaviours influence the development of schemas and follower behaviour has been highlighted in this literature. The relationship of how followers' perceptions of leader expectations are related to follower responses are highlighted in Figure 1 and will be used to discuss research findings.

From this literature review, follower perceptions through implicit leadership theories (ideal leader schema) influence followers' behaviours, attitudes, and responses to change. It has been established that various leadership styles can develop schemas formed by followers; thus, confirming that followers' schemas are dynamic. From a theory perspective, we do not know enough about what implicit leadership prototypes are preferred by followers during organisational change for improved outcomes. The literature does not reveal how these preferred schemas can be used to facilitate successful organisational restructuring. The literature also does not reveal the importance of considering these ideal schemas in developing suitable organisational change programmes to improve change initiative outcomes; hence, reducing the risk of wasted resources. This gap in the literature is supported by Caulfield and Senger (2017), who posit that future leadership research in applied information processing should explore the relationships between change, leadership, and followership, ultimately leading to enhanced change outcomes. This study therefore provides these insights to resolve the gap that exists in change leadership literature.

Figure 1 presents the theoretical model of this study, which will be tested as it hypothesises that, when there is ILT congruence – between follower schemas and leader behaviours – followers will exhibit pro-change behaviours. However, the presented literature suggests that follower schemas and leader behaviours are not stagnant but dynamic. Followers can therefore influence leaders' behaviours to align with their schemas, especially if the leader is transactional, a servant leader, authentic, or destructive. All the leadership reviewed in this chapter can influence and develop follower schemas, which also leads to follower schema

congruence with leader behaviour.

Figure 1: Followers' Perceptions Influence on Change Outcomes (Author's own)

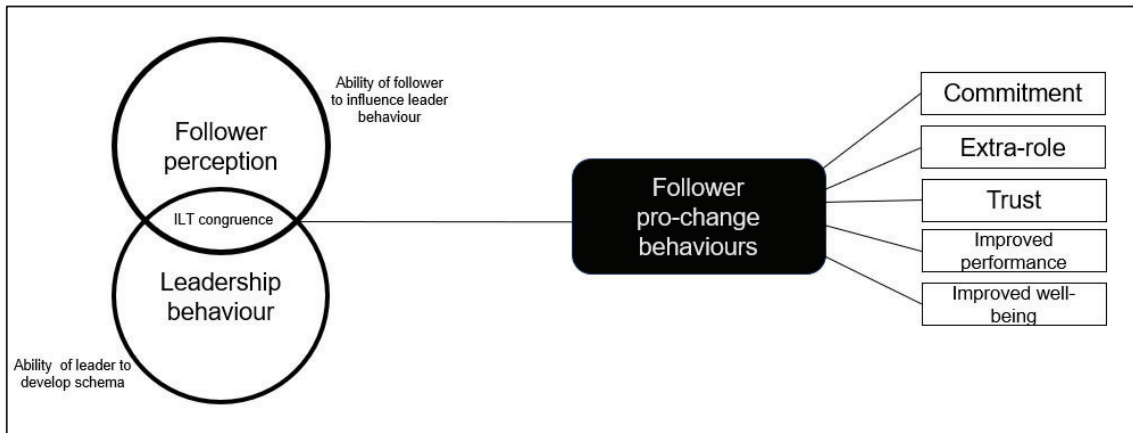


Table 1: Summary of Leader Behaviours and Follower Behaviours (Authors' own)

Leadership Style	Associated behaviours	Resultant Follower Behaviour
Transformational Leadership (Caulfield & Senger, 2017; Faupel & Süß, 2019; Groves, 2020; Muterera et al., 2018; Naber & Moffett, 2017)	Inspirational	Empowered
	Motivational	Motivated
	Supportive	Organisational commitment
	Charismatic	Trust
	Manipulative	Improved performance
	Transparent	Increased well-being

Leadership Style	Associated behaviours	Resultant Follower Behaviour
Authentic Leadership (Agote et al., 2016; Akuffo & Kivipõld, 2021; Bakari et al., 2017; Gardner et al., 2021; Petan & Bocarnea, 2016)	Open communication	Trusts leader
	Inclusive	Organisational commitment
	Sincere	Improved performance
		Mirrors authenticity
Servant Leadership (Baldomir & Hood, 2016; Howladar & Rahman, 2021; Irfan & Rjoub, 2021; Langhof & Guldenberg, 2020)	Altruistic	Mirrors stewardship towards leader
	Empathy	Extra roles
	Empowers followers	Increased performance
	Stewardship	Organisational commitment
	Humble	Trusts leader
Transactional Leadership	Sets expectations	Organisational commitment
	Intervenes when	Job satisfaction

Leadership Style	Associated behaviours	Resultant Follower Behaviour
(Alrowwad et al., 2020; Daouk et al., 2021; Kueenzi, 2019; Mekonnen & Bayissa, 2023; Mesu & Sanders, 2022)	objections are not met	
	Honest	Extra role or limited performance
		Increased well-being
Destructive Leadership (Erickson et al., 2015; Lundmark et al., 2020; Neves & Schyns, 2018; Schyns, 2021; Schyns & Schilling, 2013)	Controlling	Turnover intention
	Deceptive	Defiant
	Manipulative	Reduced performance
	Intimidate followers	Decreased well-being
	Threatens followers	Reduced engagement

Chapter 3: Research Questions

3.1 Introduction

Creswell (2014) and Saunders et al. (2019) indicate that, when conducting research, it is the researcher's responsibility to state the research questions they aim to answer because those questions provide direction on how the research will be conducted and how those questions will be answered. This study examined an exploratory phenomenon; hence, it was a qualitative study (Creswell, 2014). Creswell (2014) recommends that a study needs to have one key question that provides overall direction and conceptualises other related questions, not exceeding seven questions. The key question for this study was:

How do followers' expectations of leader behaviours influence followers' behaviours during organisational restructures?

From this key question, three main research questions were conceptualised:

3.2 Research Question One

What are followers' ideal leader schema during organisational restructures?

This question intends to clarify the preferred behaviours of an ideal leader during organisational restructuring, from a follower's perspective. In doing so, the intent was to gain insight into the implicit leader prototypes or schemas held by followers for organisational restructuring. Lastly, this question seeks to clarify which behaviours followers are likely to endorse during organisational restructuring. This question was inspired by the need to balance leader and follower voices, as studies conducted by Uhl-Bien et al. (2014) stress the importance of amplifying the intricacies of follower's perceptions within leadership, and the study conducted by Mansaray (2019) reviewed leadership styles in organisational change from a leader perspective and not from that of the follower.

3.3 Research Question Two

How do followers' perceptions of ideal leader behaviour, during organization restructures, influence follower behaviour?

This question aims to address the identified research problem of how followers' perceptions of leaders influence the way they respond to organisational change. This question will also determine how implicit leadership theory relates to follower responses to change and

contributes further to followership studies, as suggested by Caulfield and Senger (2017), Faupel and Süß (2019), and Sy (2010).

3.4 Research Question Three

How can leaders and change practitioners take advantage of the influence of follower perception as a driver of change?

This question aims to address the identified research problem of improving the organisational success rate of change initiatives implementation such as restructuring. It aims to clarify which practices leaders should emulate to facilitate successful organisation restructures. Mekonnen and Bayissa (2023), and Nohria and Beer (2000) state that 50%–70% of change initiatives were unsuccessful, resulting in a 30%–50% success rate. Bossard (2021) contributes that one of the reasons this is happening is because leaders or change practitioners experience follower resistance as they fail to humanise the organisational change process (Bakari et al., 2017).

This question intends to provide insight into how perceptions can be utilised to improve the success rate of change initiatives by improving how the organisational restructuring should be administered, preferably from a follower perspective, i.e., how to humanise processes with the follower in mind and improve follower change adoption.

3.5 Conclusion

The above-mentioned research questions were conceptualised to understand how the expectations of followers of leader behaviours are related to follower responses during organisational restructuring. These questions are designed collectively to gain insights into how organisational change initiatives, such as restructuring, can be more successful by clarifying what followers expect from the leaders in terms of their behaviours and that of the organisation from a change-management perspective.

Chapter 4: Research Methodology

4.1 Introduction

The research problems were clarified in Chapter One, and the current state of literature in Chapter Two, while Chapter Three provided insights into the research questions this study aims to answer. This chapter will therefore clarify how the research questions were answered by exploring the justification of the philosophy of the research design and the methodological decisions made that are appropriate for this type of exploratory research.

As this study aimed to understand how followers' expectations of leader behaviours relate to their responses during an organisational restructure, it investigated the complex follower–leader relationship. This complexity necessitates the use of a hermeneutic phenomenology approach and interpretative phenomenological analysis.

4.1 Research Philosophy

Bell et al. (2019), and Saunders et al. (2019) define research philosophy in business management science as a system of beliefs and assumptions that shape and determine how knowledge will be developed and interpreted. Research philosophy, within this domain, aims to clarify and understand assumptions in three spheres: ontology – realities encountered during the research process; epistemology – realities encountered about human knowledge and perceptions; and axiology – realities of how values influence one's research process (Bell et al., 2019; Flick, 2007; Saunders et al., 2019).

The objective of the study, which is to clarify how followers' expectations of leader behaviour influence follower responses, is a complex social-cognitive phenomenon between followers and leaders in a particular context (Caulfield & Senger, 2017; Weiherl & Masal, 2016). Epistemology as research philosophy was selected for this study since the study made assumptions about realities encountered in human knowledge and their perceptions (Bell et al., 2019; Flick, 2007; Saunders et al., 2019).

This study adopted the interpretivist paradigm found in most qualitative research (Creswell, 2014). Interpretivism (or constructivism) concerns the contextual multiple social realities of humans, over the positivist research paradigm, which concerns a single social reality of humans (Saunders et al., 2019; Yilmaz, 2013). Interpretivist assumptions provide a suitable vehicle for answering this study's research questions as they are founded on the belief that humans are different from physical phenomena or natural sciences and they provide meaning

to social actions (Bell et al., 2019; Saunders et al., 2019; Yilmaz, 2013).

To fulfil the objective of this study as per the research problem, literature review, and research questions, the researcher trusts that the epistemological philosophy characteristic of the interpretivist paradigm was appropriate.

4.2 Research Assumptions

This study assumed participants would be able to provide data through semi-structured interviews which provide deep insights into how their expectation of leader behaviours influenced their response to an organisational restructure. This would result in the emergence of new information; hence, rendering this research inductive (Saunders et al., 2019). This approach has ensured that theory emerged through observation and interpretation, which contrasts with a deductive approach in which theory is the input (Bell et al., 2019; Creswell, 2014; Saunders et al., 2019). This has enabled the researcher to make generalised inferences, according to the interpretation of those observations (Bell et al., 2019).

4.3 Research Strategy

Creswell (2014), and Saunders et al. (2019) state that underneath the decision to perform a quantitative, qualitative, or mixed-methods study, lies the choice that influences the procedure of how the research questions will be answered, which are referred to as research strategies. This choice is important as it determines the level of coherence throughout the research design, resulting in the researcher answering their research question; thus, achieving their research objective (Saunders et al., 2019). Creswell et al. (2007) posit that, within qualitative research, there are five popular research strategies:

- Narrative research – A study of stories told by the individual and the individual within that story (Creswell, 2014; Creswell et al., 2007; Saunders et al., 2019).
- Case study – An in-depth study of a topic or phenomenon bound by time (Creswell, 2014; Saunders et al., 2019).
- Grounded theory – A study that results in the development of generalisations (or theories) of a process, action, or interaction from the participant's perspective (Creswell, 2014; Creswell et al., 2007).
- Phenomenology – A study to interpret a participant's lived experience about a particular phenomenon (Creswell, 2014; Creswell et al., 2007; Saunders et al., 2019).
- Ethnography – A study of shared patterns, languages, behaviours, and actions that constitute a culture or social group (Creswell, 2014; Saunders et al., 2019).

This study aimed to qualitatively answer the social-cognitive phenomenon of how followers' expectations of leader behaviours are related to follower responses during organisational restructuring. This study is therefore interested in the interpretive paradigm of the individual lived experience of a particular phenomenon making phenomenology the appropriate research strategy (Creswell, 2014; Creswell et al., 2007; Saunders et al., 2019; Wojnar & Swanson, 2007). There are two approaches to phenomenology: hermeneutic phenomenology, which is about interpreting an individual's experience and giving it meaning (Creswell et al., 2007; Pietkiewicz & Smith, 2014; Wojnar & Swanson, 2007), and descriptive phenomenology, which is less about the interpretation but is a description of an individual's lived experience (Creswell, 2014; Wojnar & Swanson, 2007). This study has taken advantage of principles of hermeneutic phenomenology as it aims to make explicit the human social and cognitive experience between followers and leaders (Badakhsh et al., 2020; Sanders, 1982).

4.4 Methodology

Research methods are techniques that clarify how data will be collected (Bell et al., 2019). As mentioned, there are quantitative, qualitative, and mixed-methods research techniques available to researchers (Saunders et al., 2019). Quantitative research methods involve the collection of data numerically, qualitative research involves the collection of data through text, whereas mixed methods are a combination of both (Bell et al., 2019; Creswell, 2014; Saunders et al., 2019). Creswell (2014) states that the choice of method depends on whether the researcher wants to specify the type of information collected to advance the study or to allow it to emerge from the participant in the study. This study has aimed to be inductive so that information could emerge from participants and, having considered the research problem, research questions, researcher's personal experience, and the audience, a qualitative research method was selected as appropriate (Creswell, 2014; Saunders et al., 2019).

A qualitative research method is advantageous because the literature on leadership that has investigated the relationship between leaders and followers, has been mostly conducted quantitatively, leaving a gap in the qualitative understanding of this relationship (Uhl-Bien et al., 2014). This study has reduced that gap by conducting this research qualitatively with the objective to give voice to followers and to capture complexities that exist in the employee experience, which will help in understanding how followers' perceptions and expectations of leaders are related to followers' responses (Smollan & Parry, 2011). This was further supported by Saunders et al. (2019), who posited that qualitative research enables a study to evaluate participants' meanings and relationships between leaders using data collection techniques and suitable analytical methods which help to develop a conceptual framework (Saunders et al., 2019).

Data, within this context, was collected through a mono-method qualitative study in which semi-structured interviews were conducted with 18 participants (the aim was 16), who had experienced at least one organisational restructure. These interviews were then transcribed for interpretive phenomenological analysis (IPA) which enabled the development of theory through themes, as intended.

4.5 Population

Studying the entire population is impossible; hence, 'population' within the context of research refers to a complete set of individuals who can take part in the study so that conclusions or inferences can be made (Enarson et al., 2004; Saunders et al., 2019). Since this study clarified how followers' expectations of leader behaviours relate to followers' response during an organisational restructure, the target population was non-executive individuals who were employed in organisations that had gone through organisational restructures.

4.6 Unit of Analysis

The unit of analysis concerns who or what is being studied as the source of data (Kumar, 2018). Since this was a phenomenological study, a unit of analysis within this context was individuals who shared the same lived experience (Kumar, 2018; Wojnar & Swanson, 2007). Individuals who are not part of the executive team within their organisations, meaning individuals who were not initiators, decision-makers, or leaders of organisational change, and who had gone through an organisational restructure were the unit of analysis for this study. This meant that individuals who were part of middle management were eligible to be classified as the unit of analysis for this study.

4.7 Sampling Techniques and Sample Size

Saunders et al. (2019) state that it is occasionally possible to collect and interpret data while doing research from every possible case or group member, which is termed a census study. Owing to restrictions of time, resources, and access, data need to be collected and interpreted from a sample. Samples are derived from a subgroup of the target population as it is impractical to obtain data from an entire population (Saunders et al., 2019). Sampling is therefore the process of selecting cases or materials relevant to the study from a larger population (Flick, 2007). The sampling design from a population can either be single-stage sampling, in which the researcher has direct access to potential participants, or it can be multi-stage sampling, in which the researcher divides the population into smaller units until potential participants are reached within that unit (Creswell, 2014). The sampling design for this study

was single-stage sampling, since the researcher had direct access to potential participants because of the sampling technique used. There are two types of sampling techniques: probability sampling and non-probability sampling (Saunders et al., 2019). Probability sampling is relevant to surveying research strategies to develop statistical inferences from a sample with an equal opportunity of participating in the study, which is not the aim of this study and thus not relevant (Saunders et al., 2019). Non-probability sampling differs from probability sampling in that it does not offer potential participants an equal participation opportunity because the sample relevant to this study had a selection criterion (Saunders et al., 2019). This study selected phenomenology as its research strategy; as such, a non-probability sampling technique was used.

This study aimed to clarify how followers' expectations of leader behaviours are related to followers' response during an organisational restructuring, which resulted in the following sample criteria to answer the study's research questions and fulfil the research questions:

- Participants must have gone through an organisational restructuring in the past eight years of their life.
- Participants must have gone through that phenomenon as a follower, i.e., not as part of the executive or of a team of organisational decision-makers, initiating and leading organisational restructures.

The selection criteria, which were discussed with potential participants, provided similarity among the sample, in terms of organisational hierarchy and a common phenomenon; hence this study used homogenous sampling (Saunders et al., 2019). Snowball sampling, which is the process where the researcher asks the participant for other individuals who might be relevant to the study (Flick, 2007), was also used to supplement homogeneous sampling. This sampling enabled the study to achieve a sample of 18 participants, when the aim was 16 participants. Although Pietkiewicz and Smith (2014) state there are no sample size requirements for studies that conduct interpretative phenomenological analysis (IPA), Noon (2018) states that the average size for such studies is 12 participants. The 18 participants used for this study increased credibility as this aligns with Creswell et al. (2007), who recommended a sample size between five and 25 participants for phenomenological studies.

4.8 Research Instrument

The research instrument is the vehicle that collects data for the study, based on the research problem, research question, and research designs (Creswell, 2014; Saunders et al., 2019). For qualitative research, these instruments can be structured or semi-structured interviews

and observations, documents, and visual materials. Semi-structured interviews were used as the research instrument to collect data. The interview guide (Appendix 2) was developed with predetermined themes and research questions related to the interview questions to guide the facilitation of each interview (Saunders et al., 2019). This interview guide was applied more or less consistently in each interview since follow-up questions varied, depending on the conversation with the participant which maintained the exploratory nature of this study (Creswell, 2014; Flick, 2007; Saunders et al., 2019; Taherdoost, 2021). This enabled participants to provide extensive and developed answers, which is one of the reasons this instrument was utilised (Saunders et al., 2019). The research instrument aligned with the research purpose, as Saunders et al. (2019) state that semi-structured interviews uncover important background and contextualise information required for inductive thematic analysis.

