



Vaasan yliopisto
UNIVERSITY OF VAASA

Sunil Bhatt

Leadership Approaches and Their Influence on Organizational Change

A Case Study of K. S. Square Construction & Suppliers PVT. LTD., Kathmandu Nepal

School of Technology and
Innovation
Master's in Strategic Project
Management

Vaasa 2026

UNIVERSITY OF VAASA**School of Technology and Innovation****Author:** Sunil Bhatt**Title of the thesis:** Leadership Approaches and Their Influence on Organizational Change: A Case Study of K. S. Square Construction & Suppliers PVT. LTD., Kathmandu Nepal**Degree:** Master of Industrial Engineering and Management**Degree Programme:** Strategic Project Management**Supervisor:** Marko Mäkilouko**Year:** 2026 **Pages:** 96

ABSTRACT:

The ongoing process of organizational change which construction companies implement as an essential requirement focuses on small and medium sized enterprises (SMEs) that operate within resource constrained environments. The leadership aspect determines how employees will understand and experience and deal with changes in their work. The research studies the effects of leadership behaviours on organizational development processes within a Nepali construction business. The research study investigates the ways in which leaders conduct their work by analysing their communication methods, support activities, decision-making processes and their ability to handle uncertainty during organizational changes while employees from various organizational levels perceive these leadership methods. The research study investigates the effect of leadership practices on employee motivation, trust and their willingness to accept organizational change.

The theoretical framework uses established leadership theories which include participative leadership, situational leadership and transformational leadership together with established organizational change models. The relationship between leadership behaviours and employee experiences can be understood through four fundamental concepts which include communication, employee involvement, motivation and change readiness. The concepts explain how leadership actions determine the effectiveness of implementing change while also shaping the emotional responses of employees.

The research study collected empirical data through eight semi structured interviews with employees who represented managerial, technical and site level roles. The researcher conducted interviews using the Nepali language which he later translated into English for analysis. The researcher conducted thematic analysis on the data after executing three coding stages which started with open coding and proceeded to axial coding and ended with selective coding. The approach enabled the researcher to find repeating patterns which formed six primary themes that showed how leadership behaviours impacted organizational change.

The research shows that the company uses a participative leadership style for its everyday operations and technical functions while leaders switch to a direct leadership style when facing urgent situations. The technical instructions were understandable through their communication, but verbal messages caused people to misunderstand their meaning. The research study identified three essential elements that helped organizations achieve successful change implementation which included leadership support, guidance and resource allocation. The leaders of the organization faced difficulties because their resources, which are common for small and medium enterprises created barriers which they could not handle. The organization practiced hierarchical decision making which allowed employees to participate in operational decisions while restricting them from taking part in strategic planning. Motivation levels rose with the introduction of new tools or projects but employees experienced stress due to

unexpected changes and uncertainty. The effective leadership behaviours included making clear decisions, reaching timely decisions and providing supportive actions while the organization faced challenges because of slow decision-making processes and unclear communication methods.

The research study establishes that leadership behaviours determine the outcomes which organizations achieve during their change processes in environments where SME construction operates. The research study shows that organizations need to maintain communication consistency while enabling leadership flexibility and empowering employees to participate in decision making processes and organizations should provide support to build effective management practices.

KEYWORDS: (Leadership Behaviour, Communication Strategies, Organizational Change, SME Construction, Employee Motivation, Situational Leadership, Change Readiness

Contents

1	INTRODUCTION	8
1.1	Background of the Study	8
1.2	Problem Statement	9
1.3	Research Purpose	9
1.4	Research Questions	9
1.5	Significance of the Study	10
1.6	Scope and Delimitations	10
1.7	Structure of the Thesis	11
2	LITERATURE REVIEW	12
2.1	Introduction	12
2.2	Overview of Leadership Theories	12
2.2.1	Definition of Leadership	12
2.2.2	Transformational Leadership	13
2.2.3	Transactional Leadership	14
2.2.4	Servant Leadership	15
2.2.5	Comparison of Transformational, Transactional, and Servant Leadership	15
2.3	Organizational Change	16
2.3.1	Introduction of Organizational Change	16
2.3.2	Organizational Change Models	17
2.3.3	Challenges in Organizational Change	17
2.3.4	Communication in Organizational Change	18
2.3.5	Employee Involvement in Change Processes	18
2.3.6	Support and Resources During Organizational Change	19
2.4	Leadership and Organizational Change	19
2.5	Leadership and change in SMEs	19
2.6	Leadership and Change in the Construction Industry	20
2.7	Research Gap	20
2.8	Conceptual Framework	21
2.9	Summary	21

3	RESEARCH METHODOLOGY	22
3.1	Research Design	22
3.2	Case Organization	22
3.3	Data Collection	23
3.3.1	Semi-Structured Interviews	23
3.3.2	Development of Interview Questions	23
3.3.3	Interview Procedure	24
3.4	Data Analysis	24
3.4.1	Familiarisation with the Data	24
3.4.2	Open Coding	25
3.4.3	Axial Coding	25
3.4.4	Theme Development	25
3.4.5	Reviewing and Refining Themes	26
3.5	Trustworthiness of the Study	26
3.6	Ethical Considerations	27
4	FINDINGS AND ANALYSIS	28
4.1	Introduction to the Findings	28
4.2	Coding hierarchy Nvivo Structure	28
4.3	Communication	29
4.3.1	Clarity of Instructions	30
4.3.2	Timeliness of Communication	31
4.3.3	Communication Channels	31
4.3.4	Communication Frequency	32
4.3.5	Communication Constraints	32
4.4	Support and Resources	32
4.4.1	Resource Availability	33
4.4.2	Training Effectiveness	34
4.4.3	Coordination between teams	34
4.4.4	Adaptation Assistance	35
4.4.5	Improvement needs	35

4.5	Employee Involvement	36
4.5.1	Feedback Opportunities	36
4.5.2	Participation in Decision-Making	37
4.6	Leadership Behaviour	37
4.6.1	Leadership Strictness	38
4.6.2	Decision Making Efficiency	39
4.6.3	Leadership Communication Style	39
4.6.4	Supportive Leadership	40
4.6.5	Leadership Fairness	40
4.6.6	Feedback Responsiveness	41
4.7	Employee Perceptions	41
4.7.1	Stress Factors	42
4.7.2	Motivation Factors	43
4.7.3	Emotional Reactions to Change	43
4.7.4	Role Responsibilities	44
4.8	Organizational Processes	44
4.8.1	Work Process Changes	45
4.8.2	Cross-Department Collaboration	46
4.8.3	Reporting Requirements	46
4.9	Summary of Findings	46
5	DISCUSSION	49
5.1	Introduction	49
5.2	Leadership Approaches and Employee Perceptions	50
5.2.1	Transformational Leadership: Enhancing Trust, Motivation, and Adaptability	50
5.2.2	Transactional Leadership: Providing Structure and Clarity	50
5.2.3	Servant Leadership: Strengthening Fairness and Psychological Safety	51
5.3	Influence of Leadership Perceptions on Trust, Engagement, and Adaptability	51
5.3.1	Communication as a Foundation for Trust and Stability	51
5.3.2	Involvement Enhances Motivation and Psychological Ownership	52

5.3.3	Support and Resources Shape Readiness and Confidence	52
5.3.4	Emotional Reactions Reflect Leadership Consistency and Fairness	52
5.4	Leadership Approaches Supporting Positive Change Outcomes in SMEs	53
5.4.1	Transformational Leadership Supports Adaptability and Motivation	53
5.4.2	Transactional Leadership Ensures Structure and Compliance	53
5.4.3	Servant Leadership Builds Trust and Psychological Safety	53
5.4.4	A Hybrid Leadership Approach	53
5.5	Organizational Processes and Their Impact on Change Experience	54
5.5.1	Reporting Requirements Increase Accountability but Add Pressure	54
5.5.2	Cross-Department Collaboration Is Essential for Smooth Workflow	54
5.6	Integrated Interpretation: (Leadership → Perceptions → Change Outcomes)	54
5.7	Implications for SMEs	55
5.8	Implications for the Construction Sector	56
5.9	Implications for Nepal	56
5.10	Summary	57
6	CONCLUSION AND RECOMMENDATIONS	58
6.1	Introduction	58
6.2	Summary of Key Findings	58
6.3	Theoretical Implications	59
6.4	Practical Implications	59
6.5	Managerial Implications	60
6.6	Recommendations for the Company	60
6.7	Limitations of the Study	61
6.8	Recommendations for Future Research	61
6.9	Conclusion	62
	References	64
	Appendices	70
	Appendix 1. Interview Guide	70
	Appendix 2. Interview Transcripts	71
	Appendix 3. Coding Framework	87

1 INTRODUCTION

1.1 Background of the Study

Leadership functions as the fundamental element which enables organizations to manage transition periods in industries that experience their most challenging times. Organizations within the construction industry must keep pace with developing technologies, new regulations, their competition and their clients' changing needs. Organizational change efforts depend on leaders who possess the power to direct employees toward successful transformation outcomes.

The construction sector in Nepal gets dominated by small and medium-sized enterprises (SMEs) which control most of the market. These firms operate with restricted capacities, they follow informal business operations, and they make decisions through centralized processes. The smaller size of organizations enables employees to experience leadership impacts through more immediate and personal interactions than they would in larger companies. In SMEs, leaders establish organizational culture while they determine methods of communication and they guide employees on how to adapt to organizational changes.

K. S. Square Construction and Suppliers Pvt. Ltd. operate as a construction SME within Kathmandu Metropolitan City while it conducts infrastructure work, contracting, hydropower projects, consultancy and construction material supply operations. Leadership practices within this organization determine how employees in developing economies perceive, respond to organizational changes and development processes according to most SMEs in developing economies.

International research on leadership and organizational change exists in abundance yet most studies examine Western companies instead of analysing emerging markets and small businesses. The research which currently exists in Nepali construction SMEs has studied leadership methods and their effect on employee attitudes toward organizational change. The industry-specific research needs to be conducted so experts can understand local market conditions and their effect on research with organizational structures.

1.2 Problem Statement

The process of organizational change results in three specific outcomes which include uncertainty, employee resistance and decreased workforce motivation. The research shows that organizations which implement change programs experience failure because their leaders fail to communicate effectively with staff members and they restrict employee participation while their workers' trust in the executive team decreases. The leadership conduct becomes essential for SMEs because their leaders work intimately with staff members who operate daily business activities.

Researchers need to understand how employees in Nepali construction SMEs perceive different leadership approaches because their perceptions impact the success of organizational change initiatives. The study examines how leadership approaches and employee perceptions interact to produce change outcomes through research conducted at a selected construction SME in Nepal.

1.3 Research Purpose

This research aims to investigate how leadership styles impact employees' perceptions and the effectiveness of organizational change at a Nepali construction SME.

In particular, the study will:

- Investigate how leaders display leadership behaviours during times of change within an organisation.
- Determine what perceptions employees have of the leadership styles employed by their leaders.
- Evaluate how those perceptions lead to trust, engagement, and adaptability during the process of change.

The intent of this case study is to enhance existing theory and practice related to leadership and change in small to medium-sized enterprises (SMEs) operating in developing countries by providing a broader understanding regarding SME's and developing countries.

1.4 Research Questions

Main Research Question

How do leadership approaches influence employee perceptions and the success of organizational change in a Nepali construction SME?

Sub-Questions

1. How are leadership behaviours perceived by employees during organizational change?
2. How do these perceptions influence trust, engagement, and adaptability?
3. Which leadership approach appears most supportive of positive change outcomes in the SME context?

1.5 Significance of the Study

The research provides theoretical and practical advantages to its study field. This study expands leadership and organizational change research by applying it to the lesser-explored field of Nepali construction SMEs. The research shows how leadership theories function in developing-economy countries. The study results give SME leaders a practical tool to understand which leadership behaviours create specific employee responses during organizational change. The implementation of better change management strategies in construction organizations will benefit from this process.

1.6 Scope and Delimitations

The research in this paper is focused on one specific organization - K.S Square Construction and Suppliers Pvt. Ltd. in Kathmandu - and three types of leadership: transformational, transactional, and servant leadership. Other types of leadership theory will not be examined in detail.

The study is about understanding employee perceptions of leadership during periods of change and will not measure employee-oriented measurement outcomes such as

financial performance. As this is a qualitative case study, the results of this research will be limited to the context of K.S. Square and will not have broad statistical generalizations.

1.7 Structure of the Thesis

This thesis is structured as follows:

- **Chapter one:** Introduces the research background, Problem statement, Purpose, and Research questions.
- **Chapter two:** Literature review on leadership approaches and organizational change and presents the conceptual framework.
- **Chapter three:** Outlines the research methodology and research design.
- **Chapter four:** Presents the empirical findings from the case study.
- **Chapter five:** Discusses the findings in relation to existing theory.
- **Chapter six:** Concludes the study, outlines limitations, and suggests directions for future research.

2 LITERATURE REVIEW

2.1 Introduction

In this chapter, we will identify and present the theoretical and empirical literature surrounding changing an organization through the perspective of leadership, primarily within the context of small and medium sized enterprises (SMEs) and the construction industry. Leadership theories representing transformational, transactional, and servant leadership will be reviewed, and implications of these theories on how employees perceive organizational change will be explored. Additionally, concepts, models, and difficulties associated with organizational change will be discussed, with an emphasis placed on the role of leadership in creating employee responses to organizational change. There are many areas where research is lacking and, finally, the conceptual framework that will guide this research will be identified.

2.2 Overview of Leadership Theories

2.2.1 Definition of Leadership

Leadership is generally regarded as the process whereby one person has an influence upon another (or others) so that they (or he or she) will be able to reach a common goal. Recent advances in the field suggest that leadership is not always linked to a position of authority, but rather includes relational, behavioural and contextual aspects as well. For example, Northouse (2021) describes leadership as a process by which a leader influences their followers in the direction of an organizational goal, while Yukl (2013) highlights the importance of the behaviours required to bring about successful teamwork and organizational performance.

In addition to the traditional view of leadership, researchers such as Avolio, Walumbwa and Weber (2009) now see leadership as evolving through interactions between leaders and followers, and as being shaped by both the organizational culture and the context of the environment. This collaborative approach to leadership is consistent with Dinh et

al. (2014) who discusses leadership as co-constructed rather than a one-side influence or dominant force.

In contrast to leadership, management is concerned with planning, organizing and controlling resources. In contrast to leadership, the focus of management is to have a clear vision, be inspirational and liberal (change) during transitions of the organization. As noted by Rafferty & Griffin (2018), to effectively lead during times of change it is necessary to provide mutual emotional support, foster trust and build reasonable expectations, as well as be very clear on how best to communicate those expectations to their (or his or her) employees and respond effectively to the challenges facing their (or his or her) organization.

2.2.2 Transformational Leadership

Transformational leadership is considered one of the most influential theories of leadership today. This path of leadership has been shown to be effective in many settings, especially when innovation, adaptability, and organizational transformation are required. Transformational leadership is based on the work of Burns (1978) and Bass (1985). Transformational leaders and followers are motivated by their leader(s) to elevate their own motivations and values and thus move beyond their own self-interest toward the common good of all.