The interview guide fulfilled the recommended functions mentioned by McCracken (1988), since:

- It enabled the researcher to cover all the areas of interest in the same order.
- Follow-up questions and prompts were scheduled carefully.
- Channels were established for direction and scope of discourse.
- It enabled the researcher to be attentive to the participant's testimony.

4.9 Data Collection

Data collection is defined as a process where data is collected to obtain insights about the research topic (Taherdoost, 2021). The process followed to collect data to answer the why and the how of the relationship between research constructs involved semi-structured interviews (Taherdoost, 2021). To refine the interview guide, gain skills, and for purposes of assessing the question validity and reliability of the collected data through practice, a pilot study was conducted with two participants (Doody & Doody, 2015; Gani et al., 2020; Saunders et al., 2019). Once the pilot was complete, the researcher commenced the study with participants who had agreed to be part of this study, as per the sample criteria.

Once the researcher identified potential participants, an informal discussion was conducted with those participants to discuss what the study was about and to determine whether they met the sample selection criteria. McCracken (1988) postulates that there should be a balance between being informal and formal when establishing a relationship with participants, and these informal discussions assisted in establishing informality and familiarity, but also contributed to building rapport with participants, which Saunders et al. (2019) state is important for research interviews. Excluding the pilot participants, a total of 21 potential participants were

engaged, of whom three did not meet the sample selection criteria. The remaining 18 participants who met the sample selection criteria were sent a meeting interview invitation agreeing on a suitable time. The invitation formally introduced the study, sharing the consent form (Appendix 1) and the interview guide (Appendix 2), so that the participants could familiarise themselves with the questions that would be asked during the interview.

Of the 18 interviews, 16 occurred virtually using the Microsoft Teams and Zoom platforms, since most of the participants were working from home or the involved parties (researcher and participant) were not in the same location. It is interesting to note that conducting the interview virtually had a higher response rate, which conflicts with the suggestion by Taherdoost (2021) that physical interviews have higher response rates. The virtual interviews were recorded using the virtual platform tools while the physical interviews were recorded with a mobile recorder. For contingency purposes, all interviews were recorded on a mobile device if the original files were of low quality, got lost, or were corrupted.

Creswell (2014) recommends that data collection should be stopped when it has reached a point of saturation, which is when new themes or code stops emerging from the participants (Grover et al., 2014). This study's data reached saturation by Participant 15 (see Table 2 below), but data collection continued to provide different perspectives on the existing codes and themes.

Table 2: Data saturation (Author's own)

Transcript	New codes generated
Transcript 1	64
Transcript 2	44
Transcript 3	24
Transcript 4	49
Transcript 5	27
Transcript 6	23
Transcript 7	29
Transcript 8	18
Transcript 9	13
Transcript 10	11
Transcript 11	10
Transcript 12	6
Transcript 13	3
Transcript 14	9
Transcript 15	0
Transcript 16	0
Transcript 17	0
Transcript 18	0

The primary video files from virtual platforms and the audio recordings from the physical interviews were first transcribed using the Microsoft Word transcriber. These transcribed

documents obtained from Microsoft Word were then sent to a contracted transcriber, who signed a non-disclosure and confidentiality agreement, for final transcribing. Once the transcriber sent back the final transcriptions, the researcher compared them with the original files to evaluate and validate their accuracy. To adhere to the promised anonymity and confidentiality, according to the agreed ethical standards, participants', and company names, respectively were replaced with numbers and alphabets known only by the researcher.

4.10 Data Analysis

Bell et al. (2019), and Saunders et al. (2019) postulate that the common challenge with qualitative data is that it is large, complex, and unstructured, since it is captured via interview transcripts, field notes, and visual images. The largeness of such data, however, is valued by qualitative researchers, but the researcher needs to exercise caution as the richness of the data can be overwhelming if there is no defined data analysis method. Be that as it may, qualitative data analysis is a process of focusing on parts of the data to be aggregated into themes and disregarding other parts, opposing quantitative data analysis, which focuses on the whole data and discards none (Creswell, 2014). Qualitative data analysis methods also enable the researcher to synthesise and transform this data to address the research purpose and to answer the research questions (Saunders et al., 2019). Unlike quantitative data analysis methods, there were no right or wrong qualitative data analysis methods, and there were few well-established and widely accepted rules within this context (Bell et al., 2019; Saunders et al., 2019). This confusion was clarified by Saunders et al. (2019), who recommended that the data analysis method must be selected based on the methodological and philosophical basis of the research, and development approach of theory.

This study being an epistemological qualitative and inductive research, the phenomenological research strategy was selected owing to the need to study and interpret participants' common phenomenon, which has influenced how data was collected and analysed. As previously mentioned, interpretive phenomenological analysis (IPA) is a technique that was used to analyse the collected data contained in the transcriptions. This technique aligned with the research purpose of this study as it foregrounded participants' interpretations by understanding the meaning participants attach to their experiences in a particular context (Eatough & Smith, 2017; Edward, 2018; MacLeod, 2019; Nizza et al., 2021; Pietkiewicz & Smith, 2014). IPA is governed by three fundamental principles:

- Phenomenology – Discovering what makes the experience unique to participants, which could be the participant's emotions, thoughts, and expressions (Eatough & Smith, 2017; Edward, 2018; Pietkiewicz & Smith, 2014)

- Hermeneutics – The interpretation and meaning of participants' lived experience (Eatough & Smith, 2017; Edward, 2018; Pietkiewicz & Smith, 2014)
- Ideography – This concerns subjective phenomena through detailed analysis of single cases and the examination of the participant's perspective in their unique context (Eatough & Smith, 2017; Edward, 2018; Pietkiewicz & Smith, 2014).

The first stage of data analysis required the researcher to be as close as possible to the data by reading, re-reading, and listening or watching media files multiple times (Edward, 2018; Pietkiewicz & Smith, 2014). Nizza et al. (2021) postulate that quotes in the transcription should not be left to speak for themselves but require the researcher to analyse them further to attach meaning and explore their significance. The quality of this analysis was enabled by the quality of close analytic reading. The second stage of data analysis involved meaning and sense-making through the researcher making notes (Appendix B) of each participant's responses to questions using a line-by-line approach (Edward, 2018; Pietkiewicz & Smith, 2014). These notes then influenced the third stage of the data analysis which is coding, since these notes were transformed into codes (Pietkiewicz & Smith, 2014). Flick (2007) posits that coding provides structure to collected data, which assists the researcher in understanding the issues, the field, and the data.

The finalised transcriptions of the interview provided non-standardised data that required being fragmented by coding to make something new concerning the research question, while maintaining and shared the meaning of the participant's experiences, which is universal to qualitative research studies and IPA (MacLeod, 2019; Saunders et al., 2019; St. Pierre & Jackson, 2014). Transcripts were loaded into the ATLAS.ti software which was selected to do coding because hand-coding is laborious and time-consuming (Creswell, 2014). Coding was done, as suggested by Elliott (2018), in that first-level coding preceded second-level coding. First-level coding refers to descriptive low-inference codes and second-level coding (meta-code) refers to coding that is inclusive of the first-level coding (Elliott, 2018). These meta-codes were then collapsed into themes (Elliott, 2018). For this study, 330 first-level codes were generated, which were then collapsed into 18 meta-codes, and these meta-codes gave rise to six themes. This process of applying codes or descriptions to participants' quotes enclosed in transcripts to search for themes or patterns related to the research question, is known as thematic analysis (Creswell, 2014; Flick, 2007; Saunders et al., 2019). Theme convergence and divergence were conducted to highlight the similarities and differences between participants to illustrate the representation, prevalence, and variability of the data (Nizza et al., 2021). To test the reliability of the codes – once some of the codes were generated for the first time, another version of the code was applied to the same document to

calculate the level of agreement between the two coding varieties to achieve 85%–90% agreement, which was observed by the merging of 44 codes into existing codes (Elliott, 2018).

Post-code reliability testing and thematic analysis, the themes were evaluated as per the research question and literature review which will be discussed in the following chapter (Saunders et al., 2019).

4.11 Data Quality

This study used semi-structured interviews which lacked standardisation; thus introducing reliability and dependability risks as there were interviewer and interviewee biases (Saunders et al., 2019). Owing to the study leveraging homogeneous sampling to achieve similarity in terms of human experience, this study introduced participation bias.

These biases were addressed by improving the validity of our measurement tool, the questionnaire, and the analysis thereof through a pilot study. A pilot was conducted with two participants to improve the internal and content viability through the judgement of data quality received concerning the research questions that were anchored on the measurement tool. As IPA requires the researcher to get close to the data, the quality of transcripts and codes was increased (Flick, 2007). The triangulation strategy, which involves the use of different sources to examine the study's themes and findings, was used to improve research quality and researcher understanding of the phenomenon (Creswell, 2014). A literature review was also used to test the validity of shared constructs and findings in the studies conducted by Agote et al. (2016), Caulfield & Senger (2017), Faupel & Süß (2019), Grover et al. (2014), and Smollan & Parry (2011). To remove bias from the researcher, the thematic analysis process, explained in section 4.10, was compared with artificially generated (AI) thematic using the ATLAS.ti software. Discussions were utilised with the allocated supervisor to improve the study's validity to build trust, reliability, and quality.

4.12 Ethical Considerations

To protect the participant and to comply with the research ethical standards, the researcher obtained ethical clearance to conduct his research from the institution's relevant ethics body. As research interviews were conducted during this study with transcripts being generated, anonymity and confidentiality were key issues that were dealt with to comply with ethical standards (Flick, 2007). Transcript data were stored in an encrypted cloud owned by the researcher with the participant's names and demographic details made anonymous by storing those transcripts as numbers for identification purposes e.g., Participant GY, Participant SM,

etc. Before the interviews, participants were encouraged not to mention their company name during the interview: however, if they did mention it, the transcript was edited to make the company name anonymous by replacing it with random alphabets understood by the researcher when storing the document on the encrypted cloud accessible to the researcher.

4.13 Limitations

This study did not investigate the longitudinal process of follower development of leader prototypes and what informs those prototypes based on the follower's life experiences. This study did not investigate the influence of company culture, strategy, and objectives as a determinant of leader behaviours and follower responses. Answers provided during this study are from participants' perspectives of leaders and their behaviours; therefore, they were likely to be influenced by their formed biases, the relationship they have or had with the leader, and previous experiences. The dependability of the study might be influenced negatively owing to followers' perceptions of leadership and change varying over time because of social exchanges (Caulfield & Senger, 2017).

Chapter 5: Findings

5.1 Introduction

The purpose of this chapter is to present findings as per the research questions, from the semi-structured interviews conducted with a sample size of 18 participants. The sample was obtained through homogeneous and snowballing sampling. Findings are based on themes identified through interpretative phenomenological analysis to give insights into how follower expectations of leader behaviours influence follower response during an organisational restructuring.

5.2 Sample Description

Table 3 highlights the participants' demographic data, including the participants' current industry, area of expertise, and their coded organisations. The participants and organisations were given codes to maintain agreed confidentiality.

Table 3: Demographic data (Author's own)

Participant code	Gender	Industry	Expertise	Organization
GY	Male	Consulting	Business Development	CCH
SS	Male	Fast Moving Consumer Goods	Research & Development	HHO
SM	Male	Fast Moving Consumer Goods	Research & Development	GFK
HY	Female	Fast Moving Consumer Goods	Research & Development	THK
NL	Male	Fast Moving Consumer Goods	Quality Assurance and Management	HUT
LP	Male	Fast Moving Consumer Goods	Supply Chain	RNM
QQ	Female	Telecommunications	Human Resources	YOB
ZD	Female	Education	Education	HIB
VB	Male	Chemical Manufacturing	Supply Chain	QAD
UA	Female	Petrochemical	Human Resources	DFE
TF	Female	Information Technology	Human Resources	SLQ
CX	Female	Telecommunications	Human Resources	DWQ
KG	Male	Fast Moving Consumer Goods	Supply Chain	HHO
BA	Male	Freight Transport	Supply Chain	FFH
LI	Male	Fast Moving Consumer Goods	Supply Chain	YFU
WX	Male	Telecommunications	Software Development	DWQ
CT	Male	Chemical and Plastics Manufacturing	Accounting	LLO
YR	Female	Fast Moving Consumer Goods	Research & Development	RNM

Table 3 highlights that 61% of the participants were male, with the balance (39%) being female. Of the participants, 44% were from the Fast-Moving Consumer Goods industry, followed by 17% from the Telecommunications industry, 28% being supply chain professionals, while research and development professionals and human resources professionals each made up 22% of the sample. The participants represented 16 different organisations with four participants representing two common organisations.

Of the 18 semi-structured interviews conducted, 16 were conducted virtually using Microsoft Team and Zoom platforms, while two were conducted physically. On average, the interviews took 48 minutes, with rapport-building taking 14 minutes and answering of the questions taking 34 minutes. The longest interview lasted 115 minutes, while the shortest interview lasted 28 minutes.

5.3 Presentation of Results

Results will be presented as per the research questions mentioned in Chapter 3. Participant data was analysed using interpretative phenomenological analysis (IPA); hence, transcripts went through close analytic reading, which was followed by interpretive notetaking per question for each interview, summarised in Table 4. Table 3 presents the author’s reflections and interpretation of participants’ responses. It describes the overall findings and emerging initial themes which influence how transcripts were coded. A total of 330 open codes were generated, which were grouped to produce 19 categories. From these categories, five final themes were generated. These themes will be discussed as per the findings of this study in relation to the research questions and what was captured in Table 4.

Figure 2: Data saturation graph

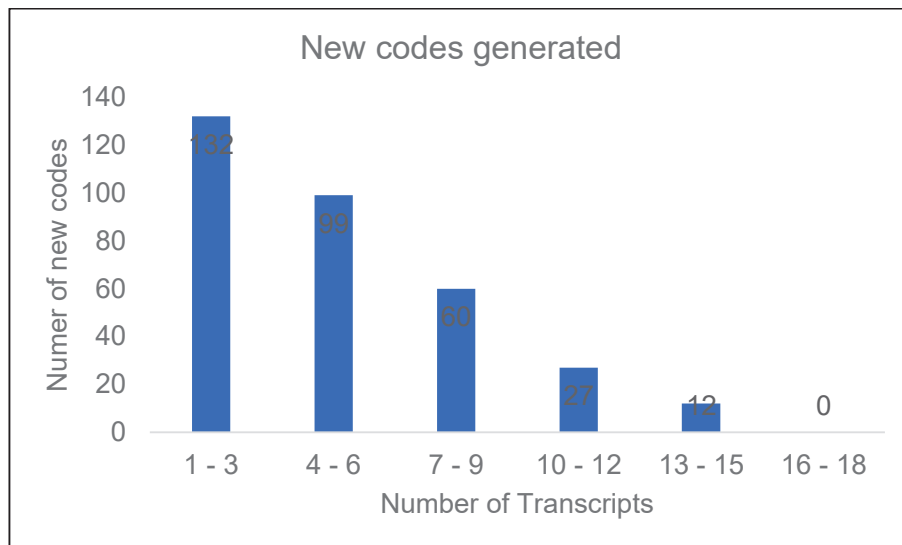
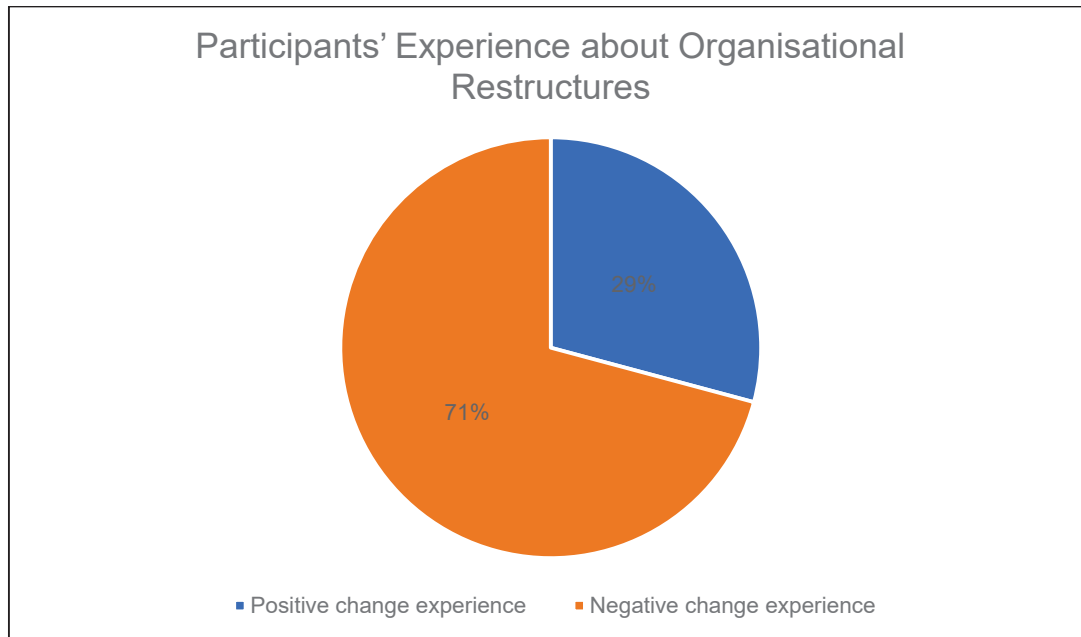


Table 4: Interpretative Notes Summary (Authors own)

Interview Questions	Summary of interpretative notes
<p>Describe the role you think leaders should play during organizational restructures.</p>	<p>Participant's ideal leader prototype was based on anxiety and discomfort associated with restructures. Leaders should play a role in providing transparency, clarity, empathy, and communication during organizational restructures. Leader behaviours and actions can impact the engagement and trust of employees. Lack of transparency and communication can lead to anxiety, fear, and disengagement among employees.</p> <p>On the other hand, leaders who display positive behaviour and create a supportive narrative can reduce anxiety and build trust. The participant's experience and perception of the organizational restructure varied, but overall, their engagement, trust, and motivation were influenced by the behaviour of leaders.</p>
<p>In your experience, describe the role have leaders played during organizational restructures.</p>	<p>Leaders played different roles during organizational restructures: -They lacked communication, transparency, and in some cases were deceitful which made followers self-perverse, distrust the leader, and in some instances leave the organization -They didn't allow participants to take part in decision making hence leaders are said to be insincere and the change process is perceived as ineffective</p>
<p>How did the leader's behaviour influence the way you responded to the restructure? Explain the reasons for your answer.</p>	<p>The leader's behaviour during an organizational restructure heavily influences how participants respond to organizational change. In some cases, participants reciprocate the leader's positive or negative behaviours. Positive behaviour, such as transparency, empathy, and clear communication, can build trust and engagement. Negative behaviour, such as self-interest, lack of transparency, and fear, can create anxiety, fear, and disengagement among followers.</p>
<p>In your experience, describe how leaders can get your support during organizational restructures. Explain the reasons for your answer.</p>	<p>Participants support leaders who fit their implicit leader prototype i.e. leaders who are transparent, altruistic, empathetic, supportive, honest (even about the worst scenarios), provide clarity, are perceived to be competent, frequently communicate, and allow the participant to input into decisions. These leader behaviours make participants feel valued and respected hence enabling trust and increasing well-being.</p>
<p>Describe what leaders do to not get your support for organizational restructures. Explain the reasons for your answer.</p>	<p>The participants are not supportive of leaders who do not fit their ideal prototype, including those who are unethical, abuse power, lack transparency and communication, are selfish, lack empathy, and are perceived to be incompetent. This lack of support is due to a lack of trust and a negative impact on the participant's engagement and trust in the leader and process.</p>
<p>What comes to mind when leaders behave in a way that does not meet your expectations during organizational restructuring? Explain the reasons for your answer.</p>	<p>When leader behaviour conflicts with participant's ideal leader schema, several thoughts, feelings, and reactions come to mind for the participant. These include questioning the leader's credibility and character, feeling disrespected, losing trust and respect for the leader, and becoming disengaged and demotivated. Participants become resistant, they challenge the leader, and enter self-preservation by protecting themselves from potential harm or negative outcomes. When leaders were perceived to be destructive, some participants mirrored those behaviours to the leader and the organization. Ultimately, the participant may begin to question their value or belonging within the organization and consider leaving. However, they may also take into consideration the context in which the leader is operating, showing empathy in their thinking. Overall, the participant's responses highlight the importance of trust, respect, communication, and inclusivity in leadership during organizational restructuring.</p>
<p>What comes to mind when leaders behave in a way that is aligned with your expectations during organizational restructuring? Explain the reasons for your answer.</p>	<p>When leaders behave in a way that aligns with expectations during organizational restructuring, it leads to loyalty, motivation, and trust from employees. They perceive the leader as a role model and are willing to support, take extra roles, and sacrifice for the leader's goals. This strengthens organizational citizenship and increases employee engagement and commitment. However, some participants remain indifferent and focus on self-preservation regardless of the leader's behaviour. Overall, congruence in perception and trust between leaders and employees is key for positive outcomes during restructuring.</p>
<p>What did this interview make you realise about the role and behaviour of leaders during organisational restructuring?</p>	<p>This interview helped the participant realize several things about the role and behaviour of leaders during organizational restructuring. They recognized that leaders often act in their own self-interest during a restructure, which can lead to negative experiences and memories for employees. The participant also realized that when leaders meet their expectations and are transparent and clear about the restructuring process, employees feel valued, motivated, and loyal. However, they also acknowledged that restructuring effectiveness is not solely the responsibility of the leader, but also relies on the involvement and support of employees. The participant emphasized the importance of leader behaviors in creating trust among followers and getting support from the rest of the organization. They recognized that trust mediates the relationship between leaders and followers, as well as the effectiveness of the restructuring process. The participant also reflected on the traumatic nature of restructuring and the need for leaders to be more compassionate and human during the process. Overall, the interview helped the participant validate their ideal behaviours for leaders during restructuring and emphasized the influence leaders have on the success or failure of such initiatives.</p>

From the interpretative note-taking process, the interviewed participants described 24 organisational restructures. Figure 5.1 highlights that only 29% (7) of those organisational restructures were perceived as positive experiences, with 71% (17) being perceived as negative experiences.

Figure 3: Participants' Sentiments about Organisational Restructures



5.3.1 Research Question One Findings

Research question one: *What are followers' ideal leader schema during organisational restructures?*

This question was intended to clarify what ideal leader behaviours are expected during organisational restructuring; hence, clarifying the ideal leader-implicit prototypes (schemas). This question also aims to clarify which behaviours followers are likely to support in times of organisational restructures because they perceive these behaviours to be desirable. This data is summarised in Table 5. These leadership behaviours were encapsulated as categories (meta-codes) and were subsumed within the overarching theme: Followers' schema of ideal leader.

5.3.1.1 Followers' Schema of Ideal Leader

This theme revealed which leadership behaviours defined participants' ideal implicit leader prototypes; hence, revealing participants' expectations. The categories within this theme highlight six leader behaviours which construct the participants' ideal leader schema. These

behaviours are transparency, clarity, open communication, support, inviting participation in decision-making, honesty, and altruism. These behaviours are consistent with those described in Table 4.

Table 3: Research Question One Theme

Research Questions	Categories	Theme
RQ1: What are followers' ideal leader schema during organisational restructures?	Leader is transparent	Followers' schema of ideal leader
	Leader is clear	
	Leader communicates openly	
	Leader is empathetic	
	Leader is inclusive	
	Leader is altruistic	

5.3.1.1.1 Category: Leader is Transparent

Of the participants, 89% identified leader transparency as an ideal behaviour during organisational restructures on the premise that it reduces the anxiety and stress which are associated with organisational restructures. This was captured well by Participant SS who, upon being asked which role leaders should play within organisation restructures, said:

It needs to be built on a bed of transparency, honesty, and taking people on the journey. During restructures in the organisation, it's a very uncomfortable time. It's an uncertain time for an organisation. I think a leader's job or the role they should play is to take them through: why we're going through a restructuring What was the problem? How are we going to go about the restructuring of the organisation? What are the benefits for the organisation and the employee?

This extract summarises the different areas which most participants mentioned are addressed by leader transparency. Participants appreciate transparency even when it is not favourable. As Participant SM said:

Prepare me for the worst. I'd rather deal with the worst elements or the worst potential right up front, than to be cotton woolled, only to be given the bad news at the tail end. So, in that sense, it's having those candid conversations.

Participants identified transparent leader behaviours as being the overarching condition for their support during organisational restructure, as Participant *CT* said:

Don't leave me in the dark. That's how you get people's support.

As mentioned in Table 4, these ideal leader schemas contributed positively to building trust and well-being among participants and when Participant *LI* was reflecting on the effects of transparency, he said:

The first thing would be transparency. Be supportive and responsive to employees' concerns because that can create a positive atmosphere for the employees because they will likely trust the leadership, feel engaged in the process, and be motivated to contribute to the success of the restructuring process.

5.3.1.1.2 Category: Leader is Clear

Of the participants, 72% identified the ability of leaders to provide clarity as an ideal leader behaviour because it allows participants to have understanding and thus not be confused during the organisational restructuring. This was expressed by Participant *UA*, who said:

I understood why the organisation had to go through it. I might not necessarily be supportive of the process that was followed in delivering the change or the restructure.

Participants also sought clarity from a change perspective in terms of understanding how the organisational restructure is going to affect them, others, and the organisation. This sentiment was expressed by Participant *BA*, who was speaking from a collective perspective:

They want to know who's affected; they want to know why it's happening, and so that they can plan and behave accordingly or support the restructuring if it's aligned to them, so in an ideal world.

Clarity and transparency are closely related categories as they offer similar outcomes for participants, which were identified by Participant *UA* in seeking leaders to clarify:

Why is the organisation going through the restructure? What kind of impact it's going to have? What the process will entail? What almost, what the vision is, people are going through the restructure. What is the organisation trying to achieve?

Similar sentiments were expressed by Participant *YR* while adding when clarity is needed and what its benefits are, by saying:

I think clarity as early as possible and linking it to the long-term strategy, helps with making it easier and faster.

5.3.1.1.3 Category: Leader Communicates Openly

Of the participants, 72% identified the ability to communicate as an ideal leader behaviour during organisational restructuring because communication reduces anxiety and fears. When asked what role leaders should play during an organisational restructuring, Participant *NL* highlighted the importance of leader communication:

I think, for me, communication, and transparency as much as possible. I think that whatever is necessary and possible to be communicated, is the responsibility of leaders.

Participants highlighted that, when leaders communicate, it impacts their well-being positively. Participant *UA* said:

I think anxiety and fears come when people don't have enough information and, in a restructure, information becomes the most critical thing and being able to communicate effectively to employees, becomes critical.

This was supported by Participant *CT*, who said:

I think that also because the leaders do not communicate what is going on, sometimes people run their imagination (paranoia).

Some participants also stressed when and how leaders should communicate. Participant *BA* shared his appreciation of leaders' communication during his experience:

The frequency at which the leadership team started communicating to us during this process increased. We had multiple town halls, frequently. From a global level, they'd made video calls that you felt like you could feel the energy. They wanted us to know that they're taking us by the hand in each process.

Participant *WX* agrees:

I also feel that leaders should provide frequent updates to address any concerns that employees have.

5.3.1.1.4 Category: Leader is Empathetic

Of the participants, 56% indicated that leader empathy was important during organisational restructures. Participants used empathy in the context of the leader providing emotional support. The extent and kind of support need to be personalised to participants, as Participant *YR* said:

We are in the same storm but not in the same boat.

Participant *ZD* agreed with this perspective:

For an employer, they should not just look for people to place but also be the social-economic part when they are doing the restructure because they need to understand from another point of view how the subordinate would respond.

Participant *QQ* highlighted the need for leaders to be intentionally empathetic:

You also want to be very factual with a lot of empathy. If you are higher up in the organisation, you want to be very structured in the level of empathy in your conversations.

During an organisational restructuring, participants rely on leaders for many things as emotional support because Participant *HY* describes her ideal leader:

The main thing is for a leader to be someone that you can lean on during that time, someone that you can trust, someone that you can come to with any concerns or anything that you want to know about the organisation.

This reliance on the leader was a consequence of participants associating organisational restructuring with uncertainty; hence, they look to the leader for support. Some participants linked empathy to the pace of the restructure. Participant *BA* said:

Empathy will also influence things like timing. Some restructurings happen too quickly – you are not giving enough people to adjust to the news. You don't give people enough time to start planning if they are affected by the restructuring.

When explaining what empathy means to her and agreeing with Participant *BA*, Participant *QQ* said:

Leaders should afford their staff the sense to be themselves and to mourn. I think it's more critical around mourning. Mourning can be very different. So, you've got to allow people to be upset and angry.

The same sentiment and appreciation were expressed by Participant *TF* when she described the role her leader played:

She would then have conversations both with me as an individual, but also with our immediate team around what this meant for us, firstly, but then also creating or allowing the space to go through it.

5.3.1.1.5 Category: Leader is Inclusive

Of the participants, 50% indicated that leader inclusivity forms part of their ideal leader schema during an organisational restructure. Participants indicated that their leaders should be inclusive as it allows them an opportunity to share their concerns, feel valued, offer ideas (fosters innovation), have control of their fate, and collaborate. When describing which leader behaviours resulted in his support for the restructure, Participant *WX* reflected these sentiments:

Don't tell me what I must do. Ask for my recommendations, suggestions, my feelings, and be fully open about it. Ask for feedback during that entire change, how I'm finding the change.

When reflecting on the same question, Participant *UA* agrees with Participant *WX*:

Bring me in. Do not treat me like an outsider. Bring me into the process. Acknowledge my role as a key stakeholder in the organisation because it's one thing to say that employees are very important. They are the heartbeat of the organisation, but you don't treat them that way by shutting them out of decisions and communication.

Participants expressed that leaders should be inclusive to enable the sharing of feelings and concerns, to allow them somehow to influence the restructuring process for own their reasons. Participant *NL* expressed this when describing his ideal leader schema from his negative experience:

I would have liked to have been given a choice in which way my fate would have gone.

Two participants (*SS* and *ZD*) expressed the importance of the leader allowing or amplifying their voices to foster collaboration or debate about the restructuring process. When reflecting on his ideal leader schema, Participant *ZD* said:

If we're working together, if we're sharing deals, if I feel like my voice is heard, it will encourage me to say more, even if I don't have an answer right now. I'm going to go back home, maybe research the topic and see other companies that have experienced the same thing, what worked for them and come back to the company.

From what Participant *ZD* shared, leader inclusivity not only fosters innovation and collaboration but also motivation. Other participants expressed that, when leaders are inclusive during organisational restructures, they feel valued by the leader. Participant *LP* expressed the importance of leader inclusivity:

You know if the behaviours are right, you feel valued, your input is valuable. If you are not included, you don't feel like you're valuable, you feel like you're just a number.

5.3.1.1.6 Category: Leader is Altruistic

Of the participants, 44% indicated that altruistic leaders form part of their ideal leader schema during organisational restructures. Participants associated restructures with uncertainty about their futures and thus desired leaders to serve their interests during organisational restructures. When expressing the role of leaders during an organisational restructuring, Participant *KG* said:

The leaders are supposed to be people who are supporting them, helping them to get other positions, or if it's a package, what's the package structure.

This sense of leaders being expected to support others was echoed by Participant *WX* said:

In restructures, sometimes you find that we have been given portfolios that we may not have any idea on how they work, so assistance in skills development and personal development is very important as well as ensuring that the key performance indicators are aligned with what the restructure is bringing.

These two participants indicated that leaders should support participants from a development perspective either to pursue another role internally, or externally, owing to the restructuring and to help deal personally with the outcomes of the restructuring.

Participants indicated that, as much as leaders need to achieve organisational outcomes, efforts need to be evident in minimising unfavourable outcomes to others. This was well expressed by Participant GY:

What I'm saying is people (leaders) should not put themselves above other people. You can put yourself first or you can fight for yourself, but also fight for others. There's always another way. Whatever, you are caught in a dead end; there's always another way.

Leaders can benefit from being altruistic because when a leader contributed to the development of Participant VB, it was rewarded with increased effort, as Participant VB said:

He mentored me in that path as well. This made me want to be at work and give 110%.

5.3.1.2 Summary of Research Question One Findings

Participants' ideal leader behaviours during organisational restructuring include transparency, communication, empathy, inclusivity, and altruism. These leadership behaviours were identified by participants as reducing anxiety, panic, stress, providing understanding, fostering trust, and supporting well-being during the restructuring process. Participants viewed these leadership behaviours as effective during organisational restructures.

5.3.2 Research Question Two Findings: Followers' Perceptions Influence on Followers' Response

Research question two: *How do followers' perceptions of ideal leader behaviour, during organization restructures, influence follower behaviour?*

This question sought to clarify how followers' behaviours are categorised as per followers' evaluation of leader behaviours with their ideal leader schema. This question also clarifies the associated follower behaviours from those cognitive evaluations in the context of change outcomes during an organisational restructuring.

The data elicited from participants revealed that participants' perceptions of leaders influenced how they responded to the change. According to the data, when the leader's behaviours aligned with the participants' ideal leader schema, the participants displayed pro-change behaviours. However, when the leader's behaviours did not align with the participants' ideal leader schema, the participants displayed anti-change behaviours. Behaviours of this type gave rise to the two themes illustrated in Table 6 which answered research question two.

Table 4: Research Question Two Themes

Research Questions	Categories	Theme
RQ2: How do followers' perceptions of ideal leader behaviour, during organization restructures, influence follower behaviour?	Follower behaviour demonstrates commitment to the organisation	Follower's behaviour influenced by the leader's adherence to the ideal leader schema
	Follower behaviour shows increased employee engagement	
	Followers demonstrate trust in leader	
	Follower takes on additional responsibilities	
	Follower reciprocates positive leader behaviours	
	[Redacted Category]	
	Distrust	Followers' behaviours influenced by the leader deviating from the ideal leader schema
	Reduced well-being	
	Reduced employee engagement	
	Follower reciprocates negative leader behaviours	
Turnover intention		

5.3.2.1 Followers' Behaviours Influenced by the Leader's Adherence to the Ideal Leader Schema

This theme showed that when there is congruence between the participant's ideal leader schema (expectations) and observed leader behaviours, participants demonstrate pro-change behaviours. The categories revealed that the participants were committed to the organisation, their engagement increased, trust was built or strengthened, they took on additional roles, and they reciprocated the observed positive behaviours. These behaviours are consistent with the interpretive notes made in Table 4.

5.3.2.1.1 Category: Follower Behaviour Demonstrates Commitment to the Organisation

Of the participants, 61% indicated that they were committed to the organisation when they perceived leader behaviours to be favourable. When Participant *GY* was reflecting on why empathy is an ideal leadership behaviour for him, he said:

What I've realised is when you lead with empathy as a leader, and your team knows you have their best interests at heart, they will go to hell and back for you.

When Participant *HY* unpacked the impact of leader behaviour aligning with her expectations, she said:

It just gives you a bit of a boost to feel like I belong here, and I feel like I'm a part of this company. I'm not just a number.

For some participants, an organisational commitment was expressed as overall support for the leader and the change process, as Participant *LP* said there will be:

One hundred per cent support to the cause ... (because) ... there is buy-in, you feel included, you feel engaged.

The same sentiments were shared by Participant *WX*, when reflecting on the impact of leaders meeting their behavioural expectations:

I see them as good leaders. I become at ease with the change, and I feel like that helps me adapt easily with no worries.

Insights from the data revealed that commitment was also conditional. The obvious condition was whether leader behaviours aligned with the participants' ideal schemas. Other conditions

were related to the participants' personalities, beliefs, and values, which also informed their perceptions. This was revealed when Participant *QQ* said:

I want to ensure that everyone who is around feels supported by me.

Participant *CX*, who seemed resilient from the responses she gave when asked what came to her mind when leader behaviours aligned with her expectations, said:

You can be unhappy about the process, but you can get on board with the fact that, yes, work life is tough. What happens in business and corporates is tough. Just bite the bullet and see where we go.

5.3.2.1.2 Category: Follower Behaviour Shows Increased Employee Engagement

Of the participants, 56% displayed high engagement because of the leader's behaviours fulfilling their ideal leader schema. This was evident in their expressed enthusiasm, participation, and alignment with the leader and the organisation, as discussed above. Participant *TF* expressed this sentiment as the leader aligned with her ideal leader schema:

The way that he supports me makes me feel energised.

When describing which leader's behaviours encourage his support during organisational restructures (aligning with his ideal leader schema), Participant *LI* said:

It will motivate and give a positive feeling. When the employees feel that they are part of the process, they are engaged and there's nothing that's hidden behind closed doors. Everything is being communicated clearly and everybody understands. You will be motivated and interested to know when the next chapter begins.

This positive feeling and desire to see the future was also expressed passionately by Participant *GY* when discussing the congruence between his schema and leader behaviours:

When behaviours are aligned, I would go to the finish line with you. You are someone I want to place my bet on. You are someone I want to work with. You are someone I want to learn from you or someone I want to contribute to their story.

When leaders behaved in alignment with what participants expected, they expressed their willingness to support the leader or the organisation through the change process. Participant *HY* expressed this willingness:

I feel like it strengthens the team because when you see that your manager is speaking for you; they have your back, it's going to boost your morale. You're going to want to push for this person.