Transformational leadership consists of four key elements:

- Idealized influence (role modelling and ethical behaviours)
- Inspirational motivation (communicating a compelling vision)
- Intellectual stimulation (encouragement of creativity and critical thought)
- Individualized consideration (providing personalized support)

The relevance of transformational leadership is supported in research. For example, Breevaart and Bakker (2018), found that daily transformational behaviours contribute significantly to employee engagement and adaptability, and Herold et al. (2008) found that transformational leadership was particularly effective during times of change, either requiring cultural changes or changes in strategy.

Transformational leadership develops trust, decreases resistance to change, and increases an employee's readiness to change (Rafferty & Griffin, 2018). In small/medium

enterprises (SMEs), where leaders have close relationships with their employees, transformational leadership behaviours have a greater impact (Mazzarol, 2014).

Even with its strengths, transformational leadership does have its critics. Some researchers caution that the focus on charisma as part of transformational leadership can result in a leader being over-reliant upon his/her followers or followers being reliant upon their leader (Anderson & Sun, 2017). Nonetheless, for the years 2010-2025, evidence will continue to support transformational leadership as one of the most powerful leaders' tools to achieve positive change outcomes.

2.2.3 Transactional Leadership

Transactional leadership is based on principles of reward systems, monitoring performance, and using contingent reinforcement. It highlights the clarity of expectations, provides structure and promotes compliance; therefore, transactional leadership is well suited for use in stable or highly regulated industries.

The three elements of transactional leadership are:

- Use of contingent rewards for performance
- Use of active management by exception for proactive performance monitoring
- Use of passive management by exception for reactive performance monitoring

Research supports that use of contingent rewards enhances engagement and performance (Breevaart et al., 2014). Rowold (2006) found that transactional leaders were effective in project-based organisations such as construction.

Transactional leadership in times of change facilitates implementation of new expectations and company-wide processes; however, transactional leadership alone would not be sufficient to navigate an environment characterised by complexity and require strong emotional support and creative use of innovation (Hoch et al., 2016).

In small-to-medium enterprises (SMEs), an excessive reliance on transactional processes can erode the level of trust and reduce creativity. Successful leaders leverage transactional clarity, while incorporating elements of transformational and servant leadership behaviours.

2.2.4 Servant Leadership

Leader service emphasizes followers' welfare, enabling, and moral conduct. Leader service began with Greenleaf (1977) and has recently gained attention due to the socially oriented and moral aspects of the relationship. The major elements of a servant leader are the following (Liden et al., 2008):

- Healing emotionally
- Being Humble
- Enabling
- Acting ethically
- Building community

Servant leadership has been shown to increase trust and psychological safety and to influence organizational citizenship behaviours (Hoch et al., 2016). Service-oriented leaders are especially helpful in situations that need a relationship and empathy, such as small- and mid-sized businesses (SMEs). Servant leadership reduces resistance to organizational change through creating a sense of fairness, providing opportunities for participation, and allowing for individualized support for employees. (Eva et al., 2019.) However, some critics argue that servant leadership can be seen as too passive when there is an immediate need or significant amount of pressure (Anderson & Sun, 2017).

2.2.5 Comparison of Transformational, Transactional, and Servant Leadership

These three leadership approaches differ in orientation, behaviours, and outcomes:

Leadership Styles	Orientation	Strengths	Limitations
Transformational	Visionary, Motivational	Innovation, Commitment, Adaptability	Risk of Over- Dependence on Leader
Transactional	Task-Oriented, Compliance-Based	Clarity, Stability, Performance	Limited Creativity, Weak Emotional Engagement

Servant	Ethical, Relational	Trust, Psychological Safety, Empowerment	May Decisiveness Crises	Lack in
---------	---------------------	------------------------------------------------	-------------------------------	------------

Transformational leadership drives vision in change contexts while servant leadership establishes trust and transactional leadership maintains operational consistency. Most successful leaders use all three leadership styles.

2.3 Organizational Change

2.3.1 Introduction of Organizational Change

Organizational change is a process that includes changes in structure, how the business works, how things are done and how everyone in the organization interacts with each other.

The way we think about change today is that it happens all the time and is not linear; it is affected by the complexity of the environment and how people have learned in your organization. (Weick & Quinn, 1999; Burke, 2018)

Change can be either:

- Planned (carefully thought out and organized)
- Emergent (adapting to the current situation)

Change can also be of variable size, i.e.

- Incremental (small changes)
- Transformational (major changes)

Whether or not employees will accept change is based on trust, fairness and readiness (Oreg et al., 2011), and providing leadership to shape employee perception is critical to the successful implementation of change.

2.3.2 Organizational Change Models

The key models are:

a) Lewin's Three-Step Model:

Unfreezing → Moving → Refreezing Still relevant for understanding psychological transitions (Appelbaum et al., 2012).

b) Kotter's Eight-Step Model: Emphasizes vision, communication, and cultural anchoring (Pollack & Pollack, 2015).

c) ADKAR Model: Awareness → Desire → Knowledge → Ability → Reinforcement Focuses on individual-level change (Hiatt, 2013).

d) Emergent Change Models: Highlight continuous adaptation (Weick & Quinn, 1999). Construction SMEs often require hybrid approaches balancing structure and flexibility.

2.3.3 Challenges in Organizational Change

The main obstacles to overcome are:

- Employee resistance emerges when workers fear what will happen next and they lose their power to make decisions according to (Vakola, 2014).
- Change related uncertainty which exists in the environment, creates a situation that makes people unsafe to express themselves according to (Rafferty & Griffin 2006).
- People need to trust their leaders because this trust determines whether they will embrace changes according to (Neves 2011).
- People decide how ready they are to adopt new methods based on their beliefs about what is suitable and what they can achieve according to (Bouckenooghe 2012).
- Small and medium enterprises together with construction sites face challenges from their existing organizational systems according to

(Loosemore & Cheung 2015).

The solution to these problems requires leadership.

2.3.4 Communication in Organizational Change

The strongest indicators which show how prepared employees need to be for changes through their capacity to handle changes are established by their communication skills. The purpose of change and its associated expected results become clear to employees because of continuous communication which delivers information in clear, timely fashion according to (Kotter, 1996; Lewis, 2019). The capacity for employees to raise their inquiries and share their worries through two-way communication results in greater trust and engagement according to (Johansson and Heide 2008).

SMEs see their employees using informal communication methods through verbal communication which creates problems because they need to understand each other better according to (Abor and Quartey 2010). The construction industry experiences workflow interruptions and heightened stress levels because its workers fail to communicate clearly about their work tasks according to (Loosemore and Cheung 2015). Organizations need to establish effective communication methods because they function as crucial elements for organizations to carry out their change processes successfully.

2.3.5 Employee Involvement in Change Processes

Employees take part in all phases of change through their active involvement in discussions and planning and decision-making processes. Research demonstrates that when people participate in activities their sense of ownership and motivation levels and their commitment to work increases (Lines, 2004). The process of participation enables people to understand change objectives better while it simultaneously decreases their resistance to change (Matzler et al., 2012).

SMEs practice involvement by allowing employees to participate in operational decision-making processes, but they keep strategic decision making exclusive to top management (Kelliher & Reinl, 2009). Construction SMEs use early project involvement to discover real world problems which leads to better project execution (Dainty et al., 2007). The

successful implementation of change requires both psychological and operational aspects of employee involvement.

2.3.6 Support and Resources During Organizational Change

The process of change requires employees to receive training and guidance and emotional support to succeed in their new roles. Practical support increases competence and confidence (Armenakis & Harris, 2009), while emotional support reduces anxiety and strengthens trust (Herscovitch & Meyer, 2002).

SMEs lack sufficient resources to provide training and support services according to Singh et al. 2008. Construction SMEs experience project delays because their limited resources create pressure on workers (Loosemore & Andonakis, 2007). Organizations need to establish effective support systems because these systems directly impact their ability to implement successful change initiatives.

2.4 Leadership and Organizational Change

A key factor in determining the outcome of change is the role of leadership. Transformational leadership increases levels of commitment and preparedness among subordinates (Herold et al., 2008). Transactional leadership facilitates adherence to processes (Rowold, 2006). Servant leadership builds trust and provides employees with an environment conducive to psychological safety (Eva et al., 2019).

Leaders play a critical role in how employees make sense of changes and their response to those changes (Higgs & Rowland, 2011). In small to medium enterprises (SMEs), the influence of leadership will be more pronounced given the nature of interpersonal relationships among employees.

In construction, the construction leader faces pressure to supply their team with relational supports while supplying team members with task or project-related directions.

2.5 Leadership and change in SMEs

Leadership is critical for SMEs because they often use informal structures and have centralized decision-making. Employees' trust, their readiness to act, and their engagement with an SME are directly influenced by the behaviours of the company's leaders (Kelliher & Reinl, 2009).

Transformational and servant leaders will be more successful leading SMEs because they will help improve innovation, enable employees to take ownership of their jobs, and help create an environment of psychological safety (Matzler et al., 2012; Liden et al., 2013). In developing economies, SME leaders typically use interpersonal relationships and informal communication as tools for influencing employees (Abor & Quartey, 2010). This is especially true in Nepal.

2.6 Leadership and Change in the Construction Industry

Construction has unique features such as being project oriented, consisting of temporary teams, and experiencing a high level of uncertainty. As a result, construction leaders need to promote trust, clarity and accountability to build a culture of team cooperation and security (Toor & Ofori, 2008).

Transformational leadership develops teams with strong cooperation and adaptability (Ling et al., 2012). Transactional leadership encourages compliance to safety and accurate completion of tasks (Zhang et al., 2018). Servant leadership supports employee wellness and minimizes barriers to continued improvement (Loosemore & Cheung, 2015).

In the case of Nepali construction SMEs, the impact of leadership is further influenced by a lack of formal organizational structure and the presence of close interpersonal relationships between employees and their leaders.

2.7 Research Gap

Major gaps present include:

- Limited empirical studies regarding leadership/change in small medium enterprises (SMEs), particularly within developing countries.

- No comparison studies have been conducted to compare transformation, transaction, and servant leadership during times of organisational change.
- Limited research regarding employee perceptions as mediators between organisational change outcome(s).
- The current literature does not adequately reflect the presence of construction SMEs in Nepal related to scholars studying issues associated with organisational leadership and change.

As a result, this research aims to assist in addressing these current gaps.

2.8 Conceptual Framework

The framework proposes:

- i. There are some 'approaches to leadership' (transformational, transactional, servant leadership) that influence.
 - ii. How employees perceive change in an organization (trust, readiness, fairness).
 - iii. Ultimately shape an employee's acceptance & engagement with that change.
- In the case of Nepali construction small and medium sized enterprises (SMEs), contextual factors moderate these relationships.

2.9 Summary

This chapter looked at the theories of leadership, concepts of organizational change, and the role of leaders in influencing employees' views toward change. Also, based on the unique dynamics of Small to Medium Enterprises (SMEs) and the construction industry, identifying important gaps in the research to date, and presenting the conceptual framework that informs this study.

3 RESEARCH METHODOLOGY

3.1 Research Design

Through the qualitative research methodology, the study intends to analyse and evaluate the varying forms of leadership and their effects on the perception of organizational change by employees in small to mid-sized enterprises (SMEs) within Nepal's construction industry. The reason the qualitative research methodology has been selected is because the researchers are more interested in how individuals interpret their experiences and assign meaning to them as opposed to quantifying variables. Employee experience, the method of communicating to employees, level of trust, and employee responses towards organizational change are complex and multi-dimensional social processes that must be studied in-depth.

By using the single case analysis research methodology, relationships among these various forms of leadership and employee perceptions of organizational change were analysed within the context of K. S. Square Construction and Suppliers and the surrounding organization in which the organization exists. The case study research design is appropriate for answering how or why types of research questions and for exploring how contextual elements relate to study phenomenon. K. S. Square Construction and Suppliers Pvt Ltd. is an appropriate location for studying the relationship between leadership and organizational change within the context of Nepali SMEs. The NVivo 15 software was being used to organize, code, and analyse the qualitative data systematically throughout the research.

3.2 Case Organization

K.S. Square Construction and Suppliers Pvt. Ltd., a construction SME located in Kathmandu is being studied for this research project. The scope of work for K.S. Square includes infrastructure development, contracting, hydro-related projects, consultancy work and the supply of materials for construction. The company regularly adapts its operations and organizational structure because of its status as an expanding SME, and

its competitiveness in an environment that is perceived as limited in availability of resources.

The selection of this case study was made based on purposive sampling; that is, the relevance of the company to the research topic and the ability to collect data from the company were factors considered in the selection of this case study. The size of the company, its organizational structure, and the organization's ongoing process of change make it an appropriate case for examining employee perceptions of leadership during organizational change.

3.3 Data Collection

3.3.1 Semi-Structured Interviews

Semi-structured interviews were used to provide participants with the opportunity to share their views and provide enough information about their experiences of leadership behaviours under conditions of organisational change while ensuring that all the main themes outlined in the research questions were covered by using a direct focus group rather than an open forum approach to discussion. This type of interview is most appropriate when exploring people's experiences, their perceptions of and their interpretations of leadership behaviours. Participants in the research were selected using purposive sampling and as such had first-hand experience of organisational change and had regular contact with the organisation's leadership. To enhance the richness of the data collected and provide a range of perspectives, employees from different positions within the organisation were also selected.

3.3.2 Development of Interview Questions

The interview questions were constructed using three different types of criteria, including:

- the research questions,
- themes found within the literature review, and
- the conceptual framework of reference.

These questions were intended to measure factors such as leadership styles, communication methods, trust and engagement levels among employees, and how well an organisation can adjust to changes. A complete copy of the interview guide is in **Appendix 1**.

3.3.3 Interview Procedure

The researcher conducted interviews through both in-person and virtual methods, which depended on the availability of study participants. The duration of each interview session extended between 20 and 40 minutes. The researcher obtained participant permission to record interviews through audio as a method to guarantee precise transcription and analysis of the recorded material. The researcher took notes to document contextual information together with nonverbal communication signals. With all interviews transcribed verbatim, they were subjected to qualitative coding in NVivo 15.

3.4 Data Analysis

The researcher used thematic analysis to understand the qualitative information which they gathered from their interviews. The analysis followed Braun and Clarke's (2006) six-phase framework but used NVivo 15 software to achieve systematic organization and transparent coding process which allows complete tracking of all coding activities. The analysis process used multiple organized steps which started with familiarization and continued through open coding, axial coding and theme development and refinement stages.

3.4.1 Familiarisation with the Data

The process started by reading through and rereading the interview transcript to gain a holistic view of the participant's experiences. Notes were made to recognize the patterns emerging from communication, leadership style, resources, motivation, and stress. This phase guaranteed that the researcher was completely immersed into the analysis prior to coding.