Similarly, Participant *UA* expressed this willingness as she said:

So let me do my part on the ground to help this person realise this vision, because they have the best intention of the organisation, and we all going to come out better at the end of it.

Participant engagement also enabled them to participate in the restructuring with the leader. Participant *SS* expressed that he was willing to voice his opinion when he perceived that there was something wrong:

If they meet my expectations, I want to grow with the organisation because I feel like I'm part of this organisation. I'm part of a bigger plan. When I say organisation, I mean the organisation and leader. They care about me and my needs and my voice, my ideas, etc. I am part of the bigger plan. If something doesn't work, I am not afraid to lift my hand and voice my opinions and suggestions.

Similarly, Participant *UA* expressed that she was willing to support, even when the restructuring outcomes were not favourable to her:

If, or maybe I lose my job because there's no place for me in the organisation. But it will be the best thing for my colleagues who remain with the organisation and perhaps an opportunity for me to find something else. But I will not resist the process in essence.

5.3.2.1.2 Category: Followers Demonstrate Trust in Leader

Of the participants, 44% revealed that, when leader behaviours are aligned with participants' ideal leader schemas, trust is created or enhanced. This is consistent with an extract from Table 4:

Leaders who display positive behaviour and create a supportive narrative can reduce anxiety and build trust. The participants' experience and perception of the organisational restructure varied, but overall, their engagement, trust, and motivation were influenced by the behaviour of leaders.

When summarising what participants meant in answering the question regarding the impact of leader behaviour aligning with participant's expectations, an extract from Table 4 says:

When leaders behave in a way that aligns with expectations during organisational restructuring, it leads to loyalty, motivation, and trust from employees.

Consistent with other behaviours discussed, this participant behaviour is a gift given in return for favourable leader behaviour. One of the participants (*SS*) said:

If they do it the right way, I believe and trust the process, and I trust my leader to have the right grounding, the right clarity, the right conversations up top and I feel I am heard, and they care about me in the organisation. I feel like, as employees, we've got a voice, and we are heard, and accommodated.

Participant *SM* also expressed this condition, as he said:

If a leader continues this process (restructuring process) while being inclusive, respectful, empathic, and cordial, you get that buy-in and gain the trust and the respect.

Participant *BA* offered another perspective, highlighting that she had a role to play in building trust between her and the leader:

I think there's a level of trust between me and the leader. It's not a one-way street, right. Trust goes both ways. I know there's a healthy relationship between me as a follower and the leader and that it sits upon trust. Without trust, there is no transparency. There is no empathy. When I see that happening, then I know for sure that there's enough trust between the follower and the leader.

The trust is built because the fulfilled expectations helped ease the burden of the restructuring process, as Participant *WX* said:

I feel like that helps me adapt easily with no worries.

Similarly, when reflecting on their behaviour during the organisational restructuring with leaders who align with their expectations, Participant *NL* said:

I'll respect you and I will put my faith in you.

5.3.2.1.3 Category: Follower Takes on Additional Responsibilities

Of the participants, 44% revealed that when leader behaviours are aligned with participants' ideal leader schemas, they are willing to take an extra role or increase current task efforts in support of the leader and the organisational restructuring process. When the participants' ideal leader schema was aligned with the leader's behaviour, Participant *LP* said:

You feel like you add value to the company, you feel important. You know, you feel respected in the company. Once you have those feelings, then you can go all out in terms of executing the mandate.

When reflecting on their response to leaders aligning with their ideal leader schemas, Participant *YR* said:

In the long term, you want to invest your time, you want to invest your efforts, or you want to give your best to the company because you feel that you can grow with them, or that you can maintain a good relationship with them that is mutually beneficial.

When the leader's behaviours aligned with Participant *TF*'s ideal leader schema, she became a change agent:

I support my leader, I become an advocate for it (organisational restructure). When I'm with other colleagues that don't get it, maybe they are struggling with it, I now help them understand why this is important.

This response from participants may contribute to the success of the change process.

5.3.2.1.4 Category: Follower Reciprocates Positive Leader Behaviours

Of the participants, 44% revealed that, when leader behaviours align with their ideal leader schema (expectations), they will respond similarly. This finding indicates that leader behaviour influences participants' behaviours. This was confirmed by Participant *UA*:

My interaction with my leader determines my behaviour or how I feel towards the organisation.

Participant *CT* explained:

I want to be like my manager, and with every single job I've been in, I tend to look for the good in the managers I've worked for, and I try and absorb those characteristics.

These findings highlight leaders as role models to participants. When Participant ZD was reflecting on her response when leader behaviour aligned with their ideal leader schema, she said:

That's motivation to become that person. It's almost like a role model.

Participant QQ indicated that, even though leader behaviour may not align with her ideal schema, she allowed her schemas to be developed depending on the context:

My expectations of different leaders would be very different depending on the context. Not everyone is empathetic, and if they are very factual and they come in and don't give facts, the question for me would be 'How can I trust them?' I know they are factual and now they are not giving me facts. Contextually speaking, they're going through the same process I'm going through; hence, they're also still processing. So let me give them some forgiveness.

This revelation by Participant QQ indicates that schemas are dynamic and can be developed under the right conditions which, in this case, were awareness of the person and the context.

5.3.2.2 Followers' Behaviours Influenced by the Leader's Behaviour Deviating from the Ideal Leader Schema

This theme revealed that the participants' anti-change behaviours were influenced by conflict between the participant's ideal leader schema (expectations) and observed leader behaviours. The categories revealed that participants developed a sense of distrust, their well-being reduced, their engagement reduced, they reciprocated observed negative leader behaviours, and had intentions to leave or left the organisations. These behaviours are consistent with the anti-change behaviours described in Table 3.

5.3.2.2.1 Category: Distrust

Of the participants, 78% revealed that when leader behaviour does not align with participants' ideal leader schemas, it creates a sense of distrust towards the leader and, in some instances, towards the organisation. Beyond not meeting the participants' ideal leader schemas, when leaders were dishonest, lacked clarity, were insincere, and deceitful, it made participants

distrust them. These negative behaviours are the opposite and fall outside of their ideal leader schemas. The notes from Table 3 captured this finding when reflecting on how participants felt when leaders were behaving below expectations:

They lacked communication, transparency, and in some cases were deceitful which made followers self-perverse, distrust the leader, and in some instances leave the organisation.

One participant, *LI*, distrusted their leader owing to lack of clarity, dishonesty, and deceit:

He (leader) could have communicated to us that this is the situation that the business is in. Nothing communicated to us, and it just created this sense of distrust.

When similar behaviours were observed by participants, they questioned the capabilities and character of the leader. When asked what comes to mind when he observed a leader not meeting his expectations, Participant *GY* said:

How are you a leader? What comes to mind is you should not be in this position.

While Participant *WX* said:

How did they get this role? What agenda are they trying to push?

These participants rejected their leader and their character. They even suggested that leaders should not be in leadership as they do not meet their ideal leader schema. Participant *VB* expressed similar sentiments when sharing his views on his leader's behaviour during the restructuring:

Due to her behaviour, we became demotivated because, instead of showing up and doing a job, as we know it, you're being moved around and shuffled around. It was very unprofessional of her, so it made all of us question why she was moved to our department in the first place.

When reflecting on his response to leader behaviour that does not meet his expectations, Participant *SM* said:

Fundamentally, a point of departure is a trust deficit. It becomes very difficult to trust that individual and, in as much as one would have liked to but at the

time, you probably don't have the energy, or even the thought process at the time to challenge some of these things because there could be consequences.

This response also indicates fear of consequences because of the leader's behaviour. Similar sentiments were shared by Participant *ZD*:

I've given you that respect. I trusted you. So now you are going against why I trusted and respected you. How do you work with someone that you don't trust and respect, that you don't feel validated, that you feel hurt by.

The lack of trust was extended to the organisation; hence, inferring that the leader represents the organisation, as Participant *GY* said:

I don't trust you because you don't have the clarity or give me the clear direction of where I need to go and why I need to go there. I automatically lose faith in the organisation, not just my leader.

Participant *HY* also expressed distrust towards the organisation when she said:

A lot of organisations have this thing of saying 'we are a family' but when we get to situations like these they suddenly say, 'our hands are tied now' and so where is the family?

In this case, distrust is also a result of leaders' behaviours not being consistent with what they say, because what leaders say also creates expectations.

5.3.2.2.2 Category: Reduced Well-being

Of the participants, 72% revealed that, when leader behaviours conflicted with their ideal leader schema, it impacted their well-being negatively. Participants revealed that undesirable behaviours resulted in their being anxious, fearful, uncertain, paranoid, etc. These sentiments were often internalised in terms of how it impacted participants. Lack of clarity from leaders seemed to be causing anxiety and paranoia among participants. When Participant *LP* was reflecting on the absence of clarity (desired behaviours), he said:

Clarity should be given because we end up with a lot of anxiety and uncertainty where the person is stuck throughout this change cycle in which they can't move to different stages as they are spending so much time being worried about what the future is going to look like.

Participant *WX* added that:

Paranoia is also in my mind now because I'm also thinking: Am I also going to be retrenched?

When reflecting on the leader's behaviour during organisational restructuring, Participant *QQ* said:

That created a lot of anxiety in the system.

Leader behaviours instilled fear among participants during the restructuring process. In response to the undesired leader's behaviours, Participant *NL* said:

The first two are fear and mistrust because this organisation was somewhere that I spent two years. I had fully immersed myself in the environment, the people, the systems, and the processes. It was beginning to grow on me. For things to suddenly change it just created this stigma of fear because we didn't know what was going to happen next. We didn't know if we were on the chopping block.

Instilled fear also made Participant *ZD* make decisions out of fear:

We don't know what it is, so let's just jump, and we'll see in the front where we land. That is the biggest issue with deciding out of fear.

Consistent with other participants, Participant *KG* described his organisational restructure as "chaotic":

I was feeling very unsafe. I did not know what exactly I would do next if the job that pays me goes away. I don't know what exactly I'll be doing. Fear was the biggest thing that was in my head at that point. I was afraid.

Participants associated uncertainty with restructures; however, data revealed that leader behaviours also contributed to this negative state of well-being. When reflecting upon how a leader left the organisation without any communication, Participant *YR* said:

I think from a national point of view, there was a lot of uncertainty because when she left, I never spoke to her after that. She was not fired, but she just left quite suddenly so there was a lot of uncertainty about our positions, about the future of the operations, and livelihood at the time.

From Participant *L*'s experience, when he did not have clarity on the future of his role, he started feeling uncertain:

You don't know if you are waiting for an axe to come to chop you. No one tells you that the axe is coming. In essence, it just makes you uncertain of your position, or your job, meaning your security and everything.

5.3.2.2.3 Category: Reduced Employee Engagement

Of the participants, 56% revealed that their level of engagement was reduced in response to leader behaviour not aligned with the participants' ideal leader schemas. This was evident in how they expressed their lack of participation, enthusiasm and misalignment with the leader or the organisation. When asked about their level of participation during the restructuring process, Participant *WX* said:

It's numbness. We just follow what we are being told. The feelings that you have about it can be dealt with in your personal capacity. You become very closed off and just learn to push through with the changes that are happening. I feel really disengaged and not as motivated as I think I would be under a very stable leadership environment.

When Participant *VB* reflected on his experience working with a destructive leader during a restructuring process, he said:

I was demotivated because I knew that, even if the opportunity came up, she was not going to recommend me for the promotion even though I was also doing her work. I found myself going as far as making any excuse not to go to work or take sick leave because the environment was non-conducive.

When asked what his response would be to a leader who conflicts with his ideal leader schema, Participant *NL* said:

I would definitely pull back on my part and have a change in attitude.

When reflecting on how undesired leader behaviours influenced the participant's response she said:

You feel let down. It is disengagement and you question your line manager and your company.

When asked the same question, Participant *CT* said:

I think the first thing that comes to my mind when that happens is a sense of almost, like, despondency.

When Participant *QQ* perceived her leader to be undesired as per their ideal schema, she withheld her participation:

I don't feel like you fought with the people as hard as you can. And therefore, why should I fight and support you in this process?

Reduced engagement was also made evident in how participants expressed their misalignment towards the leader, the organisation, or the restructuring process. When discussing the leader's lack of transparency during the restructuring process, Participant *SS* said:

I am not all for it (organisational restructuring process) because I don't know what I'm doing. You just sort of go with the flow.

Participant *WX* expressed the same misalignment during frequent restructures:

We never really know what we're working towards because we have a KPI that changes many times throughout the year.

5.3.2.2.4 Category: Followers Reciprocate Negative Leader Behaviour

Of the participants, 44% revealed that they reciprocate the leader's negative behaviours when their expectations are not met. These behaviours include being resistant to change, defiant and compromising the organisational change process. When Participant *GY* observed that leaders were protecting their interests, he mirrored the same behaviour:

The MD is my first example with HHO, where I saw the leadership protecting themselves. It influenced my behaviour as it made me realise that I also need to put myself first.

Similarly, Participant *NL* became selfish, but it was in response to leaders not meeting his ideal leader schema during restructuring:

Another big thing was I became very selfish with the knowledge that I had obtained in two years and why that was even more critical was because we had a high turnover, but there were a lot of pharmacists that came in and out.

When leader behaviour conflicted with Participant *QQ*'s ideal leader schema during organisational change, creating a harmful environment, she also became harmful:

The consulting house was a harmful negative environment and there's no trust, so unintentionally I was advocating for people to leave, even if it didn't necessarily make sense to themselves.

These findings indicate saboteur behaviours from participants in response to leader behaviours conflicting with their ideal leader schemas. Participant *CT* indicated that he expects leaders to be inclusive during organisational change; therefore, when there is an absence of inclusivity, he challenges the leader and resists the change:

I want to push back on this change because I wasn't involved in this change. You didn't bring me along on this journey. You decided, as the captain of the shop, that we're going to go in this way. But you didn't give me a platform to voice my opinion.

5.3.2.2.5 Category: Turnover Intention

Of the participants, 50% revealed that, when leader behaviour was not aligned with their ideal leader schema, they either left the organisation or had the desire to leave the organisation. When Participant *QQ* shared her experience of leader behaviours, she said it was a very "dark" experience owing to the dishonesty and deception displayed by leaders; hence, she said:

I'm going to go.

Participant *GY*, who felt that he was betrayed by his leaders during organisational change, said:

Six to seven months later I left the organisation.

Consistent with the findings that participants mirror leader behaviours during organisational restructuring, when Participant *ZD* perceived leaders as acting out of fear, she responded in the same way and left the organisation:

I was also deciding out of fear. I had lost confidence in my team. I had lost confidence in my company. I had also voiced a few suggestions, which I don't think were taken into consideration, so I also felt like I lost my voice. I just felt like I'd lost complete control over the situation. It wasn't a nice feeling at all. In turn, I then had to abandon the ship before I went down with it.

The intention to leave the organisation is strengthened by leaders who do not instil confidence or trust in participants. When Participant *TF* was reflecting on how she responded to leaders in conflict with her ideal schema, she said:

I left that organisation not long after the restructure, even though I personally wasn't impacted.

This was a profound finding as it highlights the importance participants attach to their ideal leader schemas.

5.3.2.3 Summary of Research Question Two Findings

From the first theme highlighted under research question two, participants responded with pro-change behaviours when leader behaviours aligned with their ideal leadership schema. These behaviours included organisational development, motivation, organisational loyalty, extra role, development of perceptions and improved well-being. Participants expressed support and trust for the leader and the organisational restructuring process. They also mirrored positive leader behaviours, indicating that leader behaviour influences followers' behaviour.

On the other hand, when leader behaviours conflicted with participants' ideal leader schemas, anti-change behaviours were observed. These included reduced well-being, reduced engagement, turnover intention, resistance, and mirroring negative leader behaviours. Participants expressed a sense of distrust towards leaders and the organisation, questioning their capabilities and character. Negative leader behaviours also impacted participants' well-being negatively, causing anxiety, fear, and uncertainty.

5.3.3 Research Question Three Findings: Change-management Practices

Research question three: *How can change practitioners and leaders facilitate the organisational restructuring process?*

This question aims to reveal the participants' ideal leader schema of the leader's behaviours concerning the facilitation of the change-management process. It clarifies which change-management practices are desired or appreciated that could result in participants' pro-change behaviours during organisational restructures.

The data extracted from participants revealed what change-management practices by leaders elicit or encourage participants' pro-change and anti-change behaviours. The data revealed

that the characteristics composing participants' ideal leader schema were also expected in how the change was administered. When participants wanted leaders to be transparent, they expected the change process also to be transparent; therefore, resulting in pro-change behaviours. These findings were therefore answered by two themes: 'Ideal change-management practices' and 'Undesired change-management practices' These themes and their composite practices are captured in Table 6.

Table 5: Research Question Three Themes

Research Questions	Categories	Theme
RQ3: How can change practitioners and leaders facilitate the organisational restructuring process?	Clear implementation strategy	Ideal change-management practices
	The rationale for organisational restructure	
	Invite follower participation	
	[Redacted]	
	Lack of leadership competency	Undesired change-management practices
	Lack of communication	

5.3.3.1 Ideal Change-management Practices

This theme revealed that participants wanted to understand how the restructuring process would be administered, the rationale and the intended goal of the restructuring, which was consistent with their expectation of leader clarity and transparency. They wanted to understand the organisational resource impact and, finally, they wanted to participate in decision-making during the process.

5.3.3.1.1 Category: Clear Implementation Strategy

Of the participants, 56% highlighted their interest in understanding how the restructuring process would be administered with how it impacts organisational resources, such as people,

budgets, and systems. In stressing the importance of how resources would be managed, Participant *WX* said:

In terms of strategy, they must also think about resource allocation. They must make sure that, with whatever change, there is enough talent, resource allocation, budget, adequate technologies, and systems to support that restructure effectively.

Participants' expectation of how the organisational restructuring process should be facilitated was a result of their ideal leader schema. When Participant *UA* was reflecting on which leader behaviours he expects, she said:

It's not just communicating about the restructure or the process, but it is communicating what the process will entail, and what is the vision for people going through the restructure.

Some participants offered suggestions to leaders based on what they perceive to be most effective during organisational restructures. To this effect, Participant *NL* said:

The first thing I think is to look at what's worked and try and run with that. Don't fix what's not broken.

Participant *ZD* suggested that the restructuring process should be tested before being expanded to the rest of the organisation:

I would say, just do a pilot project where you find out from all your employees.

The integrity of the change process was also highlighted, as Participant *VB* said:

I think during an organisational restructuring, leaders should restructure based on merits and not just because you just want to move people around.

The data indicated that participants expect leaders to facilitate the process secondary to how they behave during the organisational restructuring process.