3.4.2 Open Coding

Transcription of the conversation was completed and imported into NVivo 15 software for further coding. Open coding was performed based on each line of the transcribed text by assigning it a code. Different kinds of descriptive codes emerged from the open coding procedure, including clear instructions, late instructions, supportive behaviour, strict behaviour, timely machine maintenance, delayed materials, new machines increase motivation, and sudden changes increase stress. This stage ensured that no relevant detail was overlooked and that the coding remained grounded in the participant's own words.

3.4.3 Axial Coding

After each open coding, similar codes were then clustered together under axial categories to make it less fragmented and to help signal conceptual connections. For example:

Clarity of Instructions merged clear instructions and unclear instructions,
Within Leadership Behaviour, supportive behaviour and strict behaviour were grouped under
Resource Availability included timely machine maintenance and delayed maintenance.

This process of axial coding allowed for groupings of data with respect to the clusters that better represented larger patterns across the participant's experience.

3.4.4 Theme Development

The axial codes developed a system which created main themes that showed the key elements of how participants saw things. The research resulted in the development of six primary themes which emerged from the study.

- i. Communication**
- ii. Employee Involvement**
- iii. Employee Perceptions**

iv. Leadership Behaviours**v. Organizational Processes****vi. Support and Resources**

The themes show all main points which participants discussed during their research activities. The findings of Chapter 4 use these elements as their basic structure.

3.4.5 Reviewing and Refining Themes

Themes were checked to ensure they accurately reflected the data and were different from each other. Where appropriate codes were reorganised for the sake of clarity and coherence. This iterative process helped us reach an internal coherence in themes which were mutually exclusive, strongly defined and clearly related to the theoretical framework of the study.

3.5 Trustworthiness of the Study

To demonstrate research quality and credibility researcher must use established qualitative research standards for assuring trustworthy research:

Credibility

Through careful transcription, lengthy contacts with participants and confirming the interpretations made, this research delivers a high degree of credibility.

Transferability

Research descriptions provide sufficient details to help future researchers to make a judgment about transferring this research to similar settings.

Dependability

An established record of the research process including (1) the sampling process; (2) collecting the data; and (3) analysing the data, allow for other researchers to replicate this research under similar conditions.

Confirmability

The use of reflective notes, transparent decision making, and a well-maintained audit trail have minimized researcher bias.

3.6 Ethical Considerations

Throughout the research process, ethical principles were adhered to. Participants were made aware of the study's purpose, that they were participating voluntarily, and that they could withdraw from the study at any time. Participants gave informed consent prior to their interview.

Confidentiality was maintained by ensuring that participant identities were kept anonymous and that all transcripts were stripped of any identifying information. All data were stored in a secure manner and were used for academic purposes only.

4 FINDINGS AND ANALYSIS

4.1 Introduction to the Findings

The chapter displays results from eight semi-structured interviews which researcher conducted with staff members of a Nepali construction SME. The study included Managing Director, Engineer, Sub-Engineer, Site Supervisor, Mason, Carpenter, General Labourer, and Machine Operator participants who represented different hierarchical and functional levels.

The researcher implemented thematic analysis according to the procedures described in Chapter 3 which included open coding, axial coding and theme development. The NVivo 15 analysis produced six major themes through its analysis process which began with open coding, axial coding and ended with theme development.

- i. Communication
- ii. Support & Resources
- iii. Employee Involvement
- iv. Leadership Behaviour
- v. Employee Perceptions
- vi. Organizational Process

The chapter shows all open codes which analysts generated during their analysis through the presentation of participant quotes together with their interpretations and theoretical connections.

4.2 Coding hierarchy Nvivo Structure

A hierarchical coding framework (a hierarchy chart) that made sense of how themes, axial codes and open codes were related to one another was developed using NVivo 15. The hierarchical representation of the code showed how units of meaning were hierarchically groups into wider analytical categories. The coding hierarchy is illustrated in figure 4.1, and the complete descriptive coding framework is presented in **appendix 3**.

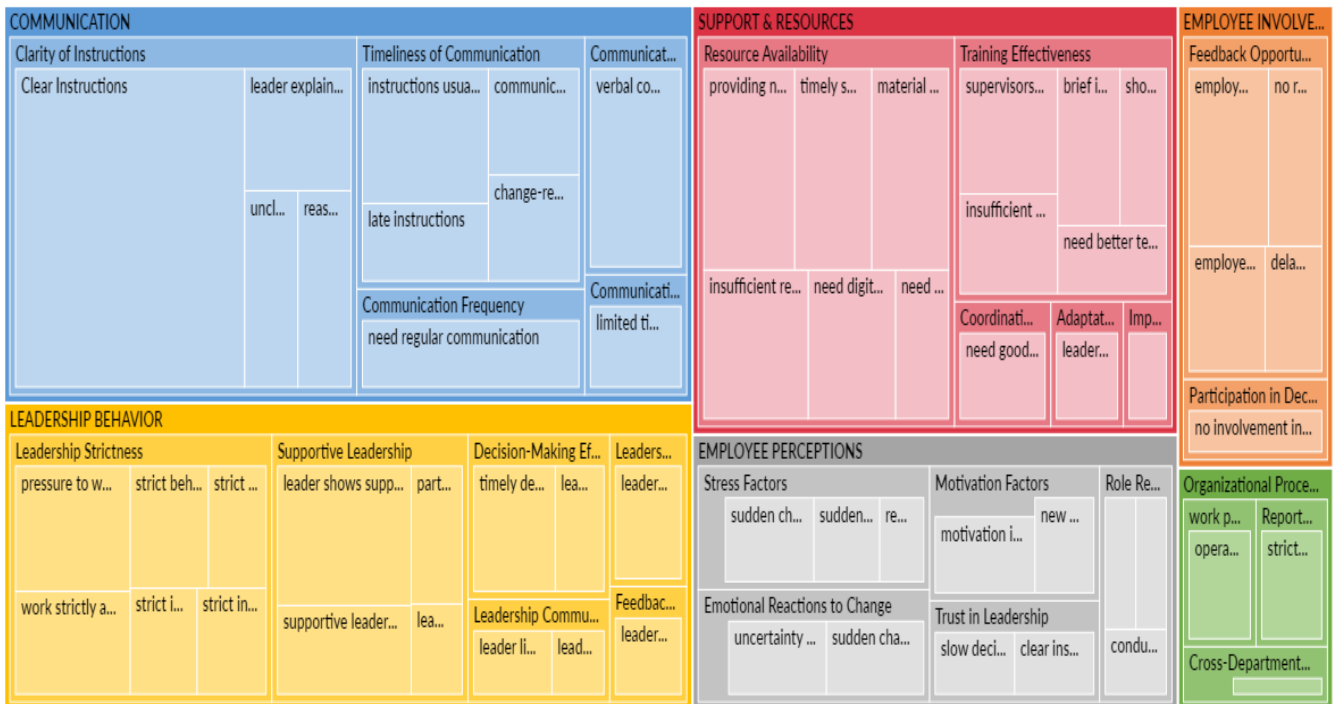


Figure 4.1: Hierarchical Coding Structure Showing Themes, Axial Codes, and Open Codes

This **figure 4.1** depicts the last coding scheme utilized when evaluating the qualitative data obtained. Open codes were collated into Axial codes, and from prior groupings of axial codes into 6 general themes. The 6 major areas of theme were: Communication, Support & Resources, Employee Involvement, Leadership Behaviour, Employee Perception and Organizational Processes. The arrangement diagrammatically illustrates how Fine Meaning Units were combined under larger conceptual categories based on their explanation as found in this section of the report.

4.3 Communication

Communication was one of the significant themes identified regarding how employees communicate and make use of information relating to their work. It can be seen from the findings that although communication works perfectly fine most of the times, certain factors limit its consistency and effectiveness.

COMMUNICATION				
Clarity of Instructions		Timeliness of Communication		Communication Ch...
Clear Instructions	leader explains reason...	instructions usually arrive...	communication de...	verbal communicat...
	unclear instructions	late instructions	change-related in...	
	reasons for change s...	Communication Frequency		Communication Con...
		need regular communication		limited time to he...

4.3.1 Clarity of Instructions

Open codes included Clear instructions, Leader explains reasons, Unclear instructions, reasons for change sometimes provided.

Participants generally reported their instructions were clear, especially when they have time to explain the reasons for certain activities or changes in the workplace. Participants reported that their understanding is enhanced if the supervisor or engineer explains the reasons for what needs to be done. However, participants reported that at times instructions given verbally during busy moments are unclear and cause confusion. Participants also agreed that there are some moments when reasons for change are given, although not always. This issue was reported by one of the Engineers who remarked, *"Technical instructions are generally clear, but verbal instructions at busy times might sometimes cause confusion."* One of the Masons also commented, *"The reasons are provided, but at times we just follow the instructions."*

Clarity in instructions and provision of adequate reasons increases the understanding of tasks and changes among employees, while unclear instructions and inadequate reasons necessitate further clarification by employees.

4.3.2 Timeliness of Communication

Open codes indicated timely arrival of instructions, delayed communications, change-related information, untimely arrival of instructions.

It was evident that the workers believed instructions to be delivered on time most of the time. This facilitated their working process to go on without any issues daily. Nonetheless, delays were experienced at times whenever change-related information was involved, particularly in instances where approvals from outside sources or last-minute project modifications occurred. For instance, a Mason mentioned that *"Most instructions are timely but occasionally, change-related information comes late and causes work to stop."* The Managing Director admitted that there were cases where delays could occur because of long government procedures or unanticipated project alterations.

Timely communication ensures efficient operations; nevertheless, delays—especially those in change situations—disrupt the process of planning, result in work stoppages, and decrease efficiency.

4.3.3 Communication Channels

The open code illustrated verbal communication leads to misunderstandings.

As per employees' response, verbal communication was one of the main communication channels utilized within the site, as supervisors or engineers would often provide instructions orally during daily activities. While this way of communicating proves to be very handy and easy, many participants indicated that it may also be a reason for misunderstandings because work may be rather hectic, and therefore instructions may be provided hurriedly. A Carpenter said that *"sometimes verbal instructions lead to misunderstandings."* In addition, a Mason indicated that sometimes verbal communication could be misunderstood because of the existing work pressure.

Although verbal communication is rather effective while performing various activities at a work site, if not supported by written communication or reiteration, it might create confusion among employees.

4.3.4 Communication Frequency

Open codes included need regular communication.

Employees indicated that communication is not always held on a regular basis, resulting in confusion regarding the work currently being done and future changes. Although the required instructions are always provided, the participants believed that regular updates would assist them in remaining coordinated with respect to current expectations and future changes. The Managing Director pointed out this need very clearly by saying *“We require more structured training, digital reporting, and regular communication.”* This indicates that employees have a general idea regarding the need for increased communication frequency.

Regular communication maintains clarity and coordination, whereas irregular communication causes confusion among employees.

4.3.5 Communication Constraints

Open codes reflected Insufficient time to listen to suggestions due to busyness.

Some employees admitted that the communication process is affected by time issues since employees and supervisors must work fast. This results in an insufficient amount of time that one can take for listening to the supervisor's instructions or suggesting something. Some respondents mentioned that even though managers are usually helpful, the work-related rush does not allow to discuss matters effectively. In other words, some respondents pointed out that *“There is no time to listen to suggestions when it is busy”* (Mason). Furthermore, a General Labourer indicated that *“Fast workflow makes it hard to listen.”*

Time pressure prevents efficient communication between workers and their managers.

4.4 Support and Resources

"Support and resources" were identified as one of the themes that describes how employees get the necessary resources and support for effective work. Although employees agreed that leaders give support whenever possible, there are certain issues like delayed materials, inadequate training, and poor coordination that negatively impact efficiency.

SUPPORT & RESOURCES						
Resource Availability			Training Effectiveness			Coordination Between Teams
providing necessary resources	material delays stop work	insufficient resources provided	supervisors teach n...	insufficient traini...	brief instructions ...	need good coordination be...
timely supply of materials	need digital reporting tools	need for more equip...	short training sessions	need better technical training		Adaptation Assistance leaders help employees a...
						Improvement Needs improvements in site mana...

4.4.1 Resource Availability

Open codes included Provision of resources is required, delays with the material hinder completion, necessity to use digital tools to report, timely provision of materials, insufficiency of resources available, requirement of extra equipment.

Employees presented mixed perceptions on the availability of resources required for performing their activities. Most employees mentioned that the resources were usually provided by leaders. However, the problem of delayed delivery of such resources

sometimes caused a delay in completing tasks. As one of the Masons stated, *"Sometimes materials do not come on time, and our work becomes interrupted."* Besides, there were cases when materials were not enough. Thus, extra equipment and digital devices used to report the completion of certain tasks would be useful in such circumstances. It should be noted that despite positive feedback on the topic of resource provision, some problems remain.

Provision of required resources allows having an uninterrupted workflow; however, delays, lack of materials, and digital tools reduce productivity.

4.4.2 Training Effectiveness

Open codes included Supervisors provide training, trainees receive short instruction but not proper training, short training periods, inadequate training, and require proper technical training.

Participants revealed that training is usually short and revolves around immediate tasks rather than being geared towards comprehensive development of skills. In some cases, supervisors tend to provide new training to their employees on-site, but this process seems to be brief and lacks the depth required for carrying out certain activities. Various trainees admitted that training is done on an ad hoc basis, and they learn from experience and observation. According to one of the Engineers, *"Training is usually short and sometimes we require proper technical training for us to carry out our tasks effectively."*

Short training centered around tasks allows trainees to perform their tasks effectively but inadequate technical training hampers skills development and confidence.

4.4.3 Coordination between teams

Open code included need good coordination between leadership and workers

Participants continuously pointed out that good coordination between management and workers is key for a good workflow, particularly in times of organizational change. Good coordination means smooth progress in work, whereas lack of coordination between the teams results in inefficiency. This point is well illustrated by Mason, who said that *"Good coordination between leadership and workers is necessary for smooth work."* The same

idea is reflected in Engineer's and Sub Engineer's statements, where they point out the importance of coordination between departments because technical decisions, material supply, and work on-site should be coordinated for work to proceed.

Coordination means proper cooperation among teams in terms of instructions and material supply. Lack of coordination will slow down the process and decrease efficiency.

4.4.4 Adaptation Assistance

Open code represented leaders assist employees in adapting.

Employees uniformly indicated that leaders assist employees to adapt to new technologies, tools, and work practices. Supervisors and engineers provide direct guidance to workers on site, show new ways of doing things, and give assistance in implementing new work practices. In an interview, the Managing Director stated that assistance with adaptation is rendered through engineers and supervisors who provide guidance to employees while making changes. Likewise, the Sub Engineer and Site Supervisor stated that leaders assist them to adapt, especially when they use new technology or tools. In addition, a General Labourer pointed out that supervisors assist them to adapt by showing how work is done.

Leaders' assistance with employees' adaptation decreases ambiguity and makes it easier for employees to adapt to new practices.

4.4.5 Improvement needs

Open codes included process improvements at sites, training is needed, digital reporting is needed, regular meetings are needed, processes are not clear.

There were several areas pointed by employees that should be improved to ensure effective organizational change. Many of the employees stated that they needed to have more structured training and instructions in addition to the proper planning of site work activities. As far as the Managing Director went, the organization needs "more structured training, digital reporting, and improved regular communication." There were also practical matters noted by the workers such as late arrival of materials and unclear processes of site work. The Mason and Carpenter mentioned that timely provision of materials and clear instructions would facilitate better daily work on the site. In turn, the

Engineer and Sub Engineer expressed the necessity of technical training and regular meetings.

Employees and managers have a common view about the necessary improvements to make the site management better.

4.5 Employee Involvement

The participation of employees was identified as another significant theme that indicated how far the employees were involved in making decisions, giving feedback, and affecting the processes of work. The employees were able to voice their opinions and make recommendations, but such involvement was only related to matters at the site level.

EMPLOYEE INVOLVEMENT			
Feedback Opportunities			Participation in Decision-Making
employees give suggestions	no regular feedback system	delayed implementation	no involvement in decision-making
	employees can speak up about problems		

4.5.1 Feedback Opportunities

Open codes represented suggestions by employees; employees raise concerns about issues; no feedback process in place; delayed implementation.

The participants indicated that the employees could raise concerns regarding any issues and provide suggestions at work, particularly during the site meetings or on-site. Still, many participants stated that there is no proper feedback process that would encourage

immediate implementation of suggestions provided by the employees. Thus, according to a Mason, the leaders pay attention to the raised problems, but "everything is not solved immediately." Likewise, the Carpenter and General Labourer reported that during the rush, it is more difficult to collect any suggestions from the employees. The Managing Director confirmed that the suggestions made by employees are only considered on site. Although employees can raise their voices at work, lack of a structured feedback system and delayed implementation decrease its efficiency.

4.5.2 Participation in Decision-Making

Open codes included non-participation in decision-making processes, participation in decisions on-site only, consideration of employee input with limited participation.

The employees have always felt that they do not participate in decision-making activities. This perception was shared by employees such as Mason, Carpenter, General Labourer, and Machine Operator who noted that they do as per the directions provided by their supervisors and engineers without participating in the process of making any decisions. As mentioned by one Mason, they work as per the direction provided. On the other hand, the technical personnel such as Engineer and Sub Engineer indicated that they are involved in decisions concerning their operations within the site or technical decisions while strategic decision-making is left entirely to the leadership. The Managing Director also supported this claim where he said that their employee's input is considered when there is an issue related to the site, but it is not for other organizational decisions.

There is unequal participation by the employees in decision-making activities. While there is participation by the technical personnel in decision-making regarding operations, the rest of the employees are not involved in decision-making activities.

4.6 Leadership Behaviour

The concept of leadership behaviour came up strongly as one of the major themes that capture the way the leaders guide, manage, and relate to their subordinates in times of organizational change. The subordinates have noted that the leaders were always supportive but could become demanding when there was too much work to do.

LEADERSHIP BEHAVIOR							
Leadership Strictness			Supportive Leadership		Decision-Making Efficiency		Leadership Communica...
pressure to work faster	strict leader...	strict instr...	leader shows supportive behaviour	supportive leadersh...	timely decisions supp...	leadership ...	leader listens to emp...
work strictly according to instructions							leader gives sudden ...
		strict instructions under d...					
strict behaviour discourages employees			participative leadership	leadership listens to...	Leadership Fairness		Feedback Responsiveness
					leader makes key decisions		leadership listens to pr...

4.6.1 Leadership Strictness

Open codes denoted need for quick action, strict attitude makes employees uncomfortable, strict leadership attitude, work according to instructions strictly, strict instructions due to pressure, strict instructions due to deadlines.

Employees from various positions agreed that their leaders tend to be strict when deadlines are approaching or whenever there is considerable pressure at work. Employees have shared instances where they are required to strictly follow the provided instructions, allowing little room for deviation. According to a Mason, *“there is pressure to work faster”* during peak times, while some workers have stated that strict attitudes can sometimes discourage them. The Sub Engineer and Site Supervisor have also highlighted that strict instructions are issued by leaders when pushing for quick work completion, particularly during tight deadlines for projects.

Strict leadership assists in maintaining the pace and controlling situations during high-pressure moments, but it may decrease employees' motivation and autonomy, as well as create stressful working environments.

4.6.2 Decision Making Efficiency

The open codes represented timely decision-making is required for change; leadership takes time for decision-making.

Time-efficient decision-making was seen by all employees as a prerequisite for the smooth process of work and changes within an organization. This point of view was supported by various employees, who stressed that the decision should be made quickly and timely, particularly in connection with technical issues, delivery, or instructions for the site. In his interview, the Engineer stated that "it's necessary that leadership makes timely decisions" to ensure efficient work. However, there were situations where decisions were made quite slowly, and this was related to paperwork, governmental permissions, or other duties. The Managing Director confirmed this issue, mentioning that even though he tries to take quick and appropriate decisions, there are factors which influence the speed. Such information was provided by workers like the Sub Engineer and Site Supervisor, who mentioned that the delayed decision hinders the progress and increases the pressure on the site.

Quick decision-making leads to continuity and minimizes possible problems.

4.6.3 Leadership Communication Style

Open codes that reflected leader listens to employees, sudden instructions by the leader, clear instructions, verbal confusion due to busy periods, inconsistent explanations.

The employees saw leadership communication as consisting of two factors, namely, clear instructions and instructions that occur suddenly. Majority of the interviewees stated that their leaders always listen to the employees and offer them clear instructions on technical aspects. The Managing Director explained how he ensures that he explains to people the reasoning behind changes, while the Engineer confirmed the fact that "technical instructions are usually clear." However, masons, carpenters, general labourers, and sub engineers revealed that verbal instructions in times of business can be quite confusing. It was evident that in most cases, leaders do offer sudden instructions that are not fully explained.

In terms of leadership communication, it becomes clear that leadership communication can be quite effective in situations where there are clear instructions and leaders listen to employees.

4.6.4 Supportive Leadership

Open codes indicated leader exhibits supportive behaviour; leader exhibits participatory leadership style; supportive leadership enhances change process; leadership listens to feedback from employees.

Employees repeatedly mentioned that their management is supportive, particularly in case of technical, site-related, and procedural changes. According to the Managing Director, he adopts participatory leadership style and listens to feedback from engineers, supervisors, and employees prior to making decision on change. Technical personnel, including Engineer and Sub Engineer, revealed that their management listens to their suggestions and provides adequate technical assistance during the process. Similarly, workers comprising Mason, Carpenter, and General Labourer also informed that their supervisors assist them with solving problems, learning procedures, and using equipment when any new method is introduced. Such supportive behaviour on the part of management enhances employees' confidence while implementing organizational change.

Adopting supportive leadership style can enhance communication and trust among employees and improve their attitude towards organizational change.

4.6.5 Leadership Fairness

Open codes represented leader making decisions, leadership fairness, equality, clarity in decision-making authority.

Participants from all the different positions talked about leadership fairness in terms of decision-making processes and how consistent the leader treats the workers. Participants recognized that the leader makes the main decisions within the organization. This is evidenced by the Managing Director, who stated that important decisions are made by leaders, while decisions on site level include employee contributions. The General Labourer and the Carpenter mentioned that the supervisors treat all workers

equally and follow the same set of instructions, which brings some sense of fairness. Employees do not have much of an influence in the decision-making processes at higher levels. However, their perception of leadership decision-making is that the process is quite transparent.

The concept of leadership fairness can be understood from consistent treatment and clarity in decision-making. Employees do not take part in making important decisions, but still, transparency and equality are essential for building good relations with them.

4.6.6 Feedback Responsiveness

Open codes included leadership hears about the problem, leadership hears employee comments, suggestions may not be implemented, limited time to hear suggestions during peak times.

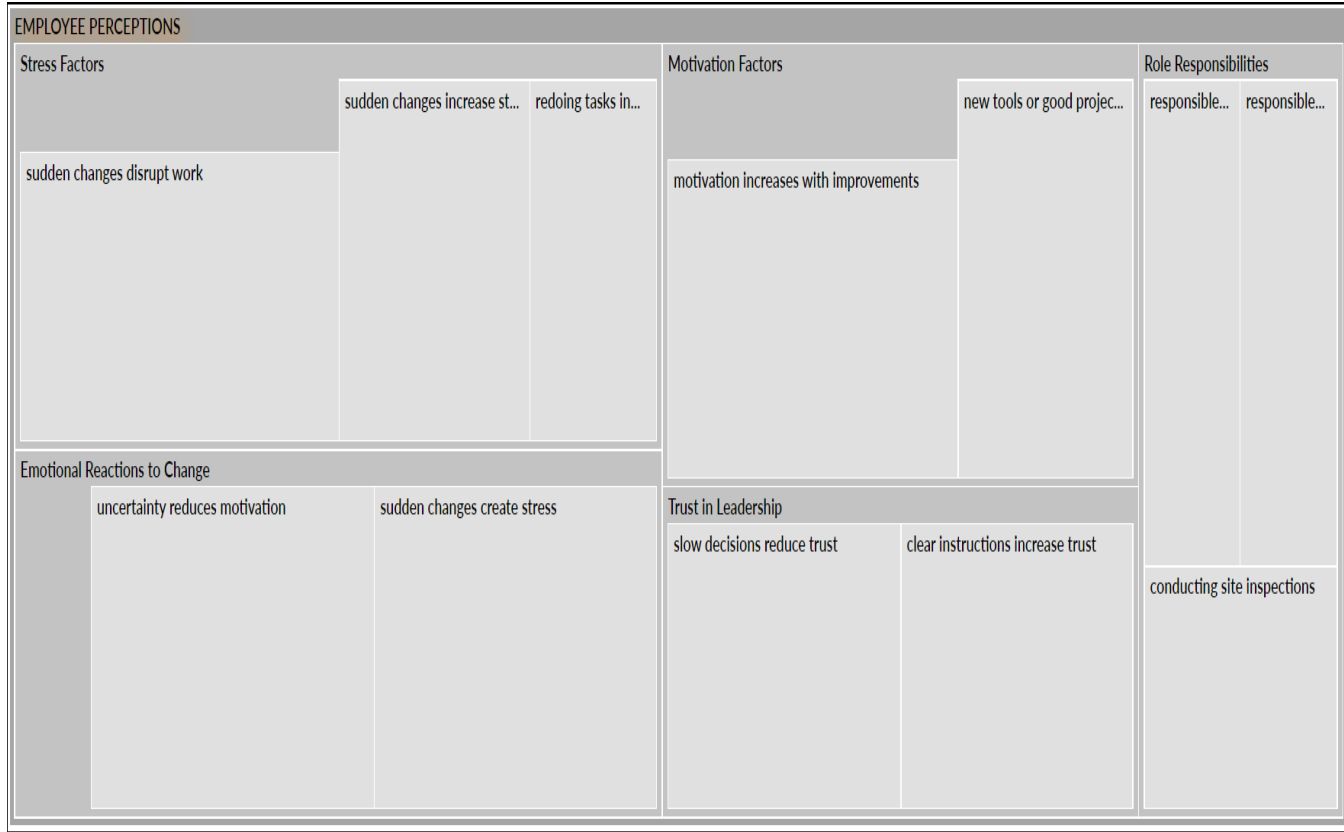
Leadership hears about the problems and listens to employees' concerns and comments; for example, leadership listens to employees' concerns and comments at site meetings or in the field where problems occur. Leadership hears problems from site workers who can explain the actual problems encountered in the field. Technical personnel such as engineers (both Engineer and Sub Engineer) indicated that leadership hears their technical suggestions and comments, although suggestions were not always implemented. Leaders have heard problems from site workers, but not all problems may be addressed within the deadline. Employees (Mason, Carpenter, and General Labourer) agreed that their suggestions are taken into consideration by leaders but sometimes it was difficult to listen to employees during the busy period.

Listening by leaders creates an environment in which employees feel free to voice their concerns and comments. Nonetheless, lack of action and insufficient time for listening during busy periods affect leaders' responsiveness.

4.7 Employee Perceptions

Employees form their views about work because they observe how leaders behave and how organizations evolve and how their job duties change. The interviews revealed consistent patterns related to stress and motivation and trust in leadership and

emotional reactions to change and clarity of responsibilities. Employee perceptions about change create different responses that impact both their work performance and the overall efficiency of the organization.



4.7.1 Stress Factors

Open codes included: sudden change interrupts work process, sudden change creates stress, task resubmission creates stress.

Participants repeatedly pointed out that sudden changes are a significant stressor in their everyday work life. This was evident from the statements of workers like the Mason, Carpenter, and General Labourer who found themselves caught unawares with unplanned instructions during work and were forced to adapt themselves accordingly. Participants also stated that apart from disrupting the normal flow of work, sudden changes also created stress, particularly when they had to do the same task twice. This was corroborated by the responses of technical personnel such as the Engineer and Sub Engineer, who also stated that the sudden changes disrupted their technical activities.

Unplanned and sudden changes create stress for employees, as they interrupt workflow and create stress. Advance and planned communication is very important to reduce stress.

4.7.2 Motivation Factors

Open codes indicated that Motivation is positively correlated with improvements; motivation is boosted by new equipment; good projects stimulate motivation.

The motivation of employees was found to be greatly affected by improvements in tools, equipment, and projects. For instance, some workers like the Mason, Carpenter, and Machine Operator noted that new or improved equipment makes working more convenient for employees, thus boosting their motivation and increasing job satisfaction. Moreover, technical employees, such as the Engineer and Sub Engineer, stressed that motivation was higher among those employees who must deal with good projects or those that were well organized because doing the job became easier and there were no delays in the process. In turn, the Managing Director mentioned that process and resource improvements led to employee motivation because workers noticed significant changes in the way their job was conducted.

Interpretation:

Employees become highly motivated if they observe significant improvements in processes and tools at work.

4.7.3 Emotional Reactions to Change

Open codes represent uncertainty – decrease in motivation.

Sudden changes cause stress.

Employees have expressed definite emotional responses to organizational changes; in particular, uncertainty and sudden instructions were seen by employees as the most powerful causes of negative emotions. Thus, for instance, employees like the Mason, Carpenter and General Labourer said that in cases where changes happen unexpectedly, it becomes difficult for them to predict future events, and this, in turn, lowers their motivation to work. Similarly, Technical staff members, such as the Engineer and Sub Engineer, felt that unexpected changes caused stress because it forced them to revise

their technical procedures immediately. It became evident that, regardless of the position held, uncertainty brings fear and decrease in motivation, while sudden changes bring stress.

Employees respond more positively to changes if these changes are announced in advance.

4.7.4 Role Responsibilities

Open codes included responsible for issuing technical instructions, carrying out site inspections, responsible for monitoring sites daily.

It was clear from the statements made by the interviewees that the employees understood their roles and responsibilities in the organization. The Engineer and Sub Engineer stated that they are responsible for issuing technical instructions and coordinating work. In addition, they carry out site inspections to ensure that the process is going on well and no problems arise. The responsibility of the supervisory personnel is to supervise daily activities in the site, guide the workers and make sure that they follow instructions. On the other hand, the skilled and unskilled labourers such as the Mason, Carpenter, Machine Operator and the General Labourer mentioned that their responsibility is to execute orders in the site.