5.3.3.1.2 Category: The Rationale for Organisational Restructure

Of the participants, 50% revealed that the rationale for organisational restructuring should be shared by leaders. This is consistent with transparency and clarity expectations of leaders. Participant *SM* expressed the need for leaders to set the narrative and the context as they facilitate the restructuring process:

The leader takes us on the journey, and he creates a very compelling narrative around why we're going through this and follows that up with updates. It becomes very easy to onboard and when you are easily onboarded, it becomes even easier to be the voice of reason as well.

When describing his ideal restructuring process, Participant BA highlighted that he wanted leaders to clarify what the reason was for this:

They create a transparent criterion as to why we're going to restructure based on the company performance now.

The same sentiments were shared in appreciation of Participant *TF's* leaders who met her expectations in how they facilitated:

I was lucky in the leaders that I had in my direct manager and their manager concerning the way that they handled this restructure. The CHRO level was always very clear about why we are doing what we're doing.

Participants also expressed that understanding the rationale behind the organisational restructuring also clarifies the organisational change impact. When expressing what rationale means to him, Participant SS said:

Is it going to bring efficiencies, continuous improvement? Are we going to land things faster in the market?

Participant ZD expressed similar sentiments but highlighted that the rationale minimises confusion:

I think you need to communicate why we are at this point because a lot of companies are restructuring for the sake of restructuring and all the subordinates will be curious.

5.3.3.1.3 Category: Invite Follower Participation

Of the participants, 44% expressed a desire to participate in decision-making during the restructuring process. When evaluating the data, the desire to collaborate with leaders stemmed from the participants' ideal leader schema of inclusive behaviours discussed under the 'participant ideal leader schema' theme. The data also revealed that participants do not want to feel abandoned and want to have a form of control during the restructuring process.

When Participant *CT* perceived that the organisational restructuring process was exclusionary, he said:

He (the leader) should have included other voices during this change, like how do we manage this change?

According to Participant *UA*, participation in decision-making during the organisational restructuring process provides the opportunity for leaders also to feel what participants are feeling:

I need to feel part of those decisions. I think it's important for employees to be included and involved in decision-making processes and to know what is happening. If there is any uncertainty, the leaders must be as uncertain as the employees.

In agreement with Participant *UA*, Participant *CX* said:

We should be allowed to have a voice as well. I think that would help me as well and it really gives structure and guidance to the process. One of the things they could do, if they don't want to do it themselves because we know leaders are busy and they have a million things to do, is have a committee who does it on behalf of employees and they [are] the bridge between employees and managers.

The data revealed that a restructuring process which enabled participants to share their opinions or concerns during the restructuring process can elicit positive emotions. When Participant *HY* was asked to share reasons behind the need to participate during this process, she said it created psychological safety and a sense of belonging:

I need to feel like I belong and because you tell yourself you got the job for a reason, they picked you for a reason which is all well and good, but if you don't feel like you belong then it takes away the joy of coming to work. What do I do if I'm [not] feeling like I'm not included in the decision-making for things that will ultimately affect me as well? Then I do not feel like I belong here. Why am I here? Why am I part of this organisation if my views are not being listened to?

Participant *HY* illustrated how she internalised the absence of participation which elicits negative responses.

When discussing her suggestion of how leaders can pilot a restructuring process at a reduced scale, Participant *TF* indicated that participation in the restructuring process can also result in innovation, which could benefit the outcome of change:

Is there anybody who would like to first sharpen their skills in this department?
Is there anybody who would like to gain some experience in this department?
Is there anybody that has any solutions? Is there anybody now in the present time who would like to contribute towards this project at their level of theory and application?

5.3.3.2 *Undesired Change-management Practices*

This theme revealed participants' negative leader schema when facilitating organisational restructuring. These included being surprised by uncommunicated changes; hence, the restructuring process lacking transparency and clarity, and last, illogical implementation.

5.3.3.2.1 Category: Lack of Leadership Competency

Of the participants, 44% identified that perceived incompetent facilitation of the restructuring process by the leader elicits anti-change behaviours. The data revealed that, when participants perceive leaders facilitating the restructuring process to be incompetent, it fosters negative responses and reduces the integrity of the process. Participant *LP* expressed these sentiments:

I think a lot of the time, if there's not a logic, there's no choosing who's going.
Not based on the need for the position, not based on the criticality to the business, not based on the performance of the person.

Factors influencing choices of what changes will be made were also highlighted by two participants, one of whom, Participant *TF*, said:

There's no explanation as to what criteria are being used because even if you just use standard, according to labour law criteria, I'm going to understand what's going on.

Data revealed that, when the organisational restructuring is not aligned with the strategy, it also reduces the integrity of the process. This was expressed by Participant *NL*, reflecting on how his leaders facilitated the organisational restructuring process:

To me, that doesn't make sense. So, it was me questioning the organisation's strategy. Even something like the production. It felt like the company was focused on short-term wins or short-term gains. It was just a lack of organisational strategy. It didn't feel like there was enough thought put into it.

5.3.2.2.1 Category: Lack of Communication

Of the participants, 22% highlighted that, when the restructuring process lacked communication, it was perceived negatively by participants which elicited the anti-change behaviours and sentiments described in the 'schema conflict: anti-change behaviours' theme. When Participant *WX* was reflecting on his negative restructuring experience, he shared:

The restructures that I've experienced have been lacking clear communication, mainly focusing on the vision and purpose of the restructure, as well as the transparency.

When Participant *HY* observed changes that she was not made aware of during the restructuring process, she stated:

It would have been better for us to be sensitised to the fact that all these things are coming, and it just felt like everything was just laid on us all at once and we just had to deal with it.

The data revealed that, when leaders facilitate organisational restructure with a lack of communication, participants responded with anti-change behaviours.

5.3.3.3 Summary of Research Question Three Findings

The two themes which provided a balanced perspective revealed that participants expressed a desire for clarity, transparency, and understanding during the organisational restructuring process. They wanted leaders to communicate the rationale and goals of the restructuring clearly, as well as the impact on organisational resources. They also wanted to be included in decision-making and to have a voice during the process to share concerns and to collaborate. When organisational restructuring was facilitated in this manner, they expressed the likelihood of support. Participants believed that illogical implementation and a lack of communication during the restructuring process led to negative responses and anti-change behaviours.

5.4 Findings Conclusion

The presentation of these findings was guided by the research questions, which were answered with five themes that emerged from conducting semi-structured interviews with 18 participants in varied professions and organisations. In line with the interpretative phenomenological analysis methodology, Table 4 presented a summary of the researcher's notes that were made for each question in the research instrument. These notes guided the coding process which produced the five themes presented in Table 8. Table 8 summarises the five themes overall and their categories. From themes in Table 8, the findings have been clarified:

1. Leader behaviours such as transparency, providing clarity, communicating openly, being empathetic, inclusive, and altruistic make up participants' ideal leader schemas for organisational restructures.
2. Participants demonstrated pro-change behaviours such as organisational commitment, increased employee engagement, trust in the leaders, took additional roles, and reciprocated positive leader behaviours when leader behaviours aligned with their ideal leader schemas within the context of organisational restructures.
3. Participants demonstrated anti-change behaviours such as distrust in the leader, reduced well-being, reduced employee engagement, reciprocated negative leader behaviours, and turnover intentions when leader behaviours did not align with their ideal schemas within the context of organisational restructure.
4. Organisational change practices such as clarity on restructure implementation, rationale of restructure, and inviting follower participation elicit pro-change behaviour among participants and reasons therefor.
5. Organisational change practices such as demonstration of incompetent leadership and lack of communication elicit anti-change behaviours among participants.

Table 6: Summary of Research Questions and Themes

Research Questions	Categories	Theme
RQ1: What are the followers' ideal leader schema during organisational restructures?	Leader is transparent	Followers' schema of ideal leader
	Leader is clear	
	Leader communicates openly	

Research Questions	Categories	Theme	
	Leader is empathetic		
	Leader is inclusive		
	Leader is altruistic		
RQ2: How do followers' perceptions of ideal leader behaviour, during organisational restructures, influence follower behaviour?	Follower behaviour demonstrates commitment to the organisation	Followers' behaviours influenced by the leader's behaviour adherence to the ideal leader schema	
	Follower behaviour shows increased employee engagement		
	Followers demonstrate trust in leader		
	Follower takes on additional responsibilities		
	Followers reciprocate positive leader behaviours		
		Distrust	Followers' behaviours influenced by the leader's behaviour conflicting with the ideal leader schema
		Reduced well-being	
		Reduced employee engagement	
		Followers reciprocate negative leader behaviour	
	Turnover intention		
	Clear implementation strategy		

Research Questions	Categories	Theme
RQ3: How can change practitioners and leaders facilitate the organisational restructuring process?	The rationale for organisational restructuring	Ideal change-management practices
	Invite follower participation	
	Lack of leadership competency	Undesired change-management practices
	Lack of communication	

Chapter 6: Discussion of Findings

6.1 Introduction

Building upon the empirical data presented in Chapter Five and the theoretical framework presented in Chapter Two, this chapter examines critically the implications of the findings and explores the broader significance of this study. The research findings are presented as per the research questions to understand how followers' expectations of leader behaviours influence follower response during organisational restructuring.

In this chapter, the exploration of research questions will adopt a thematic approach. It will discuss followers' ideal leader schema from research question one, followed by the examination of follower schema congruence behaviours and follower schema conflict behaviours from research question two. In addition, ideal change-management practices, and undesired change-management practices from research question three will be deliberated. These themes will be analysed within the framework of existing literature to offer valuable insights into the interplay between followers' expectations of leader behaviours and their influence on organisational change outcomes.

6.2 Discussion of Findings for Research Question One

Research question one: *What are followers' ideal leader schema during organisational restructures?*

The research findings revealed that during organisational restructures, participants experienced different leadership behaviours which varied their response to that change (Mansaray, 2019). The experiences conveyed by the participants revealed which leader behaviours are perceived as ideal and effective during organisational restructures; hence, providing the missing follower perspective requested by Uhl-Bien et al. (2014). These insights revealed the construct of the ideal implicit leadership theory formed by followers who revealed the leader behaviours they expect during organisational restructures (Da'as et al., 2021; de Lange et al., 2018; Shondrick et al., 2010; Walker et al., 2020). Consequently, followers' ideal schema emerged as a theme that describes the leader behaviours that were perceived as ideal and effective during organisational restructures. Moreover, the findings show that participants leverage this ideal leadership schema, often referred to as the implicit leadership prototype, to classify the leader (Caulfield & Senger, 2017; Da'as et al., 2021; Walker et al., 2020).

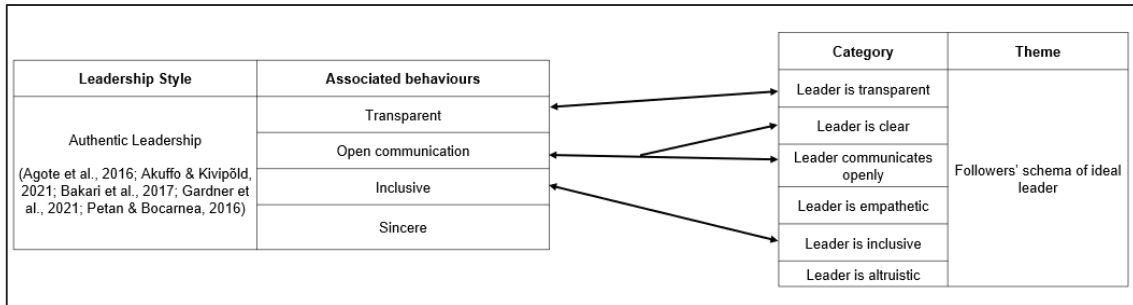
6.2.1 Followers' Schema of Ideal Leader

The followers' ideal leader schema theme which emerged under research question one, unveiled the implicit leadership schema that followers utilised to distinguish between leaders and non-leaders. This revelation sheds light on the behaviours expected from leaders during organisational restructures (Da'as et al., 2021; de Lange et al., 2018). Notably, the findings indicated that followers expect leaders to be transparent, to provide clarity, to communicate openly and responsively, to be empathetic, to be inclusive, and to serve the needs of others. When analysing participants' data and literature, the identified leader behaviours are consistent with authentic and servant-leadership behaviours. Followers perceived these leader behaviours as being most effective during organisational restructures. These leadership behaviours contradict various scholars who suggested that transformational and transactional leadership behaviours are the most effective during organisational change (Caulfield & Senger, 2017; Faupel & Süß, 2019; Holten & Brenner, 2015; Khorakian & Sharifirad, 2019; Mansaray, 2019). When describing ideal leader behaviours which form followers' ideal leader schema, followers did not express transformational or transactional leadership behaviours explicitly. These findings support the notion that leaders need to evolve from transformational leadership behaviours to humane leadership behaviours, as stated by Asbari (2020). The findings revealed that these expected leader behaviours build trust, which Asbari (2020) argues, is required in a world full of change.

6.2.1.1 Authentic Leadership Behaviour

In Figure 4, a comparison is made between the ideal leader schema derived from the study's findings and authentic leadership behaviours outlined by current literature in Table 1. This analysis reveals that followers' ideal leader schema aligns closely with the behaviours associated with authentic leadership. Specifically, behaviours such as relational transparency, open communication, the ability to provide clarity, and inclusivity, as mentioned by participants, mirror the traits associated with authentic leadership, as defined by various authors (Agote et al., 2016; Bakari et al., 2017). The findings revealed that participants' expectations of leader behaviours stemmed from the association of organisational restructures with feelings of anxiety, panic, and stress. This association created a need for leadership behaviours that improve the well-being of followers. Participants' expectation of authentic behaviours during this time is justified, as Agote et al. (2016), and Bakari et al. (2017), respectively posit that authentic and servant-leadership behaviours can improve follower well-being.

Figure 4: Comparison of Study Findings to Previous Literature: Followers' Leader Schema and Authentic Leadership Associated Behaviours (Author's own)



6.2.1.1.1 Leader is Transparent

The research findings revealed transparency as the foremost sought-after behaviour in leaders within followers' ideal leader schema. This analysis supports the view that transparency is crucial to authentic leadership (Agote et al., 2016). Transparent leader behaviours were identified to fulfil participants' needs to have access to information; hence, reducing anxiety and panic during organisational restructures (Agote et al., 2016; Bakari et al., 2017). The research findings revealed that leaders are transparent during organisational restructures, which fosters an environment of trust (Jiang & Shen, 2023; Rego et al., 2022).

6.2.1.1. 2 Leader is Clear

The research findings revealed that the ability of the leader to provide clarity is sought-after within followers' ideal schema. Participants want clarity on how the restructuring impacts them and the vision of the restructuring. In line with the significance of leader transparency, participants expressed a desire for clarity to understand the information given to them and to improve their well-being (Agote et al., 2016; Bakari et al., 2017). Clarity on the vision and impact of the organisational restructure also improves the organisation's readiness to change as it promotes support from followers (Laukka et al., 2021; Wang et al., 2022).

6.2.1.1.3 Leader Communicates Openly

One of the components within the followers' ideal schema that was identified by participants was the leader's ability to communicate openly. Participants expressed this as they believed that open communication reduces anxiety and fears during organisational restructuring. These findings are supported by Bäckström et al. (2016), and Shulga (2021), who stated that when leaders communicate during organisational change it improves well-being; hence, reducing resistance to change.

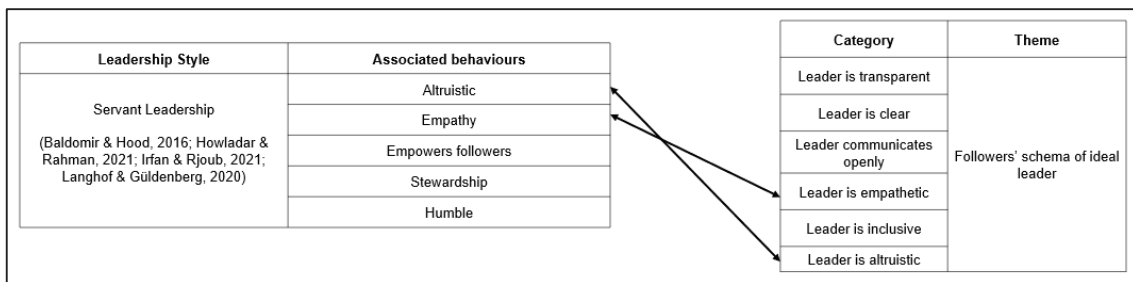
6.2.1.1.4 Leader is Inclusive

The last identified authentic leadership behavioural trait that is part of the followers' ideal leader schema is inclusivity. Participants desired leaders to be inclusive during organisational restructures to enable them to collaborate, innovate and share their concerns with leaders. Inclusivity is consistent with authentic leadership behaviours, since Agote et al. (2016), and Bakari et al. (2017), stated that authentic leaders invite followers' feedback, which promotes organisational change success.

6.2.1.2 Servant Leadership Behaviour

Figure 4 is a comparison between the ideal leader schema derived from the study's findings and servant-leadership behaviours described by current literature in Table 1. Data analysis reveals that followers' ideal schema aligns with behaviours associated with servant leadership. Participants identified these behaviours as the leader being empathetic and altruistic, which is associated with servant leadership (Baldomir & Hood, 2016; Langhof & Güldenber, 2020).

Figure 5: Comparison of Study Findings to Previous Literature: Followers' Ideal Leader Schema and Servant-leadership Associated Behaviours (Author's own)



6.2.1.2.1 Leader is Empathetic

Within the domain of servant-leadership behaviours, the research findings revealed that participants identified leader empathy as part of their ideal leader schema. Owing to the anxiety and stress participants associated with organisational restructuring; they revealed that an empathetic leader is necessary to provide emotional support. The emotional healing element of servant leadership fulfils this purpose as it can manage emotional distress experienced by followers during organisational change (Baldomir & Hood, 2016; Langhof & Güldenber, 2020).

6.2.1.2.2 Leader is Altruistic

The research revealed that, since participants were anxious about their job security amid organisational restructuring, it prompted followers to seek empathetic leaders who prioritise their interests, thus embodying altruism, akin to servant-leadership behaviours (Baldomir & Hood, 2016). The findings revealed that serving followers' interests was more than ensuring job security during organisational restructuring; it also included providing developmental support such as skills development for new roles either within or outside the organisation, which aligns with servant-leadership behaviours (Baldomir & Hood, 2016; Langhof & Guldenberg, 2020).