Knowing role responsibilities creates stability and guidance, particularly during times of change.

4.8 Organizational Processes

Organizational processes refer to the way activities take place in an organization, including coordination and monitoring. The staff identified three important factors that affect operational efficiency in relation to change processes in the firm, including work process changes, reporting processes, and interdepartmental collaboration.

Organizational Processes		
work process changes	Reporting Requirements	Cross-Department Collaboration
operational changes	stricter reporting and inspections	need coordination between depar...

4.8.1 Work Process Changes

The open codes included change in work process, change in operation.

Changes in the work processes have been experienced by workers at different job levels in that there were changes in processes, methods and ways as new technologies were introduced into the processes. The Mason, Carpenter, and Machine operator highlighted how new processes at times needed employees to adopt new techniques. Changes in operations, on the other hand, were experienced by technical people such as Engineers and Sub-Engineers. This was because there were certain improvements that needed to be made in the operations. These changes could, however, cause some form of temporary confusion as they were sometimes not well explained.

Changes in work processes are key but should be well prepared for.

4.8.2 Cross-Department Collaboration

Open codes reflected coordination within departments, communication between departments.

The employees underscored the significance of coordination between the departments such as engineering, procurement, and site operations to facilitate the seamless functioning of activities. The technical personnel clarified that there would be delays whenever departments did not coordinate properly, particularly in the case of supplies or approvals of the materials. The workers added that whenever the departments coordinated properly, the tasks got completed more efficiently.

Efficient cross-departmental coordination helps in minimizing delays, whereas inefficient coordination causes disruptions and bottlenecks.

4.8.3 Reporting Requirements

Open codes included: strict reporting, inspections, need for documentation.

Employees stated that the reporting became strict, particularly with respect to issues like safety, material consumption, and progress daily. The Engineer and Sub Engineer elaborated that more documentation and inspections were needed to ensure that everything was done properly. According to employees, their supervisors started conducting more frequent inspections, which raises the bar, but at the same time causes stress.

Strict reporting and inspections mean better control, but higher workloads.

4.9 Summary of Findings

The study used qualitative interviews with employees from various organizational positions to collect its empirical results. Thematic coding through NVivo analysis produced six core themes which describe how employees perceive communication and leadership behaviour and their engagement and support and their organizational change process understanding.

The research demonstrates that communication functions as the primary element which determines how employees comprehend organizational changes and respond to them. The written instructions and formal communication channels maintain their clarity standards but verbal instructions that come during busy times create confusion which disrupts work activities. The employees required three types of communication to reduce their uncertainty which included precise information delivered on schedule and complete understanding of all messages.

The leadership behaviour results showed two kinds of leadership behaviour which included supportive practices as well as strict practices. Leaders display helpfulness and active participation ability to listen to others particularly when it comes to technical matters. The work environment for employees becomes more demanding during times of elevated work demands which causes them to perform their tasks with more strictness. Employees experience greater confidence when decision-making processes run efficiently through quick decision-making which advances work progress while slow decision-making due to external approval delays creates operational problems.

The theme of employee involvement showed that workers want to be consulted about site-level decisions but their control over major organizational decisions remains limited. Employees who participate in work activities experience higher trust levels which results in increased job motivation, but all roles experience different degrees of employee involvement.

Employees highlighted that existing tools and sufficient manpower plus technical support functions as essential resources which help them handle changes more effectively. The lack of needed resources together with delayed support delivery causes employees to experience higher stress levels while their progress slows down.

The employee perception theme showed that employees experience stress from unexpected changes and they face difficulty understanding new directives and repeated work execution. Employees experience rising motivation through their observations of work progress which includes the implementation of new tools and the success of structured project activities. Leadership trust gets determined by two key factors which include the clarity of communication and the speed at which leaders make decisions.

Predictability determines how people respond to changes because uncertainty decreases motivation while unexpected changes lead to stress. Employees demonstrated complete comprehension about their job responsibilities which enables them to sustain stability throughout times of transformation.

Organizational processes determine how well organizations handle their change implementation activities. Work process adjustments require organizations to deliver precise communication which helps employees comprehend upcoming changes. The organization faces increased pressure through its implementation of stricter reporting standards and the organization of more extensive inspections which serve to boost accountability levels. The operational success of the organization depends on effective cross-department collaboration because insufficient departmental coordination creates operational delays and produces processing bottlenecks.

The research demonstrates that employees experience positive organizational changes when their needs receive proper communication and supportive leadership combined with sufficient organizational resources and effective process coordination. Employees experience multiple stress factors because they face abrupt changes and they receive vague directions and decision-making processes take too much time, and they experience shortages in necessary resources. The next section of Chapter 5 presents the discussion plus recommendations which stem from these findings.

5 DISCUSSION

5.1 Introduction

This chapter will provide an interpretation of the findings obtained in Chapter 4 with regard to the theory and conceptual frameworks provided in Chapters 1 and 2. The objective of this chapter is to understand how different approaches to leadership affect the perceptions of employees and organizational change within a Nepali construction SME, particularly K.S. Square Construction and Suppliers Pvt. Ltd. The chapter will be developed based on the research questions and the conceptual framework where it is argued that leadership approaches (transformational, transactional, and servant) affect employees' perceptions (trust, readiness, fairness, motivation) which in turn influence the perceptions of employees towards organizational change.

In order to accomplish the research objective – "investigating how leadership styles affect employees' perceptions and organizational change", this chapter goes beyond merely presenting the results and explains the reasons behind employees' behaviour, how such behaviour has been influenced by specific leadership behaviours and what implications does it have both theoretically and practically in the context of construction SMEs in developing countries.

The research questions were formulated in such a way that there was one major question, and three subsidiary questions.

Major Research Question:

How do leadership approaches influence employee perceptions and the success of organizational change in a Nepali construction SME?

Subsidiary Questions:

- How are leadership behaviours perceived by employees during organizational change?
- How do these perceptions influence trust, engagement, and adaptability?
- Which leadership approach appears most supportive of positive change

outcomes in the SME context?

This research is built upon these questions, and each segment of this chapter analysis will be linked to these questions and theoretical constructs.

5.2 Leadership Approaches and Employee Perceptions

These results show that the leadership style followed at K.S. Square cannot be described by a particular theory of leadership. Rather, the leaders practice a combination of styles based on the situation at hand using theories such as transformational, transactional, and servant styles. These results support the argument that leaders should exhibit adaptive behaviours to suit dynamic situations (Anderson & Sun, 2017).

5.2.1 Transformational Leadership: Enhancing Trust, Motivation, and Adaptability

Leadership styles involving encouragement, guidance, and individual consideration were observed. The leaders were seen as being accessible and ready to listen, representing the concept of individual consideration as one of the attributes of transformational leadership (Bass, 1985). Inspiring motivation was displayed when the leaders inspired the staff through times of change, enabling them to maintain their focus and confidence. This resulted in higher levels of trust and lower resistance. These results are supported by Herold et al.'s (2008) assertion that transformational leadership is important in increasing the readiness for change. In SMEs, where there are close interactions between leaders and subordinates, the influence of transformational leadership behaviours is even greater (Mazzarol, 2014). This answers Sub-Question 1 above.

5.2.2 Transactional Leadership: Providing Structure and Clarity

The transactional style of leadership was demonstrated through disciplined behaviour, monitoring performance, and giving instructions. This was because such behaviours created a framework for ensuring employee adherence, especially during times of pressure, like meeting deadlines and performing tasks that are sensitive in nature. According to Rowold (2006), transactional leadership was suitable in the construction industry, considering the issues involved therein.

In cases where the transactional styles of behaviours were exhibited without providing any explanations, employees reported experiencing a lot of stress. This was because of the shortcomings of the transactional leadership style in dynamic conditions, where emotional intelligence is required too (Hoch et al., 2016). The information provided above contributes towards Sub-Question 1.

5.2.3 Servant Leadership: Strengthening Fairness and Psychological Safety

The traits of servant leadership such as justice, humility, and caring for the welfare of the employees were also seen in the research study. The qualities of listening to employees' concerns, treating them with dignity, and exhibiting good ethics were appreciated by the employees. Such practices increased psychological safety and trust in support of Liden et al.'s (2008) and Eva et al.'s (2019) findings.

Servant leadership is especially important for SMEs of Nepal as relationships and informal communication hold significance in them (Abor & Quartey, 2010). The results have answered Sub-question 1.

5.3 Influence of Leadership Perceptions on Trust, Engagement, and Adaptability

The second research sub-question considered the effect of employees' perceptions about their leaders on their trust, engagement, and adaptability when going through changes. The results indicate that perceptions of communication effectiveness, fairness, participation, and support significantly impacted employees' attitudes.

5.3.1 Communication as a Foundation for Trust and Stability

Effective communication increased clarity and minimized ambiguity. Communication played an important role in boosting confidence in employees because it was clear, organized, well-timed, and transparent. It supported Kotter's (1996) belief about the necessity of constant communication for change implementation and Lewis (2019) who stressed the significance of clear message formulation.

Two-way communication promoted a high level of trust, which can be linked to the ideas expressed by Johansson and Heide (2008) regarding the importance of dialogue in establishing commitment during change. Both pieces of evidence relate to Sub-question 2.

5.3.2 Involvement Enhances Motivation and Psychological Ownership

The employees felt involved in decisions at the site level concerning task structure and problem-solving, which made them more committed because of their sense of ownership and because their knowledge was valued. The result is consistent with Lines' (2004) statement regarding the effects of participation on commitment and resistance to change.

Involvement in strategic-level decisions was limited, creating a certain degree of uncertainty and mistrust among employees. Such results are consistent with the findings by Oreg et al. (2011) regarding unclear reasoning behind change and the creation of change-related resistance.

5.3.3 Support and Resources Shape Readiness and Confidence

The importance of equipment, tools, man-power and expert advice was highlighted by the employees. The availability of these resources made the employees feel more capable and motivated. This is in accordance with the theory presented by Armenakis & Harris (2009) according to which readiness to change requires both psychological and practical capabilities.

Shortage of resources resulted in increased stress and delayed processes, as noted by Loosemore and Andonakis (2007). These observations answer Sub-question 2.

5.3.4 Emotional Reactions Reflect Leadership Consistency and Fairness

The way employees responded emotionally to different situations like feeling stressed or motivated depended on whether the leadership behaviour was predictable or not. If leadership behaviour was consistent and understandable, employees were able to adapt easily. If, however, leadership behaviour was unpredictable or incomprehensible, the

employee was likely to experience a state of anxiety. This finding is in line with stress appraisal theory (Lazarus & Folkman, 1984).

5.4 Leadership Approaches Supporting Positive Change Outcomes in SMEs

The third research sub-question investigated what kind of leadership seems to support the change outcome. From the findings, it was evident that no leadership suffices for the same. Change leadership in the construction SME setting involves having an adaptive hybrid style of leadership.

5.4.1 Transformational Leadership Supports Adaptability and Motivation

Transformational behaviours, including encouraging, envisioning, and personalizing, helped motivate employees and keep them receptive to changes. Such transformational behaviours were especially useful for minimizing resistance and establishing common goals among employees (Herold et al., 2008).

5.4.2 Transactional Leadership Ensures Structure and Compliance

Transaction-oriented behaviours brought clarity and stability, and clarity and stability were crucial for the construction setting. Having clear expectations and proper monitoring ensured safety and quality control (Rowold, 2006). Yet, transactional leadership was not enough for dealing with emotions related to change.

5.4.3 Servant Leadership Builds Trust and Psychological Safety

Behaviours such as fairness, humility, and caring helped foster trust and alleviate anxiety. Such behaviours had particular significance within an SME setting because of its high interpersonal relationships and greater impact of actions undertaken by leaders (Liden et al., 2008).

5.4.4 A Hybrid Leadership Approach

Results imply that the ideal leadership style in a Nepalese construction SME would be the blended approach combining:

- Transformational inspirational and enabling leadership
- Transactional directive and structured leadership
- Servant leadership-like fair and empathic approach

Such approach covers both operational and emotional aspects of organizational changes and provides the answer to Sub-question 3.

5.5 Organizational Processes and Their Impact on Change Experience

Organizational processes such as workflow adjustments, reporting requirements, and cross-department collaboration also influenced how employees experienced change.

5.5.1 Reporting Requirements Increase Accountability but Add Pressure

Quality controls became better through strict reporting and inspections, which, however, added to the workload. Although employees did not object to being asked to do this, if there was an explanation, the absence of such an explanation made this process stressful for them.

5.5.2 Cross-Department Collaboration Is Essential for Smooth Workflow

Good working relations between the two departments were essential for proper implementation of the program. Lack of coordination resulted in delays in the work process. The significance of having an effective leadership to facilitate communication between different departments cannot be overlooked.

5.6 Integrated Interpretation: (Leadership → Perceptions → Change Outcomes)

These results have proved that leadership impacts organizational change indirectly through the perception of employees. Leadership practices impact the perception of trust, fairness, readiness, and motivation of employees that lead to their engagement or resistance towards change.

This relationship is consistent with the conceptual model adopted by the study, emphasizing the need for:

- Effective communication
- Consistent leadership practices
- Involvement
- Resources and support
- Organizational processes coordination

Within the Nepalese construction SME setting, these variables are additionally impacted by:

- Resource limitations
- Informal communication
- Strong personal relationships
-

5.7 Implications for SMEs

The results imply several issues for small and medium-sized enterprises. Firstly, there is a possibility that leadership behaviour will hold more relevance in an SME because of the interaction between employees and the leaders. According to Kelliher & Reinl (2009), leadership behaviours exert more influence in organisations where interactions take place frequently and involve intimate contacts. This research shows that the existence of supportive, fair and communicative leadership behaviour has a substantial influence on employees' perception about trust and change. Secondly, communication becomes crucial within the context of SME informal structure. Indeed, Abor and Quartey (2010) stress that inappropriate communication may result in misunderstanding. The results have confirmed the stress-inducing effect of abrupt instruction and the use of inconsistent messages on reducing motivation levels. Thirdly, SMEs usually have limited funds and people, creating a greater need for emotional and practical support for changes made within the organization. This is in accordance with the study done by Singh et al. (2008) that shows how resource constraint makes the life difficult for employees of SMEs. Lastly, this study has highlighted the importance of balancing centralization of decision-making with involvement of employees. Though the decisions

regarding the strategy should still be centralized, but their involvement in making decisions related to operations can create greater commitment to change (Lines, 2004).

5.8 Implications for the Construction Sector

Project-based nature, interdependence, and time-sensitive actions are key features of the construction industry. They all need prompt coordination, clear instructions, and interpersonal trust (Toor & Ofori, 2008). From the obtained results, it may be concluded that the way leaders behave affects the safety of employees, the effectiveness of processes, and team cooperation. Clearly articulated directions and explanations contributed to the avoidance of mistakes and duplication of efforts, confirming that poor communication creates a lot of difficulties, including stress, discussed by Loosemore & Cheung (2015). It can also be argued that involving employees in the process contributes to better coordination and more effective problem solving, like what was stressed by Dainty et al. (2007) concerning the importance of early engagement in construction projects. The research revealed the role of leadership behaviour in building effective teams and fostering their psychological safety.

5.9 Implications for Nepal

Implications of these findings can be extended to the Nepali context as well. Nepali small and medium-sized enterprises operate based on informal communication, hierarchic decision-making, and personal ties (Abor & Quartey, 2010). These factors exert significant effects on how the employees view the behaviours of their leaders and changes implemented by organizations. According to the results of the research, employees expect leaders to explain their decisions, treat them fairly and show emotional responsiveness, which is characteristic of collectivism and relationship orientation common among Nepali firms. At the same time, hierarchic structures tend to exclude workers from decision-making process, thus creating an atmosphere of lack of transparency and confusion. It can be stated that Nepali leaders in small and medium-sized construction companies should use specific types of communication that would

consider the peculiarities of the cultural context and contribute to transparent processes and equality.

5.10 Summary

In this chapter, an investigation was conducted about the role of leadership behaviours and their impact on the responses of employees towards organizational change within a Nepalese SME engaged in the construction industry. The results obtained from the analysis have shown that there is an interplay between leadership, communication, employee participation, perception, and supporting mechanisms that affect organizational readiness and resistance to organizational change. While transformational, transactional, and servant leadership behaviours helped develop various aspects of employees' experiences, communication, available resources, and organizational activities also played a significant role in fostering trust, motivation, and adaptability. The above discussion has important implications for SMEs, the construction industry, and the case of Nepal, which will be elaborated in Chapter 6.

6 CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter is the last one to come from this research. It gathers all the research findings, contributions to theories and ideas of how to practically do things, and puts them together based on the six main areas of results found in the research: Communication; Employee Involvement; Employee Perceptions of Leadership and Organisational Changes; Leadership Behaviours that Support Employees; Support and Resources for Employees; and Organisational Processes Used to Change Employees. Using these six areas, the chapter talks about how different ways to lead changed the level of trust, readiness to change, fairness and employee motivation during the organisation's restructuring. With these main points, it discusses the theoretical ideas (based on the literature) and the practical ideas (based on the findings). It also provides some suggestions for the company, outlines any limitations to this study, and suggests areas of future research.

6.2 Summary of Key Findings

The research demonstrated that K.S. Square Construction and Suppliers Pvt. Ltd. leadership styles were not derived from a single theoretical model of leadership; however, their leadership styles were influenced by the situation and were hybrids of various approaches. Transformational styles increased trust, motivation and abilities; transactional styles provided structure and direction; and servant leadership styles created fairness and psychological safety. Employee perceptions were one of the most important links between leadership styles and change outcomes. Clear communication created less uncertainty and more trust; therefore, unclear or inconsistent communication caused confusion and resistance. Employee involvement increased motivation and psychological ownership, but strategic involvement was limited by hierarchical structures. Employees' readiness to accept change required appropriate support and resources; SMEs frequently lack the necessary resources to adapt to the required changes due to resource limitations. In addition, the organizational processes

used within K.S. Square Construction and Suppliers Pvt. Ltd. (for example, reporting requirements and cross-departmental collaborations) determined the employees' day-to-day experience of change.

As a result, the findings also support the argument that leadership styles have a direct effect on change in organizations by way of leadership behaviours, and the indirect effect of their leadership behaviours through the employees' perceptions of leadership, the quality of communications, and employee involvement and support systems.

6.3 Theoretical Implications

Firstly, the paper makes contributions to the literature in terms of leadership and change management. The findings of the study reveal that leadership within SMEs has a hybrid nature. Transformational, transactional, and servant forms of leadership coexist in the SME environment. This finding provides support to the theory that adaptive leadership is essential in the contemporary world. The study highlights the important role of the intermediary factors, which are perception of trust, fairness, readiness for change, and motivation of employees. In addition, the present research adds to the body of knowledge regarding the issue of leadership in relation to the SME setting of Nepal.

6.4 Practical Implications

There are some recommendations based on the results obtained for small and medium construction enterprises of Nepal. It is crucial to enhance communication within the company since poor and inconsistent communication served as a reason for misunderstanding and problems. The establishment of a communication system, including written directions, electronic communication channels, and briefing sessions should be considered. The next key recommendation is that training and developing skills should be improved as employees pointed out that they needed to be taught when something new was implemented in the process of working. The proper planning of resources was identified as an issue to pay attention to since forecasting and

collaboration with suppliers became vital. Employee involvement is recommended as it can facilitate psychological ownership of changes by employees.

6.5 Managerial Implications

There are several important implications for managers in Nepali construction SMEs based on the findings. Directly shaping employee perceptions of trust, fairness, and readiness are the behaviours of the leader. Therefore, managers play a key role in creating the psychological environment needed to successfully implement change. For example, an employee's response will be positive when their leader communicates effectively, behaves in a predictable manner, and treats employees fairly. As well, provision of communication via structured communication channels, written substantiation, and opportunity for communication to take place between a manager and employee were also seen as critical manager responsibilities. In terms of employee involvement, participation in decision-making improves employee motivation and establishes psychological ownership of the resulting decisions, which carry significant implications for managers. Furthermore, if managers are to support the employee's readiness for change, then adequate support and resources must be provided, since an employee's readiness to accept a change can be both a psychological and practical readiness. Finally, it should be noted that relational leadership (the use of empathy, listening, and fairness) is very important in Nepali SMEs, as interpersonal relationships are an especially strong predictor of how well an organization functions.

6.6 Recommendations for the Company

Some suggestions could be given to facilitate change management and improvement in leadership for this organization. First, developing a system of communication is vital for the minimization of the dependency on impulsive orders. Standardizing the information exchange process by providing a set of writing instruments (digital media, daily briefings, internal reports) is crucial because it would guarantee employees receiving the information in a constant and precise manner. Introducing the digital information reporting system could facilitate the process of information exchange and interaction

between departments. Employees need training and development that should be performed through quarterly training sessions that would include safety issues, introduction of new equipment and technologies, and new ways of working. Providing an opportunity for employees to submit feedback anonymously could help identify problems and address them quickly. Introducing changes in phases could facilitate the adaptation process and minimize the stress associated with it.

6.7 Limitations of the Study

However, the research faces certain limitations. For instance, the study has been conducted only in one firm, which may affect its ability to be generalized across different small and medium-sized enterprises or other organizations from other industries. Even though the qualitative methodology has offered the researcher an opportunity to explore the topic under discussion extensively, the limited number of participants (eight people) can negatively impact the quality and credibility of the results as they may not be representative enough. The use of self-reported data is another limitation of the paper as it might be affected by various personal factors. Furthermore, the lack of the author's direct observations of leaders' activities can be viewed as another drawback of the research. Finally, the research has been conducted only in the local context, and, therefore, its outcomes cannot be applied to other regions or economic sectors.

6.8 Recommendations for Future Research

Research on Leadership and Change in Nepalese SME's can be increased through:

- Conducting broader and deeper empirical studies within the Construction Industry's SME's that test if the leadership patterns discovered exist across the SME Construction industry, or if the patterns were only noted within certain developed cultural organisations.
- Using mixed method; Quantitative research designs to provide evidence of the strength of relationships by quantifying the relationships between Leadership Behaviours, Communication Clarity, Trust, Readiness and Resistance;
- Conducting longitudinal studies that assist as we gain a further understanding of how Leadership and Employee Perception continue to evolve as Change is

implemented, because of the fluidity adapting to Change is synonymous with Change.

- Incorporating External Stakeholders in Change Management Research; as they provide alternative perspectives into the Change Management Process. External Stakeholders could include; Suppliers, Subcontractors, Clients, Regulatory Bodies.
- Examining the role of Digital Transformation in Change Management through; Adopting new technologies and how they are changing; Communication patterns, Increased Transparency and Leadership Expectations.
- Conducting more extensive examination of Cultural and Generational differences in Leadership and how the younger Generation of Employees are entering the Workforce and have differing expectations around Autonomy and Participation;
- Conducting more extensive examination of the Emotional Dimensions of Organisational Change (Psychological Safety, Stress and Coping) and Relationship to Leadership during a period of Change.

6.9 Conclusion

The research shows that leadership behaviours are an important factor contributing to the overall experience of employees affected by change in the organisational context of Nepali construction SMEs. When leaders clearly communicate with employees, provide meaningful employee participation in decision-making and provide both practical and emotional forms of support, employees develop trust, understanding and readiness to change. These behaviours help reduce uncertainty and resistance to change and improve the effectiveness of change initiatives.

The paper highlights some barriers that affect the effective change implementation process in the construction organizations of SMEs such as limited resources, lack of clear communication channels and unexpected changes within operations.

All these barriers are present when SMEs operate in developing economies where budget constraints, informal styles of communication and bureaucratic structures can affect the functioning of an organisation.

Overall, the research indicates that Nepali construction SMEs require leadership styles that will provide a balance between operational effectiveness and relationship support.

By improving communication, further developing relationship competencies in the resourcing process, developing further employee participation and improving organisation development, SME construction organisations can enhance their change capability and realise more successful organisational transitions.

References

- Abor, J., & Quartey, P. (2010). Issues in SME development in Ghana and South Africa. *International Research Journal of Finance and Economics*, 39, 218–228.
- Anderson, M. H., & Sun, P. Y. T. (2017). Reviewing leadership styles: Overlaps and the need for a new ‘full range’ theory. *International Journal of Management Reviews*, 19(1), 76–96. <https://doi.org/10.1111/ijmr.12124>
- Appelbaum, S. H., Habashy, S., Malo, J. L., & Shafiq, H. (2012). Back to the future: Revisiting Kotter’s 1996 change model. *Journal of Management Development*, 31(8), 764–782. <https://doi.org/10.1108/02621711211253231>
- Armenakis, A. A., & Harris, S. G. (2009). Reflections: Our journey in organizational change research and practice. *Journal of Change Management*, 9(2), 127–142. <https://doi.org/10.1080/14697010902879079>
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, 421–449. <https://doi.org/10.1146/annurev.psych.60.110707.163621>
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Battilana, J., Gilmartin, M., Sengul, M., Pache, A. C., & Alexander, J. A. (2010). Leadership competencies for implementing planned organizational change. *The Leadership Quarterly*, 21(3), 422–438. <https://doi.org/10.1016/j.leaqua.2010.03.007>
- Blackburn, R., & Kovalainen, A. (2009). Researching SMEs and entrepreneurship: Past, present and future. *International Journal of Management Reviews*, 11(2), 127–148. <https://doi.org/10.1111/j.1468-2370.2008.00254.x>
- Bouckenooghe, D. (2012). The role of organizational politics, contextual resources, and formal communication on change recipients’ commitment to change. *European Journal of Work and Organizational Psychology*, 21(4), 575–602. <https://doi.org/10.1080/1359432X.2011.591573>
- Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work engagement: The role of daily transformational leadership behavior. *Journal of Occupational Health Psychology*, 23(3), 338–349. <https://doi.org/10.1037/ocp0000082>

- Breevaart, K., Bakker, A. B., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, R. (2014). Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology*, *87*(1), 138–157. <https://doi.org/10.1111/joop.12041>
- Burke, W. (2018). *Organization change: Theory and practice* (5th ed.). Sage.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- By, R. T., & Burnes, B. (2013). Organizational change, leadership and ethics: Leading organisations towards sustainability. *Routledge*.
<https://doi.org/10.4324/9780203106013>
- Dainty, A., Leiringer, R., Fernie, S., & Harty, C. (2017). BIM and the small construction firm: A critical perspective. *Building Research & Information*, *45*(6), 696–709.
<https://doi.org/10.1080/09613218.2017.1293940>
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, *25*(1), 36–62.
<https://doi.org/10.1016/j.leaqua.2013.11.005>
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly*, *30*(1), 111–132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. Paulist Press.
- Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology*, *93*(2), 346–357.
<https://doi.org/10.1037/0021-9010.93.2.346>
- Hiatt, J. (2006). *ADKAR: A model for change in business, government and our community*. Prosci Research.
- Hiatt, J. (2013). *Employee's survival guide to change*. Prosci.

- Higgs, M., & Rowland, D. (2011). What does it take to implement change successfully? A study of the behaviors of successful change leaders. *Journal of Applied Behavioral Science*, 47(3), 309–335. <https://doi.org/10.1177/0021886311404556>
- Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2016). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management*, 44(2), 501–529. <https://doi.org/10.1177/0149206316665461>
- Kelliher, F., & Reinl, L. (2009). A resource-based view of micro-firm management practice. *Journal of Small Business and Enterprise Development*, 16(3), 521–532. DOI:[10.1108/14626000910977206](https://doi.org/10.1108/14626000910977206)
- Kotter, J. P. (1996). *Leading change*. Harvard Business School Press.
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2013). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, 57(5), 1434–1452. <https://doi.org/10.5465/amj.2013.0034>
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2015). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161–177. <https://doi.org/10.1016/j.leaqua.2008.01.006>
- Ling, F. Y. Y., Zhang, Z., & Ofori, G. (2012). Nonlinear relationships between leadership styles and safety performance in construction teams. *Engineering, Construction and Architectural Management*, 19(3), 253–273.
- Loosemore, M., & Cheung, E. (2015). Implementing systems thinking to manage risk in construction. *International Journal of Project Management*, 33(6), 1325–1334. <https://doi.org/10.1016/j.ijproman.2015.02.005>
- Matzler, K., Schwarz, E., Deutinger, N., & Harms, R. (2015). The relationship between transformational leadership, product innovation and performance in SMEs. *Journal of Small Business & Entrepreneurship*, 21(2), 139–151. <https://doi.org/10.1080/08276331.2008.10593418>

- Mazzarol, T. (2014). Leadership and entrepreneurship: Personal and interpersonal skills of successful entrepreneurs. *International Journal of Entrepreneurial Behavior & Research*, 20(1), 5–38.
- Neves, P. (2011). Building commitment to change: The role of perceived supervisor support and competence. *Journal of Change Management*, 11(4), 437–450. <https://doi.org/10.1080/13594321003630089>
- Ng, T. W. H. (2017). Transformational leadership and performance outcomes: Analyses of multiple mediation pathways. *The Leadership Quarterly*, 28(3), 385–417. <https://doi.org/10.1016/j.leaqua.2016.11.008>
- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage.
- Ofori, G. (2015). Nature of the construction industry, its needs and its development: A review of four decades of research. *Journal of Construction in Developing Countries*, 20(2), 115–135.
- Oreg, S., Vakola, M., & Armenakis, A. (2011). Change recipients' reactions to organizational change: A 60-year review. *Journal of Applied Behavioral Science*, 47(4), 461–524. <https://doi.org/10.1177/0021886310396550>
- Pollack, J., & Pollack, R. (2015). Using Kotter's eight stage process to manage an organisational change program: Presentation and practice. *Systemic Practice and Action Research*, 28(1), 51–66. <https://doi.org/10.1007/S11213-014-9317-0>
- Rafferty, A. E., & Griffin, M. A. (2006). Perceptions of organizational change: A stress and coping perspective. *Journal of Applied Psychology*, 91(5), 1154–1162. <https://doi.org/10.1037/0021-9010.91.5.1154>
- Rafferty, A. E., & Griffin, M. A. (2018). Leading change: A review and synthesis. *Journal of Organizational Behavior*, 39(6), 738–760.
- Rafferty, A. E., & Jimmieson, N. L. (2017). Subjective perceptions of organizational change and employee resistance. *Journal of Management*, 43(2), 673–699.
- Rowold, J. (2006). Transformational and Transactional Leadership in Martial Arts. *Journal of Applied Sport Psychology*, 18(4), 312–325. <https://doi.org/10.1080/10413200600944082>