6.2.2 Conclusion: Followers' Schema of Ideal Leader

The findings unveiled followers' implicit leadership prototype (ideal leader schema), emphasising the importance of demonstrating transparency, clarity, open communication, empathy, inclusivity, and altruism. These behaviours align with authentic and servant-leadership behaviours (Agote et al., 2016; Bakari et al., 2017; Langhof & Guldenberg, 2020). According to participants, these behaviours were most effective during organisational restructures, conflicting with previous studies which concluded that transformational and transactional leadership are most effective during the same context (Caulfield & Senger, 2017; Faupel & Süß, 2019; Holten & Brenner, 2015; Khorakian & Sharifirad, 2019; Mansaray, 2019). Participants associated organisational restructures with feelings of anxiety, panic, and stress which can be counteracted by leaders emulating authentic and servant-leadership behaviours which also build trust (Agote et al., 2016; Bakari et al., 2017; Langhof & Guldenberg, 2020).

Participant data indicates that when leaders emulate authentic and servant-leadership behaviours that form part of their ideal leader schema, it builds trust (Agote et al., 2016; Bakari et al., 2017; Langhof & Guldenberg, 2020). This trust is created owing to the ethical behaviour associated with authentic and servant leaders, since morals are important to these leadership behaviours. For authentic leadership, these morals are internalised as they are formed and validated by the leader (Agote et al., 2016). For servant leadership, this moral behaviour needs to be perceived and validated by followers (Langhof & Guldenberg, 2020). These internalised and externally perceived morals enable the leader's behaviour to be ethically sincere as they serve followers' interests during the facilitation of organisational change (Baldomir & Hood, 2016; Gardner et al., 2021). These insights offer leadership development opportunities which will align with followers' expectations.

6.3 Discussion of Findings for Research Question Two

Research question two: *How do followers' perceptions of ideal leader behaviour, during organisational restructures, influence follower behaviour?*

The research findings revealed that participants' perceptions of leader behaviour during organisational restructuring influenced their behaviours, attitudes, and responses to change. These perceptions were formed through participants comparing leader behaviour with their leadership schemas. These findings confirm that the understanding of implicit leadership theory can be used to develop leadership behaviours and to predict how followers respond to change (Da'as et al., 2021; Sy, 2010; Yang et al., 2020). The research findings affirmed that congruence between followers' ideal leadership schema and observed leadership behaviour fosters pro-change behaviours. This was an indication that followers accepted the leader; thus, establishing a good foundation for change through high-quality relationships (Caulfield & Senger, 2017; Khorakian & Sharifirad, 2019; Sharifirad & Hajhoseiny, 2018). These pro-change behaviours led to the emergence of the theme of follower schema congruence behaviours. This theme offered insights into how followers behave following a positive assessment of leader behaviours with respect to their leadership schemas.

From the number of organisational change phenomena described by participants, only 29% were perceived positively which aligns with the depositions of Mansaray (2019), and Mekonnen and Bayissa (2023) that between 50% and 70% of change initiatives fail. Research findings suggest that most of the time, participants experienced leadership behaviours that conflicted with their ideal leader schema. When this occurred, participants responded with anti-change behaviours which are captured in the follower schema conflict behaviour theme.

The themes provide a balanced perception of how followers' perceptions of leader behaviours influence follower responses during an organisational restructure. Figure 6 depicts that when there is congruence between followers' ideal schema and observed leader behaviour, followers' behaviour are pro-change. Conversely, Figure 7 illustrates that when there is a conflict between followers' ideal leader schema and observed leader behaviours, the resulting perceptions prompt followers' anti-change behaviours. These findings clarify the consequences of leader behaviours during organisational restructures which organisations can leverage to influence and predict followers' response to change positively.

Figure 6: Follower Schema Congruence Associated Behaviours (Author's own)

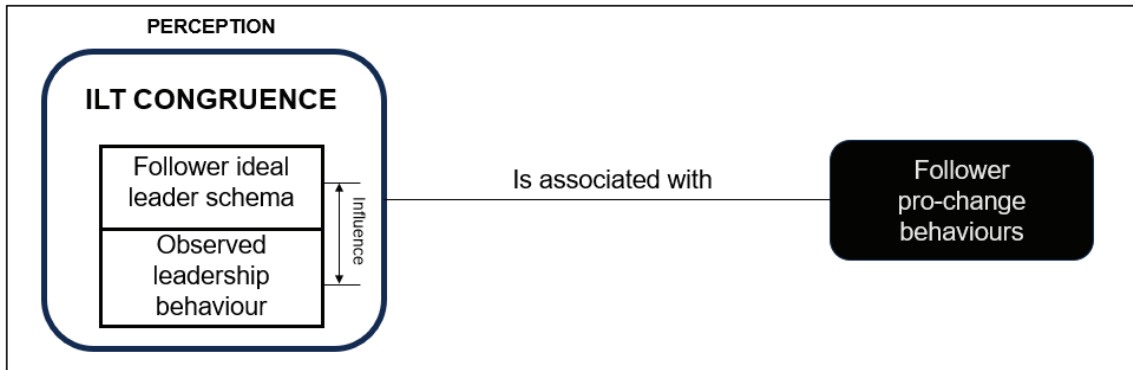
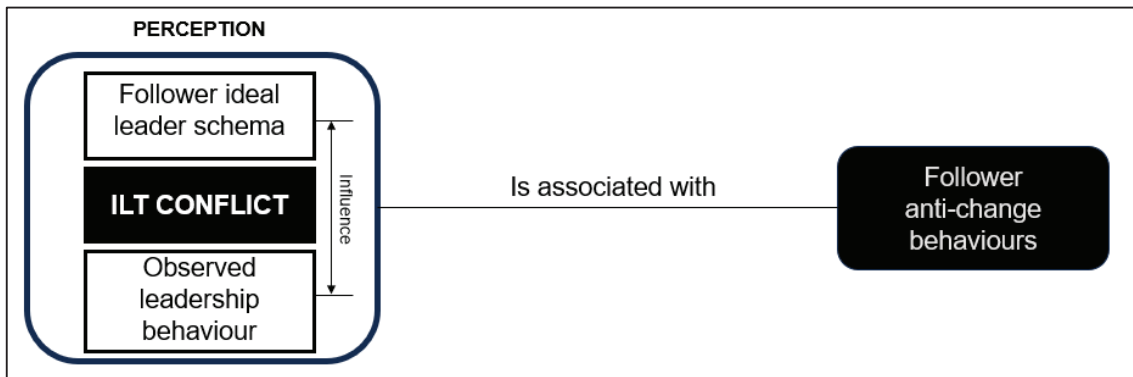


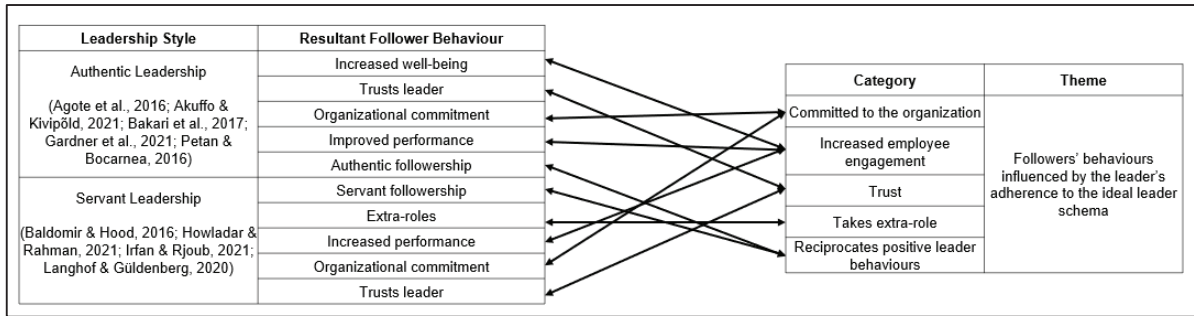
Figure 7: Follower Schema Conflict Associated Behaviours (Author's own)



6.3.1 Followers' Behaviours Influenced by the Leader's Behaviour Adherence to the Ideal Leader Schema

As followers' ideal leader schema was revealed, this theme reveals how their positive perceptions influenced their response to organisational restructures when there was congruence between their ideal leader schema and observed leadership behaviour. According to research findings, followers' positive perceptions elicited responses which supported organisational restructures, such as organisational commitment, increased engagement, trust, taking of extra roles, and reciprocating positive leader behaviours. The findings reveal that the participants' response to organisational restructures was as a result of perceiving authentic and servant leadership, as discussed above. This is exemplified by Figure 8, which compares the expected follower behaviour from previous literature on authentic and servant leadership with the study findings.

Figure 8: Comparison of Study Findings to Previous Literature: Follower Schema Congruence Behaviours vs Authentic and Servant Leadership Resultant Follower Behaviour (Authors own)



6.3.1.1 Follower Behaviour Demonstrates Commitment to the Organisation

The research findings revealed that, when participants perceive their ideal leader schema in leader's behaviours during organisational restructuring, it promotes organisational commitment (Bakari et al., 2017; Panaccio et al., 2015). This organisational commitment was also attributed to participants' organisational citizenship behaviour, which correlates to their aptitude for accepting and supporting change (Howladar & Rahman, 2021; Irfan & Rjoub, 2021). These findings present an opportunity for organisations to leverage appropriate leader behaviours to promote organisational commitment during organisational change, which can have positive effects on long-term goals.

6.3.1.2 Follower Behaviour Shows Increased Employee Engagement

The research findings revealed that, when participants perceived their ideal leader schema in leader's behaviours, their engagement was enhanced. This finding aligns with previous studies which have concluded that authentic and servant-leadership behaviours influence employee or follower engagement positively (Canavesi & Minelli, 2022; Shulga, 2021). Increased employee engagement was also observed through participants' increased willingness to contribute to the organisational restructuring because of enhanced role performance and well-being (Akuffo & Kivipõld, 2021; Baldomir & Hood, 2016; Langhof & Guldenberg, 2020; Otero-Neira et al., 2016). These findings indicate that authentic and servant leadership can be used to keep or enhance followers' engagement during organisational restructuring, which might reduce the turnover that was observed with destructive leadership behaviours.

6.3.1.3 Followers Demonstrate Trust in Leader

The research findings revealed that trust is fostered when participants perceive their ideal leader schema in the leader's authentic and servant-leadership behaviour (Agote et al., 2016; Bakari et al., 2017; Panaccio et al., 2015). Participants' data suggested that trust facilitates other responses, such as emotional responses and organisational outcomes which is consistent with studies conducted by Agote et al. (2016), Langhof and Guldenberg (2020), Panaccio et al. (2015) and Saleem et al. (2020). This finding therefore brings into question the role of trust in followers' response to organisational change as a function of their perception of leader behaviours. The findings seem to imply that the resultant level trust due to followers' perception of leader behaviours influence the level of responsiveness to organisational change hence needs to be investigated further.

6.3.1.4 Follower Takes on Additional Responsibilities

Research findings revealed when followers perceived leader behaviours as aligning with their ideal schema, they took on extra roles to assist the leader in advocating for change (Baldomir & Hood, 2016). This finding indicates that observed servant-leadership behaviours prompted participants eventually to serve the organisation and the leader; hence, becoming change agents and reducing the likelihood of experiencing change resistance (Baldomir & Hood, 2016).

6.3.1.5 Follower Reciprocates Positive Leader Behaviour

The research findings reveal a reciprocal influence between followers and leaders during organisational restructuring. When leaders emulated inclusivity towards followers during restructuring, it created an opportunity for the followers to influence the leader. The effectiveness of this influence was particularly pronounced when the leader exhibited servant-leadership qualities, since servant leaders prioritise and act on their followers' needs (Baldomir & Hood, 2016). Literature reveals that various styles of leadership can elicit similar follower pro-change responses; however, what is special about authentic and servant leadership is that it aligns followership style with the leadership approach. These findings are consistent with those of Petan and Bocarnea (2016), who postulate that authentic leadership behaviours result in authentic followership. Similarly, Kauppila et al. (2022), and Langhof and Guldenberg (2020) state that servant-leadership behaviours develop servant followership. These findings indicate that the development of followership to align with the leadership approach is strengthened when the ideal schema of followers aligns with the leadership approach behaviours. This finding presents an opportunity for further exploration.

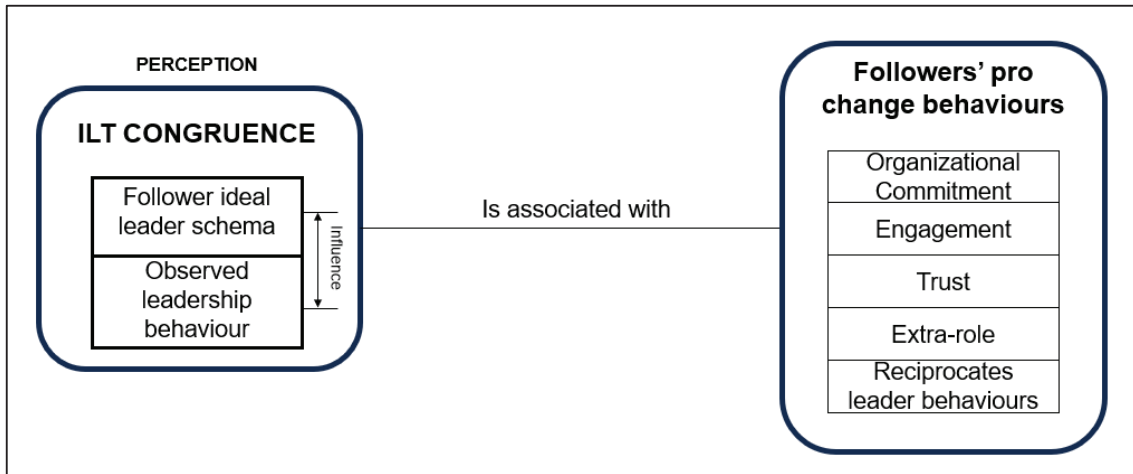
Although various styles of leadership can elicit similar pro-change responses, authentic and servant-leadership behaviours align followership behaviours with the leadership approach (Kauppila et al., 2022; Langhof & Güldenbergh, 2020; Petan & Bocarnea, 2016). Data analysis also revealed that when there is congruence between followers' ideal leader schema and observed leadership behaviours, the development of followership to align with the leadership approach is strengthened. The development of followership through leader behaviour confirmed that followers' leadership schemas are dynamic and can be influenced through leader-member exchanges (Khorakian & Sharifirad, 2019; Uhl-Bien et al., 2014; Walk, 2023; Yang et al., 2020). These insights present organisations with an opportunity to shape followership behaviour with the intended leadership approach during organisational restructuring. The development of followership can be aligned to meet the organisation's long-term goals; however, the development of desired leadership behaviours is crucial to this objective.

6.3.2 Conclusion: Followers' Behaviours Influenced by the Leader Adherence to the Ideal Leader Schema

The ideal leader schema of participants influenced their perceptions and responses to change when they aligned with observed leadership behaviours during organisational restructuring. Responses that supported organisational restructuring included organisational commitment, increased engagement, trust, followers taking on extra roles, and reciprocating positive leader behaviours. Authentic and servant-leadership behaviours fostered organisational commitment, engagement, and trust among participants (Agote et al., 2016; Howladar & Rahman, 2021; Panaccio et al., 2015). Authentic and servant-leadership behaviours were found to align followership with the leadership approach indicating that follower schemas are not stagnant (Khorakian & Sharifirad, 2019; Uhl-Bien et al., 2014; Walk, 2023; Yang et al., 2020). Followers were able to influence leader behaviours through participation; hence, revealing a reciprocal influence between followers and leaders (Agote et al., 2016).

The conceptual model presented in Figure 1 is therefore validated by the research findings. Figure 9 illustrates that when there is congruence between followers' ideal leader schema and the observed leadership behaviours, i.e., implicit leadership theory (ILT) congruence. Followers generate a perception which prompts pro-change behaviours, such as organisational commitment, increased engagement, trust, extra role, and mirroring of leadership approach behaviours. Figure 9 also illustrates the reciprocal influence between followers and leaders in that leaders can develop follower schemas, and leader behaviours can be influenced by the contents of those schemas.

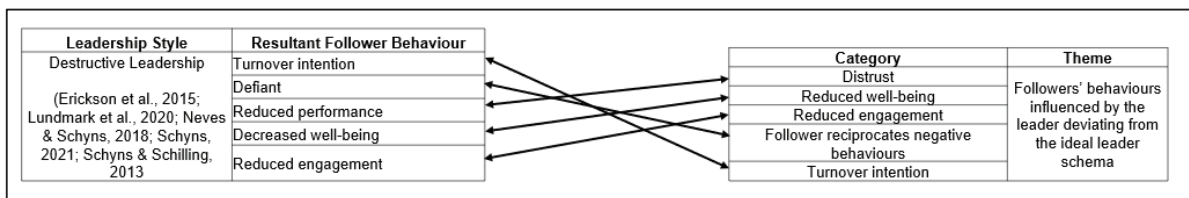
Figure 9: Implicit Leadership Theory (ILT) Congruence and Follower Responses (Author's own)



6.3.3 Followers' Behaviours Influenced by the Leader Deviating from the Ideal Leader Schema

This theme reveals how participants' perceptions influenced how they responded to change when there was a conflict between their ideal leader schema and observed leadership behaviour during organisational restructuring. When these occurred, the research findings revealed these anti-change responses as distrusting the leader, reduced well-being, reduced engagement, reciprocating negative leader behaviours, and turnover intention. The findings reveal that participants' anti-change response to change was as a result of observing destructive leadership behaviours. This is revealed in Figure 10, which compares the expected follower behaviour from previous literature on destructive leadership and the findings of the study.

Figure 10: Comparison of Study Findings to Previous Literature: Follower Schema Conflict Behaviours vs Destructive Leadership Resultant Follower Behaviours (Author's own)



The research findings reveal that participants found leaders to be exploitative, exclusionary, making decisions without information, and playing favourites. These were common destructive leadership behaviours that they observed (Erickson et al., 2015; Mackey et al., 2021). This is further supported by the finding that 71% of organisational restructuring experienced by participants were perceived as negative encounters as a result of observing destructive

leadership behaviours. The findings suggested that destructive leadership behaviours have the opposite effect on followers' responses as they foster reduced organisational commitment which leads to distrust of leaders, reduced well-being, reduced engagement, and turnover intention (Erickson et al., 2015; Mackey et al., 2021; Schyns & Schilling, 2013; Wu et al., 2018). This clarifies why participants perceived their organisational restructuring negatively and could be one of the reasons that 50%–70% of change initiatives fail, as posited by Mansaray (2019) and Mekonnen and Bayissa (2023). The research findings provide insights into the participants' anti-change behaviours, which contributed to the unsuccessful outcomes of change initiatives.

6.3.3.1 Distrust

When participants perceived destructive leadership behaviours which conflicted with their ideal leader schema, the most common response was distrust. Schyns (2021) posits that this distrust, characterised by suspicion, is influenced by implicit leadership theory. This suggests that the level of distrust will be influenced by followers' evaluation of the leader in comparison to their ideal leader schema. This was supported by participant data, which revealed that the participants' emotional responses to destructive leadership were varied, attributed to affectivity (Schyns & Schilling, 2013).