- Self, D. R., & Schraeder, M. (2009). Enhancing the success of organizational change. *Leadership & Organization Development Journal*, 30(2), 167–182. <https://doi.org/10.1108/01437730910935765>
- Toor, S. R., & Ofori, G. (2008). Leadership for future construction industry: Agenda for authentic leadership. *International Journal of Project Management*, 26(6), 620–630. <https://doi.org/10.1016/j.ijproman.2007.09.010>
- Vakola, M. (2014). What's in there for me? Individual readiness to change and the perceived impact of organizational change. *Leadership & Organization Development Journal*, 35(3), 195–209. <https://doi.org/10.1108/LODJ-05-2012-0064>
- Weick, K. E., & Quinn, R. E. (1999). Organizational change and development. *Annual Review of Psychology*, 50, 361–386. <https://doi.org/10.1146/annurev.psych.50.1.361>
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.
- Zhang, P., Ling, F. Y. Y., & Ofori, G. (2018). Leadership styles and safety performance in construction. *Engineering, Construction and Architectural Management*, 25(3), 412–432.
- Lewis, L. K. (2019). *Organizational change: Creating change through strategic communication*. Wiley.
- Lines, R. (2004). Influence of participation in strategic change: Resistance, organizational commitment and change goal achievement. *Journal of Change Management*, 4(3), 193–215. <https://doi.org/10.1080/1469701042000221696>
- Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, 87(3), 474–487. <https://doi.org/10.1037/0021-9010.87.3.474>
- Johansson, C., & Heide, M. (2008). Speaking of change: Three communication approaches in studies of organizational change. *Corporate Communications: An International Journal*, 13(3), 288–305. <https://doi.org/10.1108/13563280810893661>

- Loosemore, M., & Andonakis, N. (2007). Barriers to implementing OHS reforms: The experiences of small subcontractors in the Australian construction industry. *International Journal of Project Management*, 25(6), 579–588. <https://doi.org/10.1016/j.ijproman.2007.01.015>
- Singh, R. K., Garg, S. K., & Deshmukh, S. G. (2008). Strategy development by SMEs for competitiveness: A review. *Benchmarking: An International Journal*, 15(5), 525–547. <https://doi.org/10.1108/14635770810903132>

Appendices

Appendix 1. Interview Guide

This research employed semi-structured interviews to gather qualitative data. The interview guide was designed to investigate respondents' perceptions other areas of their work environment, including leadership style, communication, decision-making/involvement, support and assistance and to assess employee response to company organizational change.

The semi-structured format allowed the interviewer to maintain a consistent structure from one interview to another while maintaining the ability to ask probing questions for clarification or further exploration of a topic. Because of the format, participants had the opportunity to freely express their opinions or thoughts and provide the researcher with rich descriptive data that were the basis for the thematic analysis.

1. What is your role in the company?
2. How long have you been working in the company?
3. What kinds of organizational changes have you experienced?
4. How would you describe the leadership style in the company?
5. What leadership behaviours do you observe during organizational change?
6. Do leaders listen to employee feedback during change?
7. Is communication timely or delayed?
8. Are instructions clear or unclear?
9. Do leaders describe the reasons behind changes?
10. Do leaders provide support during change?
11. Do employees receive training when new processes start?
12. Do leaders help employees adapt to new work methods?
13. Are employees involved in decision-making?
14. Do employees get opportunities to give feedback?
15. How does leadership behaviour influence trust?
16. Does change increase or decrease motivation? Why?
17. Do sudden changes create stress?

18. Which leadership behaviours support change?
19. Which behaviours make change difficult?
20. What improvements are needed?
21. Anything else you would like to add?

Appendix 2. Interview Transcripts

This qualitative research study gathered data from eight individuals via interviews. Semi Structured interviews allowed participants to freely discuss their individual perspectives and experiences. Each participant had their name and job title changed to a random number assigned to them by the researcher to protect their confidentiality. The transcripts of the interviews reflect what was stated by the participants but have been altered slightly so that there are no grammatical errors in the transcription. A summary of the participants' roles and experience levels is provided in Table 1 below.

Participant Code	Job Title	Years of Experience (Tenure)	Role Level
Participant 1	Managing Director	Since Establishment	Management
Participant 2	Engineer	5 Years	Technical/Professional
Participant 3	Sub-Engineer	3 Years	Technical/Support
Participant 4	Site Supervisor	4 Years	Supervisory
Participant 5	Mason	3 Years	Skilled Labor
Participant 6	Carpenter	3 Years	Skilled Labor
Participant 7	General Labourer	2 Years	General Labor
Participant 8	Machine Operator	3 Years	Technical Labor

Table 1: Participant Profile Summary

PARTICIPANT 1: Managing Director (MD)

Q1. What is your role in the company?

As the Managing Director, I oversee overall operations, project management, financial decisions, and staff coordination. I am responsible for long-term strategy and making key decisions related to organizational changes.

Q2. How long have you been working in the company?

I have been working here since the establishment of the company, as it was initiated by the founding team.

Q3. What kinds of organizational changes have you experienced?

We have undergone several changes such as purchasing new machinery, restructuring staff roles, improving project management systems, and adapting to government tender requirements. Due to increasing competition in the construction sector, we have modernized our working methods.

Q4. How would you describe your leadership style?

I generally follow a participative leadership style. I try to listen to engineers, supervisors, and site workers before making decisions. However, due to project pressure, quick decisions are sometimes necessary.

Q5. What leadership behaviours do you show during organizational change?

During organizational change, I focus on giving clear instructions, providing necessary resources, and explaining the reasons behind the change. I believe leadership must actively guide everyone in the same direction.

Q6. Do you listen to employee feedback during change?

Yes, I try to listen to employee feedback. Those working on-site understand the real challenges, so their input is essential for successful change.

Q7. Is communication timely or delayed?

We try to communicate on time but sometimes delays occur due to slow government paperwork or unexpected project changes.

Q8. Are instructions clear or unclear?

Most instructions are clear, but during busy periods some instructions are delivered verbally, which can sometimes create confusion.

Q9. Do you explain the reasons behind changes?

Yes, I usually explain why a change is necessary. Without understanding the reason, employees may resist the change.

Q10. Do you provide support during change?

During change, I try to provide necessary support, equipment, and manpower. Without leadership support, change cannot succeed.

Q11. Do employees receive training when new processes start?

We provide short training sessions when new machinery or technology is introduced. However, as an SME, formal training is not always possible.

Q12. Do you help employees adapt to new work methods?

Yes, I help employees adapt through engineers and supervisors who guide them on-site.

Q13. Are employees involved in decision-making?

Major decisions are made by leadership, but for site-related decisions, employee input is considered.

Q14. Do employees get opportunities to give feedback?

Yes, especially during site meetings, they can provide feedback.

Q15. How does leadership behaviour influence trust?

Transparent and supportive leadership increases trust. Unclear instructions can reduce trust.

Q16. Does change increase or decrease motivation? Why?

Change can increase motivation—such as new machinery or better projects. But uncertainty can reduce motivation.

Q17. Do sudden changes create stress?

Yes, sudden changes create stress, especially for those working on-site.

Q18. Which leadership behaviours support change?

Clear instructions, timely decisions, and supportive behaviours help make change successful.

Q19. Which behaviours make change difficult?

Slow decisions, unclear instructions, and lack of resources make change difficult.

Q20. What improvements are needed?

We need more structured training, digital reporting, and improved regular communication.

Q21. Anything else to add?

Change is a continuous process. With collective effort, the company can progress further.

PARTICIPANT 2: Engineer

Q1. What is your role in the company?

As an engineer, I am responsible for technical planning, site inspections, quality control, and monitoring project progress.

Q2. How long have you been working in the company?

I have been working here for about five years and have been involved in several projects during this time.

Q3. What organizational changes have you experienced?

We have experienced changes such as new machinery, digital reporting systems, and improved site management processes. There have also been adjustments in staff structure and responsibilities.

Q4. How would you describe the leadership style?

Leadership is generally participative, though sometimes instructions come more strictly due to project pressure.

Q5. What leadership behaviours do you observe during change?

During change, leadership usually provides clear instructions, but sometimes decisions are made quickly due to time constraints.

Q6. Do leaders listen to your feedback?

Yes, leadership listens to our technical feedback, although not all suggestions are implemented immediately.

Q7. Is communication timely or delayed?

Most communication is timely, but some instructions get delayed due to slow government paperwork.

Q8. Are instructions clear or unclear?

Technical instructions are usually clear, but verbal instructions during busy periods can sometimes create confusion.

Q9. Do leaders explain the reasons behind changes?

Yes, the reasons behind changes are usually explained, which helps us understand the work better.

Q10. Do leaders provide support during change?

Yes, necessary equipment, manpower, and technical support are provided.

Q11. Do you receive training when new processes start?

Short training is provided, though detailed training is not always possible in an SME.

Q12. Do leaders help you adapt to new methods?

Yes, leadership helps us adapt, especially when using new machinery or technology.

Q13. Are employees involved in decision-making?

We are involved in technical decisions, but strategic decisions are made by leadership.

Q14. Do you get opportunities to give feedback?

Yes, we can give feedback during site meetings.

Q15. How does leadership behaviours influence trust?

Clear instructions and supportive behaviours increase trust. Slow decisions sometimes reduce trust.

Q16. Does change increase or decrease motivation? Why?

New technology or good projects increase motivation, but uncertainty decreases it.

Q17. Do sudden changes create stress?

Yes, sudden changes can disrupt technical planning, which increases stress.

Q18. Which leadership behaviours support change?

Clear instructions, timely decisions, and supportive behaviours.

Q19. Which behaviours make change difficult?

Slow decisions, unclear instructions, and lack of resources.

Q20. What improvements are needed?

Digital reporting, regular meetings, and improved technical training are needed.

Q21. Anything else to add?

Successful change requires coordination among all departments.

PARTICIPANT 3: Sub-Engineer**Q1. What is your role in the company?**

As a Sub-Engineer, I am responsible for daily site monitoring, measurements, technical instructions, and coordination between the engineer and the site supervisor.

Q2. How long have you been working in the company?

I have been working here for about three years, involved in building, road, and small structural projects.

Q3. What organizational changes have you experienced?

We have experienced changes in reporting systems, use of new equipment, and improvements in site management. Responsibilities have also become more clearly defined.

Q4. How would you describe the leadership style?

Leadership is participative, but instructions become stricter when deadlines approach.

Q5. What leadership behaviours do you observe during change?

During change, leadership usually gives clear instructions and puts pressure to move work faster.

Q6. Do leaders listen to your feedback?

Yes, leadership listens to our feedback about technical issues or site challenges, though not all suggestions are implemented immediately.

Q7. Is communication timely or delayed?

Most instructions arrive on time, but sometimes communication is delayed due to paperwork.

Q8. Are instructions clear or unclear?

Technical instructions are clear, but verbal instructions sometimes create confusion.

Q9. Do leaders explain the reasons behind changes?

Yes, the reasons behind changes are usually explained, which helps us understand the work better.

Q10. Do leaders provide support during change?

Yes, necessary equipment, manpower, and technical support are provided, though sometimes resources are limited.

Q11. Do you receive training when new processes start?

Short training is provided, but detailed training is not always possible in an SME.

Q12. Do leaders help you adapt to new methods?

Yes, leadership helps us adapt, especially when using new tools or technology.

Q13. Are employees involved in decision-making?

We are involved in site-related decisions, but major decisions are made by leadership.

Q14. Do you get opportunities to give feedback?

Yes, we can give feedback during site meetings.

Q15. How does leadership behaviours influence trust?

Clear instructions and supportive behaviours increase trust. Slow decisions sometimes reduce trust.

Q16. Does change increase or decrease motivation? Why?

New technology or good projects increase motivation, but uncertainty decreases it.

Q17. Do sudden changes create stress?

Yes, sudden changes disrupt site planning, which increases stress.

Q18. Which leadership behaviours support change?

Clear instructions, timely decisions, and supportive behaviours.

Q19. Which behaviours make change difficult?

Slow decisions, unclear instructions, and lack of resources.

Q20. What improvements are needed?

Regular meetings, technical training, and improved digital reporting are needed.

Q21. Anything else to add?

Successful change requires good coordination among all departments.

PARTICIPANT 4: Site Supervisor

Q1. What is your role in the company?

As a Site Supervisor, I manage daily site activities, coordinate workers, monitor safety, and ensure that instructions from engineers and sub-engineers are implemented.

Q2. How long have you been working in the company?

I have been working here for about four years, supervising mostly building and road projects.

Q3. What organizational changes have you experienced?

We have experienced changes in reporting systems, safety rules, and site management processes. New machinery and tools have also been introduced.

Q4. How would you describe the leadership style?

Leadership is supportive, but instructions become strict when deadlines approach.

Q5. What leadership behaviours do you observe during change?

During change, leadership gives clear instructions and pushes for faster progress.

Q6. Do leaders listen to your feedback?

Yes, leadership listens to feedback about site challenges, though not all suggestions are implemented immediately.

Q7. Is communication timely or delayed?

Most instructions arrive on time, but sometimes communication is delayed due to paperwork or slow decision-making.

Q8. Are instructions clear or unclear?

Technical instructions are clear, but verbal instructions sometimes create confusion, especially during busy periods.

Q9. Do leaders explain the reasons behind changes?

Yes, the reasons behind changes are usually explained, which helps in communicating with workers.

Q10. Do leaders provide support during change?

Yes, necessary equipment, manpower, and technical support are provided, though sometimes resources are limited.

Q11. Do you receive training when new processes start?

Short training is provided, but detailed training is not always possible in an SME.

Q12. Do leaders help you adapt to new methods?

Yes, leadership helps us adapt, especially when using new tools or technology.

Q13. Are employees involved in decision-making?

We are involved in site-related decisions, but major decisions are made by leadership.

Q14. Do you get opportunities to give feedback?

Yes, we can give feedback during site meetings.

Q15. How does leadership behaviours influence trust?

Clear instructions and supportive behaviours increase trust. Slow decisions sometimes reduce trust.

Q16. Does change increase or decrease motivation? Why?

New equipment or good projects increase motivation, but uncertainty decreases it.

Q17. Do sudden changes create stress?

Yes, sudden changes disrupt site planning, increasing stress for both workers and supervisors.

Q18. Which leadership behaviours support change?

Clear instructions, timely decisions, and supportive behaviours.

Q19. Which behaviours make change difficult?

Slow decisions, unclear instructions, and lack of resources.

Q20. What improvements are needed?

Regular meetings, technical training, and improved digital reporting are needed.

Q21. Anything else to add?

Successful change requires good coordination among all departments.

PARTICIPANT 5: Mason

Q1. What is your role in the company?

I work as a mason on the site. My main responsibilities include brickwork, stonework, plastering, and preparing structural foundations.

Q2. How long have you been working in the company?

I have been working here for about three years, mostly involved in building and small structural works.

Q3. What organizational changes have you experienced?

We have seen changes in tools, safety rules, and work methods. Reporting and inspections have become stricter than before.

Q4. How would you describe the leadership style?

Leadership is supportive, but sometimes instructions become strict when there is work pressure.

Q5. What leadership behaviours do you observe during change?

During change, supervisors and engineers give clear instructions on how to work. Sometimes there is pressure to work faster.

Q6. Do leaders listen to your feedback?

They listen when we mention problems, but not everything is solved immediately. During busy times, there is less time to hear suggestions.

Q7. Is communication timely or delayed?

Most instructions come on time, but sometimes change-related information arrives late, causing work to stop.

Q8. Are instructions clear or unclear?

Instructions from the supervisor are usually clear, but verbal instructions sometimes lead to misunderstandings.

Q9. Do leaders explain the reasons behind changes?

Sometimes the reasons are explained, but often we just must follow instructions without much explanation.

Q10. Do leaders provide support during change?

Yes, necessary tools and materials are provided. But sometimes delays in materials stop the work.

Q11. Do you receive training when new processes start?

We get brief instructions, but no formal training. We learn mostly while working.

Q12. Do leaders help you adapt to new methods?

Yes, supervisors teach us new methods, but it becomes difficult when time is limited.

Q13. Are employees involved in decision-making?

We are not involved in decision-making. We work according to the instructions given.

Q14. Do you get opportunities to give feedback?

We can speak up when there is a problem, but there is no regular system for giving feedback.

Q15. How does leadership behaviour influence trust?

When supervisors are supportive, trust increases. Strict behaviours sometimes discourage us.

Q16. Does change increase or decrease motivation? Why?

New tools or good projects increase motivation. But sudden changes increase stress.

Q17. Do sudden changes create stress?

Yes, sudden changes disrupt the work, and we must redo tasks, which increases stress.

Q18. Which leadership behaviours support change?

Clear instructions, supportive behaviours, and timely supply of materials.

Q19. Which behaviours make change difficult?

Late instructions, delayed materials, and strict behaviours.

Q20. What improvements are needed?

Regular site meetings, clearer instructions, and timely material supply are needed.

Q21. Anything else to add?

Good coordination between leadership and workers is necessary for smooth work.

PARTICIPANT 6: Carpenter**Q1. What is your role in the company?**

I work as a carpenter on the site. My main responsibilities include making doors, windows, frames, formwork, and other wooden structures.

Q2. How long have you been working in the company?

I have been working here for about three years.

Q3. What organizational changes have you experienced?

We have seen changes in tools, safety rules, and work methods. Reporting and inspections have also become stricter.

Q4. How would you describe the leadership style?

Leadership is supportive, but instructions become strict when there is work pressure.

Q5. What leadership behaviours do you observe during change?

During change, supervisors give clear instructions on how to work. Sometimes there is pressure to work faster.

Q6. Do leaders listen to your feedback?

They listen when we mention problems, but during busy times there is less time to hear suggestions.

Q7. Is communication timely or delayed?

Most instructions come on time but sometimes change-related information arrives late.

Q8. Are instructions clear or unclear?

Instructions from the supervisor are usually clear, but verbal instructions sometimes cause misunderstanding.

Q9. Do leaders explain the reasons behind changes?

Sometimes the reasons are explained, but mostly we just follow instructions.

Q10. Do leaders provide support during change?

Yes, necessary tools and materials are provided, but sometimes materials arrive late.

Q11. Do you receive training when new processes start?

We get brief instructions, but no formal training.

Q12. Do leaders help you adapt to new methods?

Yes, supervisors teach us new methods.

Q13. Are employees involved in decision-making?

We are not involved in decision-making. We work according to instructions.

Q14. Do you get opportunities to give feedback?

We can speak up when there is a problem, but there is no regular feedback system.

Q15. How does leadership behaviours influence trust?

Supportive behaviours increase trust. Strict behaviours sometimes discourage us.

Q16. Does change increase or decrease motivation? Why?

New tools or good projects increase motivation. But sudden changes increase stress.

Q17. Do sudden changes create stress?

Yes, sudden changes disrupt the work, and we must redo tasks.

Q18. Which leadership behaviours support change?

Clear instructions, supportive behaviours, and timely material supply.

Q19. Which behaviours make change difficult?

Late instructions, delayed materials, and strict behaviours.

Q20. What improvements are needed?

Regular meetings, clearer instructions, and timely material supply.

Q21. Anything else to add?

Good coordination between leadership and workers is necessary.

PARTICIPANT 7: General Labourer

Q1. What is your role in the company?

I work as a general labourer on the site. My responsibilities include carrying materials, cleaning the site, helping with formwork, and doing tasks assigned by the supervisor.

Q2. How long have you been working in the company?

I have been working here for about two years.

Q3. What organizational changes have you experienced?

We have seen changes in safety rules, work methods, and reporting processes. Inspections have become stricter than before.

Q4. How would you describe the leadership style?

Supervisors are supportive, but sometimes they give strict instructions.

Q5. What leadership behaviours do you observe during change?

During change, supervisors give clear instructions on how to work. Sometimes there is pressure to work faster.

Q6. Do leaders listen to your feedback?

They listen when we mention problems, but during busy times there is less time to hear suggestions.

Q7. Is communication timely or delayed?

Most instructions come on time but sometimes change-related information arrives late.

Q8. Are instructions clear or unclear?

Instructions from the supervisor are usually clear, but verbal instructions sometimes cause misunderstanding.

Q9. Do leaders explain the reasons behind changes?

Sometimes the reasons are explained, but mostly we just follow instructions.

Q10. Do leaders provide support during change?

Yes, necessary tools and materials are provided, but sometimes materials arrive late.

Q11. Do you receive training when new processes start?

There is no formal training. Supervisors teach us by showing how to do the work.

Q12. Do leaders help you adapt to new methods?

Yes, supervisors teach us new methods.

Q13. Are employees involved in decision-making?

We are not involved in decision-making. We work according to instructions.

Q14. Do you get opportunities to give feedback?

We can speak up when there is a problem, but there is no regular feedback system.

Q15. How does leadership behaviours influence trust?

Supportive behaviours increase trust. Strict behaviours sometimes discourage us.

Q16. Does change increase or decrease motivation? Why?

New tools or good projects increase motivation. But sudden changes increase stress.

Q17. Do sudden changes create stress?

Yes, sudden changes disrupt the work and we must redo tasks.

Q18. Which leadership behaviours support change?

Clear instructions, supportive behaviours, and timely material supply.

Q19. Which behaviours make change difficult?

Late instructions, delayed materials, and strict behaviours.

Q20. What improvements are needed?

Regular meetings, clearer instructions, and timely material supply.

Q21. Anything else to add?

Good coordination between leadership and workers is necessary.

PARTICIPANT 8: Machine Operator

Q1. What is your role in the company?

I operate machines on the site—such as mixers, compactors, cutters, and sometimes small excavators.

Q2. How long have you been working in the company?

I have been working here for about three years.

Q3. What organizational changes have you experienced?

We have seen changes in machinery, safety rules, and work methods. Reporting and inspections have also become stricter.

Q4. How would you describe the leadership style?

Leadership is supportive, but instructions become strict when there is work pressure.

Q5. What leadership behaviours do you observe during change?

During change, supervisors give clear instructions on how to work. Sometimes there is pressure to work faster.

Q6. Do leaders listen to your feedback?

They listen when we mention problems, but during busy times there is less time to hear suggestions.

Q7. Is communication timely or delayed?

Most instructions come on time, but sometimes change-related information arrives late.

Q8. Are instructions clear or unclear?

Instructions from the supervisor are usually clear, but verbal instructions sometimes cause misunderstanding.

Q9. Do leaders explain the reasons behind changes?

Sometimes the reasons are explained, but mostly we just follow instructions.

Q10. Do leaders provide support during change?

Yes, necessary tools and machines are provided, but sometimes machine maintenance is delayed.

Q11. Do you receive training when new processes start?

We get brief instructions, but no formal training.

Q12. Do leaders help you adapt to new methods?

Yes, supervisors teach us new methods.

Q13. Are employees involved in decision-making?

We are not involved in decision-making. We work according to instructions.

Q14. Do you get opportunities to give feedback?

We can speak up when there is a problem, but there is no regular feedback system.

Q15. How does leadership behaviours influence trust?

Supportive behaviours increase trust. Strict behaviours sometimes discourage us.

Q16. Does change increase or decrease motivation? Why?

New machines or good projects increase motivation. But sudden changes increase stress.

Q17. Do sudden changes create stress?

Yes, sudden changes disrupt the work, and we must redo tasks.

Q18. Which leadership behaviours support change?

Clear instructions, supportive behaviours, and timely availability of machines.

Q19. Which behaviours make change difficult?

Late instructions, delayed machine maintenance, and strict behaviours.

Q20. What improvements are needed?

Regular meetings, clearer instructions, and timely machine maintenance.

Q21. Anything else to add?

Good coordination between leadership and workers is necessary.

Appendix 3. Coding Framework

The coding book provided in Appendix 3 offers the entire record used for analysing qualitative data collected from this research study. The coding book was constructed from a predetermined and structured coding hierarchy that was developed by means of an iterative or recursive coding process in NVivo.

The coding hierarchy documented the systematic breakdown of original interview data into initial codes, the categorized grouping of those initial codes into axial code categories, and the integration of axial codes into a broader set of themes. The coding hierarchy supports all the organization, interpretation, and development of overall final thematic findings that are presented in Chapter 4 of this report.

Codebook

Name	Description	Files	References
COMMUNICATION	Covers how information is delivered during organizational change, including clarity, timeliness, communication channels, and constraints that affect message flow.	0	0

Name	Description	Files	References
Clarity of Instructions	How clearly leaders communicate tasks, expectations, and reasons for change.	1	41
Clear Instructions		1	28
leader explains reasons for change		1	5
reasons for change sometimes explained		1	4
unclear instructions		1	4
Communication Channels	Modes of communication used (verbal, written, meetings) and how they influence understanding.	0	0
verbal communication causes confusion		1	8
Communication Constraints	Factors such as workload or time pressure that limit effective communication.	0	0
limited time to hear suggestions during busy periods		1	4
Communication Frequency	How often communication occurs and whether regular updates are provided.	0	0
need regular communication		1	8

Name	Description	Files	References
Timeliness of Communication	Whether information is delivered on time or delayed, and how timing affects work progress.	1	19
change-related information arrives late		1	4
communication delays		1	4
instructions usually arrive on time		1	7
late instructions		1	4
EMPLOYEE INVOLVEMENT	Represents the extent to which employees participate in decisions, provide feedback, and collaborate during organizational change.	0	0
Feedback Opportunities	Opportunities for employees to express concerns, provide suggestions, and share experiences.	0	0
delayed implementation		1	3
employees can speak up about problems		1	4
employees give suggestions		1	6
no regular feedback system		1	4

Name	Description	Files	References
Participation in Decision-Making	The degree to which employees are included in decision-making processes.	0	0
no involvement in decision-making		1	4
EMPLOYEE PERCEPTIONS	Reflects how employees interpret, react to, and emotionally experience organizational change.	0	0
Emotional Reactions to Change	Employees' emotional responses, including stress, uncertainty, and adaptation.	1	1
sudden changes create stress		1	4
uncertainty reduces motivation		1	4
Motivation Factors	Elements that increase or decrease employee motivation during change.	1	1
motivation increases with improvements		1	4
new tools or good projects increase motivation		1	3
Role Responsibilities	Job duties that shape how employees experience organizational change.	0	0
conducting site inspections		1	2

Name	Description	Files	References
responsible for daily site monitoring		1	2
responsible for giving technical instructions		1	2
Stress Factors	Sources of stress caused by sudden changes, workload, or disruptions.	1	1
redoing tasks increases stress		1	2
sudden changes disrupt work		1	4
sudden changes increase stress		1	3
Trust in Leadership	How leadership behaviour influences employee trust and confidence.	0	0
clear instructions increase trust		1	3
slow decisions reduce trust		1	3
LEADERSHIP BEHAVIOR	Covers leadership actions, decision-making, communication style, fairness, strictness, and support during organizational change.	0	0
Decision-Making Efficiency	How quickly and effectively leaders make decisions during change.	0	0

Name	Description	Files	References
leadership makes decisions slowly		1	3
timely decisions support change		1	5
Feedback Responsiveness	How leaders respond to employee concerns and suggestions.	0	0
leadership listens to problems		1	3
Leadership Communication Style	How leaders communicate instructions, expectations, and information.	0	0
leader gives sudden instructions		1	2
leader listens to employees		1	3
Leadership Fairness	Perceptions of fairness and transparency in leadership decisions.	0	0
leader makes key decisions		1	4
Leadership Strictness	Strict or pressurizing behaviours during deadlines or high workload.	0	0
pressure to work faster		1	6
strict behaviour discourages employees		1	4

Name	Description	Files	References
strict instructions under deadlines		1	3
strict instructions under pressure		1	3
strict leadership behaviour		1	3
work strictly according to instructions		1	5
Supportive Leadership	Supportive behaviours that help employees adapt to change.	0	0
leader shows supportive behaviour		1	8
leadership listens to employee feedback		1	2
participative leadership		1	3
supportive leadership improves change success		1	5
Organizational Processes	Processes and systems that guide how work is organized, coordinated, and managed during change.	0	0
Cross-Department Collaboration	Coordination and cooperation between different teams or departments.	1	1

Name	Description	Files	References
need coordination between departments		1	2
Reporting Requirements	Changes or expectations related to reporting, documentation, and inspections.	0	0
stricter reporting and inspections		1	4
work process changes	Adjustments or updates in daily work procedures, safety rules, or operational methods.	0	0
operational changes		1	4
SUPPORT & RESOURCES	Covers the availability of resources, training, coordination, and support systems that help employees manage organizational change.	0	0
Adaptation Assistance	Support provided to help employees adjust to new methods or requirements.	0	0
leaders help employees adapt		1	3
Coordination Between Teams	How well teams and departments coordinate during change.	0	0
need good coordination between leadership and workers		1	4

Name	Description	Files	References
Improvement Needs	Areas where employees believe improvements are required.	0	0
improvements in site management processes		1	2
Resource Availability	Availability and timeliness of materials, equipment, and tools.	0	0
insufficient resources provided		1	6
material delays stop work		1	6
need digital reporting tools		1	5
need for more equipment		1	3
providing necessary resources		1	7
timely supply of materials		1	6
Training Effectiveness	How effective training is in helping employees adapt to new processes.	0	0
brief instructions but no formal training		1	4
insufficient training		1	4
need better technical training		1	3

Name	Description	Files	References
short training sessions		1	3
supervisors teach new methods		1	5