6.3.3.2 Reduced Well-being

When there was a conflict between followers' ideal schema and observed leader behaviours, participants' well-being was reduced as they perceived destructive behaviours. Participants' data revealed that they were less motivated, more stressed, anxious, and fearful during organisational restructuring (Schyns & Schilling, 2013). Followers' task performance was also influenced by participants being in that mental state (Mackey et al., 2021). These findings reveal that such behaviours do not gain support for organisational restructuring, which may hinder organisational outcomes and performance.

6.3.3.3 Reduced Employee Engagement

When participants perceived destructive leadership behaviours which conflicted with their ideal leader schema, they started to withdraw from the organisation; hence, reducing their engagement. Reduced engagement was also a consequence of participants being less motivated, more stressed, anxious, and fearful. Such effects of destructive leadership behaviours are supported by Fonseca et al. (2022), who posits that destructive leadership reduces employee engagement.

6.3.3.4 Follower Reciprocates Negative Leader Behaviour

The research findings revealed that, even when there is no alignment between observed leader behaviours and follower schemas, follower behaviour can align with the conflicting leadership approach. The findings revealed that, when participants perceived leadership behaviour to be destructive, they responded similarly. This destructive followership manifested through participants being resistant to change and defiant towards leaders (Fonseca et al., 2022; Güntner et al., 2021). The findings also revealed that some participants sabotaged leaders' efforts intentionally as the workplace environment was toxic owing to destructive leadership behaviours. This follower response creates a possible never-ending cycle, as Güntner et al. (2021) concluded that, when leaders observe follower resistance, they may resort to destructive leadership behaviours to assert their position and to increase follower compliance. This reciprocal influence between followers and leaders, when there is conflict in followers' ideal schema, is consistent with the findings discovered when there is congruence. It is therefore not in any organisation's interest to enable destructive leadership behaviours as it will most likely develop similar followership behaviours. The result of this may hinder fulfilling organisational restructuring objectives and long-term objectives.

6.3.3.5 Turnover Intention

The research findings revealed that, when there is a conflict between followers' ideal leader schema and observed leader behaviour, participants have a desire to leave the organisation. This was because the destructive leadership behaviours created an intolerable environment from which participants wanted to escape (Schyns & Schilling, 2013). Data analysis revealed that turnover intention can be influenced by reduced well-being, reduced engagement, and distrust, as aligned with findings from Fonseca et al. (2022), Güntner et al. (2021), and Srivastava and Agrawal (2020).

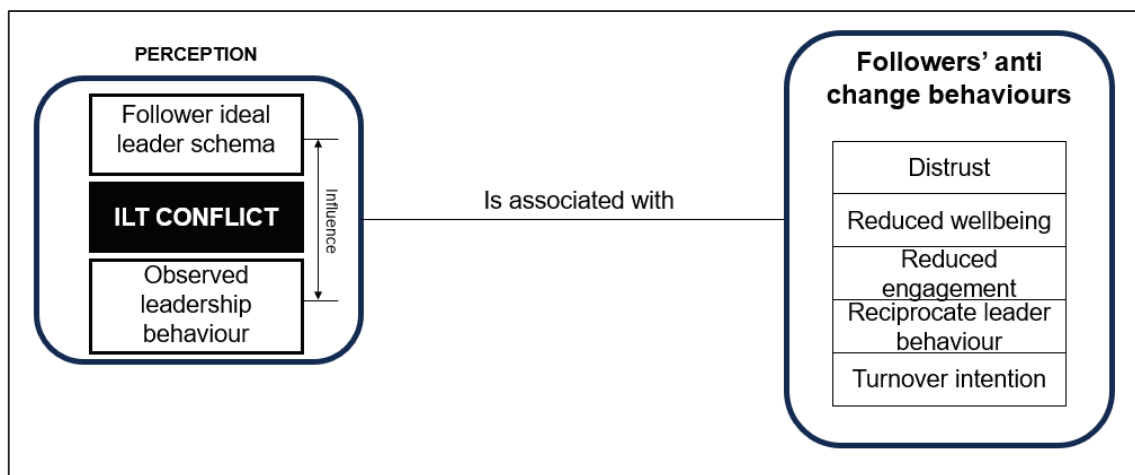
6.3.4 Conclusion: Followers' Behaviours Influenced by the Leader Deviating from the Ideal Leader Schema

The ideal leader schema of participants influenced their perceptions and responses to change when it did not align with observed leadership behaviours during organisational restructuring. This led to anti-change behaviours, such as distrust in leaders, reduced well-being, reduced engagement, reciprocating destructive behaviours, and turnover intention (Erickson et al., 2015; Schyns & Schilling, 2013; Wu et al., 2018). The cycle of destructive leadership behaviours in response to observing destructive behaviours by both followers and leaders can hinder organisational restructuring initiatives and long-term goals (Güntner et al., 2021). These

findings highlight the influence of perceived destructive leadership behaviours and emphasise the importance of addressing such behaviours to prevent negative follower responses and to improve organisational restructuring success.

The model presented in Figure 11 illustrates how followers' perceptions of destructive leadership behaviours influence follower responses during organisational structure. This model contrasts with the one presented in Figure 8, but there are common principles in both models. As per the research findings and literature review, both models present that follower schema and leadership behaviour can influence each other and that formed perceptions influence response to change. The model presented in Figure 10 highlights that, when followers' ideal leader schema is conflicted by destructive leadership behaviours, the formed perception as a result of that assessment of the leader's behaviour prompts anti-change behaviours from followers.

Figure 11: Implicit Leadership Theory (ILT) Conflict and Follower Responses (Author's own)



6.4 Discussion of Findings for Research Question Three

Research question three: *How can leaders and change practitioners take advantage of the influence of follower perception as a driver of change?*

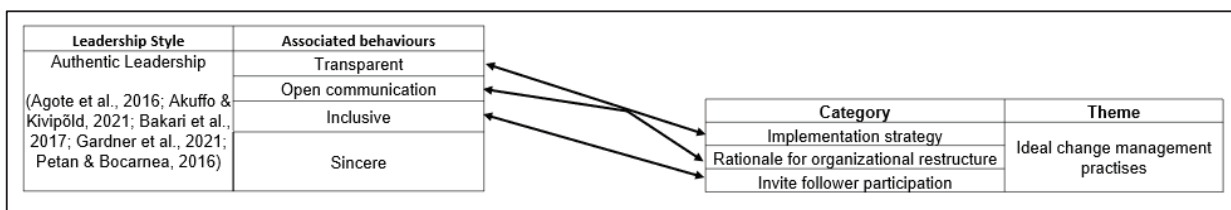
The research findings revealed that 71% of organisational restructuring described by participants were perceived negatively, leading them to identify preferred change-management practices to foster restructuring experiences. The findings also exposed which change-management practices contributed to this negative perception. The findings revealed that the implicit leadership theory formed by participants reflects what change-management practices are desired. From these findings, two themes emerged: ideal change-management practices and undesired change-management practices. According to the data, participants

revealed that, when they observe ideal change-management practices, this elicits pro-change behaviours; however, when undesired change-management practices are observed, this has the opposite effect. These themes provide valuable insights for leaders and change practitioners on effective change-management practices that can facilitate successful restructures. By offering follower-centric perspectives, they shed light on potential reasons behind the failure rate of 50% to 70% in change initiatives (Bakari et al., 2017; Mekonnen & Bayissa, 2023). The findings reveal that leadership practices remain crucial as they influence the organisation’s readiness to change (Al-Hussami et al., 2018). However, the organisation is composed of followers, and organisational change needs to happen from within the organisation; hence, confirming the importance of followership within this context (Cameron & Green, 2019).

6.4.1 Ideal Change-management Practices

The research findings revealed that desired change-management practices by participants are complementary to their ideal leader schemas. The findings revealed that the authentic leadership characteristics which formed followers’ ideal schemas should be evident in the change-management practices. Leadership behaviours such as transparency, clarity, communication, and inclusivity are reflected in the desired change-management theme, since transparency and clarity of the implementation strategy, and rationale of organisational restructure invites follower participation. Figure 11 illustrates that authentic and servant-leadership behaviours are associated with the desired change-management theme.

Figure 12: Leadership Approach and Change Practices (Author’s own)



6.4.1.1 Implementation Strategy

The research findings revealed that participants wanted to understand how the organisational change process will be facilitated, whether there is a criterion for changes in roles, and what the benefits are (Shrivastava et al., 2022). These concerns need to be addressed through effective and open communication which is consistent with studies conducted by Bacon et al. (2022), and Diffin et al. (2018) who concluded that effective communication results in successful organisational change. Research revealed that desired communication practices

allow for the building of trust and quality relationships which is crucial to the implementation of organisational change (Busseto et al., 2018; Young et al., 2019).

6.4.1.2 Rationale for Organisational Restructure

The research findings established that participants wanted the facilitation of organisation restructuring to the rationale behind the organisational restructuring to minimise confusion. This means that the restructuring process should be transparent and provide clarity about why the organisation is going through this process, which compliments the authentic leadership elements enclosed within their ideal schema (Agote et al., 2016; Bakari et al., 2017). The fulfilment of these conditions promotes followers' pro-change behaviours hence improving the organisation's readiness for change (Wang et al., 2022).

6.4.1.3 Invite Follower Participation

Enabling follower participation in the organisational restructuring process was highlighted as an ideal change-management practice. The research findings revealed that participants want to offer their insights, they want to co-create innovative solutions and share their needs and concerns to improve the facilitation of the change process and enhance organisational objectives. These findings are consistent with depositions from various authors (Bhumika et al., 2022; Busseto et al., 2018; Young et al., 2019), who highlighted that follower participation leads to successful organisational change outcomes. The research findings reveal that authentic and servant-leadership characteristics are expected in how restructuring will be facilitated in the organisation. This finding suggests that leadership approach influences the facilitation of organisational change (Kelley et al., 2020). The research findings also revealed that positive responses to change are promoted when participants observe desired change-management practices. This presents another form of congruence between followers' ideal schema and leadership behaviour.

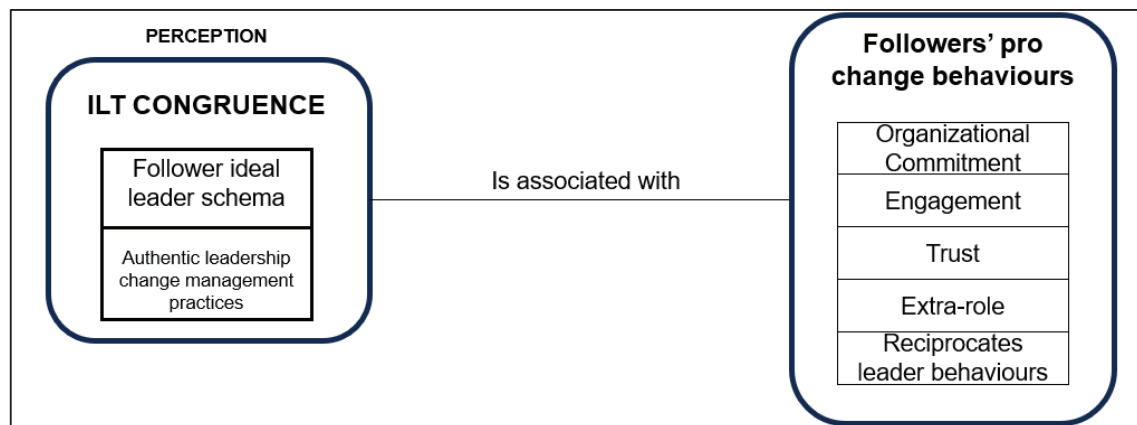
6.4.2 Conclusion: Ideal Change-management Practices

The research findings suggest that effective change-management practices align with followers' ideal leader schemas, such as authentic and servant-leadership characteristics. Transparency, clarity, communication, and inclusivity are key aspects reflected in desired change-management practices. Participants seek an understanding of the organisational change process, strategic intent, role changes, and benefits through effective communication (Shrivastava et al., 2022). Encouraging participation in the organisational restructuring process boosts trust and relationships and leads to successful change outcomes (Bhumika et al., 2022; Busseto et al., 2018; Young et al., 2019). When change-management practices

reflect followers' ideal schemas and authentic leadership qualities, it fosters positive responses to change and improves the success of organisational restructuring. These insights are valuable for change practitioners and leaders in designing and facilitating successful organisational restructures.

Figure 13 highlights that when there is congruence between followers' desired change-management practices, which forms part of implicit leadership prototypes, and authentic and servant-leadership practices, it elicits followers' pro-change behaviours which enhances the success of organisational restructuring. The presented model is valuable to change practitioners and leaders as it provides insights into how the organisational restructure can be designed and facilitated to improve the probability of success.

Figure 13: Followers' Response to Desired Change-management Practices (Author's own)



6.4.3 Undesired Change-management Practices

The research findings uncovered the undesired change-management practices that participants do not expect from leaders during an organisational restructuring process. This theme presents a contrasting viewpoint to the previously discussed theme, offering a balanced perspective on the research question. The findings provide insights that change practitioners and leaders should consider as cautionary guidelines regarding what to avoid when facilitating or designing such change processes. Furthermore, the findings highlight the potential consequences of implementing organisational restructuring in this manner, which may lead to followers' anti-change behaviour.

6.4.2.1 Lack of Leader Competency

The research findings discovered that, when the leader lacks competency in facilitating organisational restructuring, it elicits anti-change behaviours from participants. These findings

demonstrate that followers' positive perception of leader competency is crucial for successful organisational change processes (Haruna, 2021). When leaders lack competency in facilitating organisational change, followers distrust the leader and are less engaged, which is similar to how they respond to destructive leadership (Fonseca et al., 2022; Mackey et al., 2021; Schyns, 2021).

6.4.2.2 Lack of Communication

Lack of communication during the organisational restructuring emerged as another undesired change-management practice described by participants. Shrivastava et al. (2022), and Singh (2020), posit that a lack of communication influences organisational readiness to change negatively, since followers disengage, show a lack of commitment, reduce performance, and resist change.

6.4.3 Conclusion: Undesired Change-management Practices

The research findings revealed negative change-management practices that leaders should avoid during organisational restructuring. Participants highlighted issues such as lack of leader competency and communication, leading to anti-change behaviours among followers (Shrivastava et al., 2022; Singh, 2020). These findings emphasise the importance of competent leadership and effective communication in facilitating successful organisational change (Haruna, 2021).

6.5 Integrated Discussion of Findings

This chapter discussed the intricate dynamics and exchanges between followers and leaders during organisational restructuring. Exploring the construct of followers' ideal leadership schema, how followers' perceptions of leader behaviours influence follower response, and identifying perceived effective change-management practices underscore the substantial influence that followers' expectations can wield over the success or failure of organisational restructuring initiatives.

The research findings revealed that followers expect leaders to demonstrate transparency, open communication, empathy, inclusivity, and altruism during organisational restructuring, which aligns with authentic and servant-leadership behaviours (Agote et al., 2016; Bakari et al., 2017; Langhof & Guldenberg, 2020). Followers perceived these leadership behaviours as more effective during organisational restructuring, contrary to some scholars' recommendations of transformational and transactional leadership for this context (Caulfield & Senger, 2017; Faupel & Süß, 2019; Holten & Brenner, 2015; Khorakian & Sharifirad, 2019;

Mansaray, 2019). Authentic and servant-leadership behaviours build trust and improve followers' well-being as they associate organisational restructures with feelings of anxiety, panic, and stress (Agote et al., 2016; Bakari et al., 2017; Langhof & Guldenberg, 2020).

Followers' pro-change behaviours were elicited by the congruence between followers' ideal leader schema and observed authentic and servant leadership. These pro-change behaviours included organisational commitment, increased engagement, trust, taking on of extra roles, and reciprocating observed authentic and servant-leadership behaviours. Conversely, followers' anti-change behaviours were elicited by conflict between followers' ideal leader schema and observed destructive leadership behaviours. These anti-change behaviours include distrust in the leader, reduced well-being, reduced engagement, reciprocating of destructive leadership behaviours, and turnover intention. The reciprocal influence between followers and leaders, irrespective of the followers' leader schema congruence or conflict, was an indication that followers' schemas are not stagnant and that leader behaviours can be influenced by followers (Khorakian & Sharifirad, 2019; Mackey et al., 2021; Uhl-Bien et al., 2014; Walk, 2023; Yang et al., 2020).

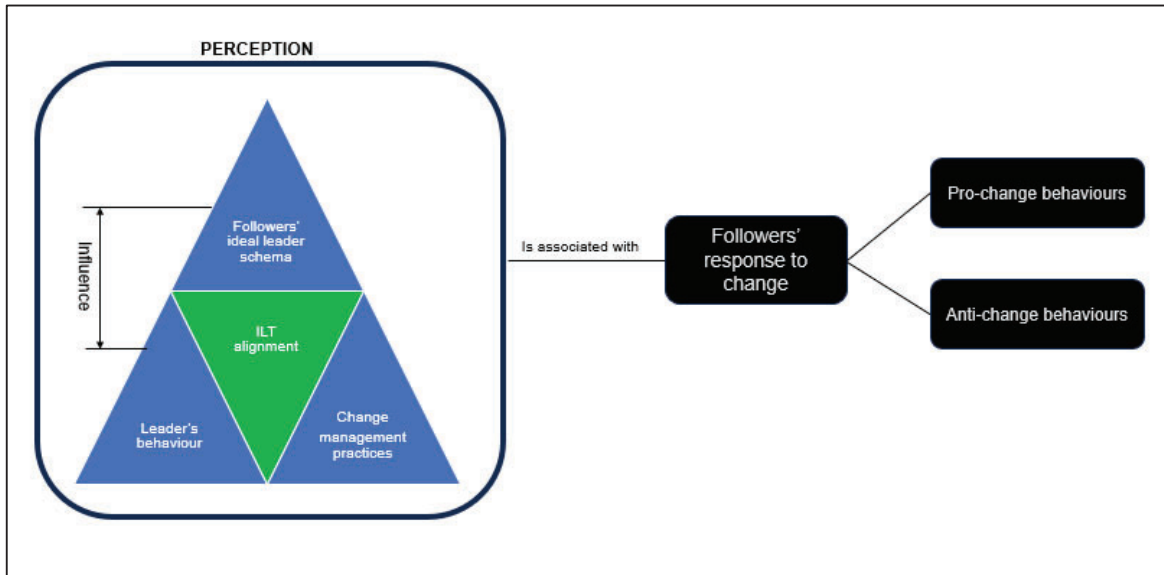
The research findings revealed that followers have expectations of how the organisational restructuring needs to be facilitated, which is complementary to their ideal leader schema. These change-management practices included transparency, communication, and participation, which are characteristic of authentic and servant-leadership behaviours (Agote et al., 2016; Akuffo & Kivipõld, 2021; Bakari et al., 2017; Baldomir & Hood, 2016; Howladar & Rahman, 2021; Langhof & Guldenberg, 2020). The findings revealed that leaders should avoid the perception of being perceived as incompetent in facilitating organisational restructuring to ensure its success (Haruna, 2021).

The model presented in Figure 13 captures these research findings as it demonstrates how followers' expectations of leader behaviours influence follower response during organisation restructuring. Within this context, the conceptual model in Figure 13 illustrates:

- The implicit leadership theory (ILT) alignment between followers' ideal schema and leadership behaviours, along with perceptions of change-management practice constructs that influence how followers respond to change. These responses can be pro-change or anti-change behaviours.
- The reciprocal influence which exists between followers' schema and leader behaviours.

- Followers categorise leaders as per their implicit leadership theory to generate perceptions (Caulfield & Senger, 2017; Da'as et al., 2021; Shondrick et al., 2010; Walker et al., 2020).

Figure 13: Followers' Perceptions Influence on Follower Response to Change (Author's own)



Chapter 7: Conclusion

7.1 Introduction

Organisational restructures are complex and challenging processes that result in significant organisational changes. As leaders navigate these changes, expectations and perceptions of their followers play a critical role in shaping the outcomes of such initiatives. Understanding how followers' expectations of leader behaviours influence their response during such initiatives is essential for effective change leadership, change management, and organisational restructures.

This research study examined the influence of followers' expectations on leader behaviours on follower responses during organisational restructures. The research findings shed light on the crucial role that followers' expectations and perceptions play in responding to organisational restructures. The understanding of followers' expectations of leader behaviours during organisational restructures, equips leaders and change practitioners with insights that foster practices which support successful change initiatives. By exploring the influence of followers' expectations of leader behaviours and follower behaviour, this study provides valuable insights for leaders, change practitioners, and organisations seeking to navigate the complexities of change during organisational restructures.

This chapter concludes the key findings of this study, sheds light on the implications and limitations of the findings, and provides recommendations for future research. It highlights the significance of followers' expectations to inform how leaders can adapt their leadership style and behaviours accordingly. It highlights the significance of various followers' responses as per their evaluation of the leader's behaviour. It also highlights the significance of change-management practices to support successful organisational restructures. These findings contribute to the existing body of knowledge on change leadership and offer practical insights for leaders to enhance their effectiveness in driving successful organisational change outcomes.

7.2 Principal Findings of the Research Questions

In pursuit of understanding regarding how followers' expectations of leader behaviours influence follower responses during organisational restructures, this study established that followers' expectations are informed by their implicit leadership theories which are used to generate schemas and perceptions (Da'as et al., 2021; de Lange et al., 2018; Shondrick et al., 2010). The alignment between followers' ideal schema and observed leadership

behaviours along with the deployed change-management practices, influence how followers support the change. When there is congruence between followers' implicit leadership theory (ideal leader schema) and observed leadership behaviours during organisational restructuring, followers respond with pro-change behaviours which positively influences change outcomes. This study also established that when there is a conflict between followers' implicit leadership theory and observed leadership behaviours in the same context, followers respond with anti-change behaviours which negatively influences change outcomes. In both scenarios, research findings established that the followership can be aligned and developed by the leadership approach.

7.2.1 Conclusions Emerging from Research Question One Findings

Research question one: *What are followers' ideal leader schema during organisational restructures?*

The understanding of how followers' expectations of leader behaviours influence follower responses during organisational restructuring created a need to clarify the contents of these expectations and the reasons behind their significance. Using the implicit leadership theory, this study was able to establish followers' ideal leadership schemas which are used to generate perceptions about observed leader behaviours (Da'as et al., 2021; de Lange et al., 2018; Shondrick et al., 2010; Walker et al., 2020). Using insights from literature and data obtained in this study, this research concluded that followers' ideal leadership schema is composed of relational transparency, clarity, open communication, empathy, inclusivity, and altruism. These behaviours are characteristic of authentic and servant-leadership behaviours (Agote et al., 2016; Bakari et al., 2017; Baldomir & Hood, 2016).

The construct of this ideal leadership schema laid a foundation for which leader behaviours they expect to see during organisational organisation restructuring. This research concluded that these expected leader behaviours were a result of followers attaching anxiety, panic, distrust, and stress to organisational restructures. Followers identified these ideal leader behaviours to address such concerns in which authentic and servant-leadership behaviours can counteract (Agote et al., 2016; Bakari et al., 2017; Baldomir & Hood, 2016; Langhof & Gldenbergr, 2020). These leadership behaviours were identified by followers as they were perceived to be most effective during organisational restructures. This study therefore agrees with Asbari's (2020) calls for organisations to adopt humane leadership in dealing with organisational change.

7.2.2 Conclusions Emerging from Research Question Two Findings

Research question two: *How do followers' perceptions of ideal leader behaviour, during organisational restructures, influence follower behaviour?*

This research concluded that followers' perceptions of leaders' authentic and servant-leadership behaviours influence their response to change; hence, influencing change outcomes. The generated implicit leadership theory was used to evaluate leader behaviours to generate perceptions influencing their response to change (Da'as et al., 2021; Yang et al., 2020). Congruence or conflict between followers' leadership schemas and observed authentic and servant-leadership behaviours determined how followers responded during organisational restructuring. This research concluded that congruence between followers' leadership schemas and observed authentic and servant-leadership behaviours elicit followers' pro-change behaviours; hence, influencing change outcomes positively (Caulfield & Senger, 2017; Khorakian & Sharifirad, 2019; Sharifirad & Hajhoseiny, 2018). These pro-change behaviours were organisational commitment, increased employee engagement, trust in the leader and the organisation, and followers taking extra roles to support change.

However, conflict between followers' leadership schemas and observed destructive leadership behaviours resulted in followers' anti-change behaviours; hence, influencing change outcomes negatively. These anti-change behaviours were distrust in the leader and the organisation, reduced well-being, reduced engagement, and turnover intention. This study concluded that these behaviours were a result of followers responding to destructive leadership behaviours (Erickson et al., 2015; Mackey et al., 2021). This research concluded follower perceptions are dynamic in that authentic-, servant- and destructive leader behaviours can influence followers' perceptions and behaviours to align with their leadership approach (Baldomir & Hood, 2016; de Lange et al., 2018; Fonseca et al., 2022; Güntner et al., 2021; Langhof & Gülkenberg, 2020; Petan & Bocarnea, 2016).

7.2.3 Conclusions Emerging from Research Question Three Findings

Research question three: *How can leaders and change practitioners take advantage of the influence of follower perception as a driver of change?*

This research concluded that, when going through organisational restructuring, followers preferred change-management practices which align with authentic leadership approaches (Kelley et al., 2020). This preference is complementary to their leadership schema. According to followers, leaders and change practitioners should aim for an organisational restructuring

process that provides clarity and communication about the implementation strategy, the rationale behind the restructuring, and allows them to collaborate with leaders (Bacon et al., 2022; Bhumika et al., 2022; Busseto et al., 2018; Diffin et al., 2018; Shrivastava et al., 2022; Young et al., 2019). These practices create trust and strengthen followers' leadership schemas thereby eliciting pro-change behaviours. (Battilana & Dorado, 2010; Busseto et al., 2018; Young et al., 2019). This research concluded that, should leaders and change practitioners facilitate organisational restructuring contrary to what followers prefer, followers will respond with anti-change behaviours.

7.2.4 Conclusion to the Main Research Question

This research determined that followers' expectations of leader behaviours and the change-management process influence how they respond to change during organisational restructuring. The fulfilment of followers' expectations is one of the conditions that enable pro-change behaviours towards the leader and the organisation during this form of organisational change. Followers' pro-change behaviours (organisational commitment, increased engagement, trust in leader, taking extra-roles, and reciprocating positive leader behaviour) influence change outcomes positively and may lead to the success of organisational restructuring. When followers' leader expectations are not fulfilled by the leader, followers respond with anti-change behaviours (distrust, reduced well-being, reduced engagement, reciprocating negative behaviour, and turnover intention) which influence organisational restructuring change outcomes negatively. Although followers might have pre-formed leader expectations, leader behaviours can influence these expectations by influencing the development of followers' leadership schemas.

7.3 Theoretical Contribution

This research answers the call to action by Uhl-Bien et al. (2014) for a qualitative follower-centric study which advances knowledge of the leadership process during organisational change. These insights clarify the intricate dynamics between leaders and followers during organisational restructures, which might not be obvious through quantitative research. It highlights the significance of followership in predicting follower responses to change and their resultant influence on organisational change outcomes. As such, it enhances change-management strategies which can be used to improve the 50%–70% failure rate of change initiatives (Mansaray, 2019; Mekonnen & Bayissa, 2023).

This research also contributes to the follower perceptions studies conducted by several authors (Caulfield & Senger, 2017; Faupel & Süß, 2019; Sy, 2010) as it highlights the

significance of implicit leadership theory congruence and conflict and the associated change outcomes impact as per followers' response. These insights contribute to leadership development by highlighting which leadership behaviours support or stifle organisational restructures. These insights fulfil calls by Mansaray (2019) to understand how different leadership styles influence the success of change initiatives.

7.4 Business Contributions

This research may inspire change practitioners and leaders first to understand follower leadership schemas before embarking on organisational restructuring. These insights can be used as a tool to influence human resource management practices, such as leadership recruitment, development, and performance evaluation. This will enable organisations to identify and cultivate leaders who possess competencies and skills required to facilitate a successful organisational restructure effectively as they will most likely fulfil followers' leadership schemas. This research has the potential to mitigate organisational resource depletion or wastage owing to restructuring initiatives; thus, improving the success rate of change initiatives.

7.5 Recommendations for Management

Organisations should consider the application of follower-centric leadership development programmes that aim to cultivate authentic and servant-leadership behaviours for successful organisational restructures. This programme should equip leaders with the ability to display relational transparency, clarity, open communication, empathy, inclusivity, and altruism successfully during organisational restructures. As leader–follower exchanges can influence both parties' behaviours and are critical in achieving successful organisational restructures, organisations should consider the development of leader–follower relationship-building programmes to enable both parties to build positive relationships which foster trust, well-being, collaboration, and ethical behaviour.

Organisations should consider adapting their change-management practices to align with authentic and servant-leadership characteristics; therefore, fulfilling followers' expectations. This will require having effective mechanisms in place which can enable leaders to communicate and give clarity on the implementation of organisational change strategy and solicit continuous followers' feedback and participation to enhance engagement and innovation. The feedback mechanisms should allow leaders and the organisation continuously to monitor the development of followers' leadership schemas (expectations), since they are dynamic (Yang et al., 2020).

7.6 Limitations

Chapter Four identified followers' social bias because of previous restructuring experiences, and organisational factors such as organisational culture and strategy as research limitations. As Gardner et al. (2021) posit, organisational power structures can limit leader competencies. The same extends to followers as their perceptions of leader behaviours and response to organisational restructure can be minimised or nullified to compliance owing to their level of power in the organisation. This research did not correlate organisational restructuring outcomes as a function of congruence or conflict in followers' leadership schemas. Findings from this study revealed that some participants influenced their peers as per their perceptions of leader behaviours; however, this study did not investigate how other followers influenced the development of participants' leadership schemas and the resultant response to change.

7.7 Recommendations for Future Research

Based on the research findings, conclusions and limitations presented, the following areas have been identified for future research:

- The role of followers' personalities, values, and beliefs in the development of implicit schemas during organisational change.
- The influence of the leader–follower relationship in developing leadership schemas during organisational change.
- The influence of organisational culture and strategy in developing leadership schemas.
- The relationship between organisational outcomes and observed implicit leadership theory during organisational change.
- The influence of follower–follower exchange on the development of leadership schemas.
- The relationship between leadership approach and followership development during organisational change.
- The role of trust and its influence on change outcomes because of implicit leadership theory congruence.

These suggestions may provide further insights into the interplay between followership and leadership to improve the success of organisational change.

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Appendices

Appendix 1: Consent Form

I am conducting research exploring followers' expectations of leader behaviour during organizational restructures. Our interview is expected to last between 30 to 45 minutes.

Your participation is voluntary, and you can withdraw at any time without penalty. By signing this letter, you are indicating that you have given permission for:

- The interview to be recorded;
- The recording to be transcribed by a third-party transcriber, who will be subject to a standard non-disclosure agreement;
- Verbatim quotations from the interview may be used in the report, provided they are not identified with your name or that of your organisation;
- The data to be used as part of a report that will be publicly available once the examination process has been completed; and
- All data to be reported and stored without identifiers.

If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher name: xxxxx

Email: 11140985@mygibs.co.za

Research Supervisor name: Dorothy

Email: NdletyanaD@gibs.co.za

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

Appendix 2: Interview Guide

Thank you very much for taking the time to participate in my research study. As per what was enclosed in the invite, I am currently studying for my Master of Philosophy in Change Leadership at GIBS (Gordon Business Institute of Business Science), and my research is about understanding follower expectations of leader behaviours during organization restructuring. The following questions, which I will ask, are aimed at facilitating this conversation so that you can share your experience and perspective on this matter. So please feel free to share whatever comes to mind. Do you have any questions?

1. By way of introduction, can you kindly provide a brief background of who you are, what you do, and in what industry?
2. Describe the role you think leaders should play during organizational restructures?
3. From your experience, describe the role leaders played during organizational restructures.
4. How did the leader's behaviour influence the way you responded to the restructure? Explain the reasons for your answer.
5. In your experience, describe how leaders can get your support during organizational restructures. Explain the reasons for your answer.
6. Describe what leaders do to not get your support for organizational restructures. Explain the reasons for your answer.
7. What comes to mind when leaders behave in a way that does not meet your expectations during organizational restructuring? Explain the reasons for your answer.
8. What comes to mind when leaders behave in a way that is aligned with your expectations during organizational restructuring? Explain the reasons for your answer.
9. What did this interview make you realise about the role and behaviour of leaders during organisational restructuring?

Appendix 3: List of Codes

Codes	Category
Leader is transparent with followers	Leader is transparent
Follower supports leaders who are transparent	
Follower expects leaders to be transparent	
Transparency leads to follower trust in the leader	
Follower expects clarity of strategy during the restructuring	Leader is clear
Follower expects the leader to give clarity	
Clarify change impact from the beginning	
Clarity reduces follower anxiety	
Leader needs to set the context	Leader communicates openly
Leader should communicate frequently	
Follower support leaders who communicate frequently	
Follower expects leaders to communicate	
Follower expects leaders who communicate frequently	Leader is empathetic
Follower expects leader to be empathetic	
Empathy unlocks follower loyalty	
Follower support leaders who make them feel valued	
Follower support leaders who are empathetic	
Follower believes empathy influences the pace of restructuring	
Empathy unlocks follower commitment	
Leader shows empathy	
Followers support supportive leaders	Leader is inclusive
Leaders are supportive of followers during restructuring	
follower support leaders who allow them to participate in decision-making	
Leaders invite followers to decision making	
Leader hears follower's voice	Leader is altruistic
Leader listens to followers	
Leader should serve the interest of followers	
Leader should prioritize follower's interest	
Follower support leaders who serve the interest of others	
Leader should prioritize follower's interest	
Leaders should not be self-serving	
Follower support leaders who are not self-serving	
Leader should support followers	Committed to the organization
Follower expects leaders to adapt to the type of followers	
Follower support leaders as expectations are met	
Follower becomes the change agent as expectations are met	
Follower citizenship is strengthened as expectations are met	Committed to the organization
Follower trust results in follower commitment	

Follower is engaged with the leader as they meet their expectations	Increased employee engagement
Follower becomes the change agent as expectations are met	
Followers are loyal to leader as they meet their expectations	
Follower is proud of a leader who meets their expectation	
Follower trust leader as expectations is met	Trust
Leader should be trustworthy	
Follower support leaders who are trustworthy	
Trust influences restructure	
Follower takes an extra role as expectations are met	Follower takes an extra role
Follower takes extra roles	
Follower self-sacrifices because the leader meets expectations	
Follower mirrors leader's positive behaviours as expectations are met	Follower reciprocates positive leader behaviours
Follower mirrors leaders' positive behaviours	
Follower reciprocates empathy to leader	
The follower becomes more authentic when the leader meets the expectation	
Follower respects leaders who meet their expectation	
Followers are less likely to be negative as the leader meets the expectation	
Followers distrust leader as expectations are not met	Distrust
Follower distrust leader	
Follower distrusts the organization	
Follower distrusts questions the leader's competence	
Lack of trust creates follower hostility	
Dishonesty creates follower distrust	
Lack of trust results in follower questioning the leader's capability	
Distrust due to lack of sincerity	
Follower becomes anxious due to the leader not meeting expectations	Reduced well-being
Follower is demotivated during restructuring	
Followers are paranoid	
Follower is fearful	
Follower panics	
Follower makes decisions out of fear	
Follower anticipates a negative working environment as the leader doesn't meet expectations	
Follower disengages from the restructuring if expectations are not met	Reduced employee engagement
Follower is disengaged during the restructuring	
Lack of trust disengages follower	
Lack of clarity disengages follower	
Follower disengages as they feel ignored	

Follower disregards the leader as a role model if expectations are not met	
Follower is destructive as expectations are not met	Follower reciprocates negative leader behaviours
Followers reciprocate negative leader behaviour	
Follower mirrors leader's self-serving characteristic	
Lack of trust makes follower destructive	
Follower influences others to be destructive	
Follower becomes selfish with knowledge as the leader's expectations aren't met	
Follower is resistant when expectations are not met	
Lack of trust results in follower resistance to change	
Follower leaves organization as expectations are not met	Turnover intention
Follower leaves organization due to fear	
Followers want to leave the organizations due to a lack of trust	
Followers want to leave the organizations due to misalignment of expectations	
Follower uses restructuring to exit the organization due to a lack of communication	
Leader distrust makes followers evaluate their position in the organization	
Follower expects clarity of strategy during the restructuring	Clear implementation strategy
Transparency leads to follower trusting the restructuring process	
Leaders clarify why restructuring is needed	
Leader clarifies the organizational change impact	
Leaders should restructure based on merit	
Pilot restructures improve restructures	
Restructure process needs to be inclusive of everyone's voice	Invite follower participation
Leaders invite followers to decision making	
Follower support leaders who allow them to participate in decision-making	
Follower not adequately prepared for restructuring	Lack of leadership competency
Followers not supportive of poor administration of restructuring	
Followers not supportive of leader with poor strategy	
Leader communication is not frequent	
Information flow is one-way	Lack of communication
Restructure lacks clarity	