**Leading Change in Response to COVID-19 in Organization Regarding Employees**

***A Seminar Report***

***Submitted to***

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***By***

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at

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# DECLARATION

I hereby declare that the Seminar report entitled “Leading change in Response to COVID-19 in organization regarding employee” submitted to the Faculty of Management, Tribhuvan University, Kathmandu is an original piece of work done under the supervision of Prakash Kr. Gautam, and is submitted in the partial fulfillment of the requirements for the award of the degree of Master of Business Management (MBM).This seminar report has not been submitted to any other university or institution for the award of any other university or institution for the award of any degree.

Rasmita Tandukar

October, 2023

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# LETTER OF APPROVAL

This is to certify that the Seminar report

Submitted by

**Rasmita Tandukar**

Entitled

“**Leading change in Response to COVID-19 in organization regarding employee”**

has been prepared in the prescribed format of the Faculty of Management, Tribhuvan University and as approved by the campus. It is satisfactory in the scope and quality as a Seminar report required in the partial fulfillment of the Master of Business Management (BBM).

Hence, this Seminar report is forwarded for examination.

……………………………….. ……………………………..

Asso. Prof. Agni Dhar Parajuli Asst. Prof.

Director,

MBM Department Supervisor

……………………………….

External Examiner

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Rasmita Tandukar

# ABSTRACT

This seminar report delves into the crucial role of leadership in effectively managing organizational change during the COVID-19 pandemic, with a specific focus on safeguarding employee well-being. The pandemic, which began in late 2019, created a seismic shift in traditional workplace models, necessitating swift adaptations in response to new working conditions, health and safety protocols, and mental health support systems. Leadership emerged as the linchpin for addressing not only immediate health concerns but also the resilience and well-being of the workforce. This report comprehensively reviews both theoretical and empirical aspects, emphasizing the significance of adaptable, empathetic, and ethical leadership styles. It underscores leadership's practical implications in terms of change management, employee well-being, and organizational resilience during times of crisis.

The report draws from established theories in crisis leadership, change management, and ethical leadership to highlight the multifaceted nature of leadership's role. Adaptive leadership remained indispensable during crises, requiring leaders to empower teams in tackling complex challenges. Employee well-being and resilience, emphasized through the Job Demands-Resources Model, showcase leadership as a vital resource in mitigating job demands and fostering employee well-being.

The empirical evidence within the report corroborates these theoretical foundations, demonstrating that organizations led by leaders who embraced adaptability, empathy, and ethical behavior were more successful in navigating the pandemic's challenges. These leaders ensured positive outcomes such as employee well-being, effective change management, organizational resilience, and trust maintenance.

Keywords:

# CHAPTER I: INTRODUCTION

# Background of the Study

The COVID-19 pandemic, caused by the novel coronavirus SARS-CoV-2, emerged in late 2019 and spread globally, leading to a public health crisis of unmatched proportions. Alongside the immediate health concerns, the pandemic cued an array of challenges for organizations across various sectors, impacting their employees and operations. The response to this crisis required effective leadership to address not only the health and safety concerns but also the well-being and adaptability of the workforce. Put citations ….

The pandemic disrupted traditional workplace models, forcing organizations to quickly adapt to new ways of working, including remote work arrangements, health and safety protocols, and the implementation of mental health support systems. Leaders faced the discouraging task of not only managing the immediate crisis but also steering their organizations toward recovery and future resilience. This seminar paper focuses on the critical role of leadership in leading change within organizations in response to COVID-19, with a specific emphasis on safeguarding and supporting employees during these challenging times.

# 1.2 Problem Statement

In the wake of the COVID-19 pandemic, organizations have been confronted with an array of complex challenges, many of which revolve around the well-being and adaptability of their employees. The findings and conclusions of previous studies have highlighted the importance of effective leadership in times of crisis; however, there remains a significant research gap in understanding the specific strategies, principles, and ethical considerations required for leading change in response to COVID-19 within organizations, particularly with regard to employee well-being.

As organizations struggle with the various impact of the pandemic, the major issue of this study is to investigate how leadership can effectively manage change in response to COVID-19. This issue is emphasized by the need to bridge the gap between theory and practice in crisis leadership, particularly in the context of the ongoing pandemic.

# 1.3 Research Questions

To address the major issue identified above, this seminar paper will explore the following research questions:

1. How can leadership effectively manage change in response to the COVID-19 pandemic within organizations?

# 1.4 Objectives

The main objective of this study was to explore the effect of leadership in managing change during the pandemic. More specifically, this study has the following objective:

1. To analyze the principles and strategies of leadership that can facilitate effective change management in response to the COVID-19 pandemic within organizations.

# 1.5 Significance of the Study

This seminar paper holds significant theoretical and practical implications. While the research may primarily involve a conceptual review, its findings can serve as a valuable foundation for further research in the field of crisis leadership, especially in the context of the ongoing COVID-19 pandemic. Additionally, the insights generated from this study can offer practical guidance to organizational leaders and decision-makers, helping them navigate the complex challenges posed by the pandemic and contribute to the well-being and resilience of their employees. As organizations continue to adapt and respond to the evolving impact of COVID-19, this research seeks to bridge the gap between theory and practice, ultimately contributing to more effective leadership in times of crisis.

# CHAPTER II: ???? See format

# Theoretical Review

The COVID-19 pandemic has had a great impact on organizations, creating a unique and challenging environment that demands effective leadership. This theoretical review examines key theories and concepts that underpin the study's focus on leadership in managing change during the COVID-19 crisis.

Elaborate theories, how these theories work for this study….

**1. Crisis Leadership Theories**

Theories of crisis leadership, which have their roots in the research of academics like Chris Argyris and Ronald Heifetz (???), highlight the importance of adaptable leadership in times of crisis. To confront complex situations, adaptive leadership calls for leaders to organize and empower teams. Adaptive leadership is crucial for navigating organizations through the COVID-19 pandemic's significant disruptions.

**2. Change Management Theories**

Theories of change management, such as those developed by Kurt Lewin (Citation???) and John Kotter (Citation???), offer frameworks for comprehending how organizations adapt to change. Organizations were compelled by the epidemic to quickly implement new work practices, safety procedures, and support systems. In order to properly manage these changes, leadership is essential.

**3. Employee Well-being and Resilience**

During a crisis, an employee's resilience and general well-being are crucial. The relationship between job demands, resources, and employee well-being is highlighted by Arnold Bakker and Evangelia Demerouti's Job Demands-Resources Model (JD-R Model, Year???). In order to reduce workload demands and promote employee well-being and resiliency, leadership is a crucial tool.

**4. Organizational Resilience**

Organizational resilience theories (e.g., What are they ????) underscore the importance of adaptability and flexibility in times of disruption. Leadership, through strategic decision-making and fostering a culture of resilience, can help organizations withstand and recover from crises like the COVID-19 pandemic.

**5. Ethical Leadership**

Ethical leadership theories, such as the Ethical Leadership Framework by Linda K. Treviño and Michael E. Brown, emphasize the importance of ethical decision-making and transparency. Ethical leadership is crucial during crises to maintain trust and ensure that organizational actions align with ethical principles. Extend more….

This theoretical review highlights the multifaceted nature of leadership in managing change during a crisis as complex as the COVID-19 pandemic. These theories provide a solid foundation for understanding the role of leadership in addressing the challenges posed by the pandemic. As we delve deeper into the research, we will explore how these theoretical concepts translate into practical applications and empirical evidence, ultimately contributing to more effective crisis leadership.

# Empirical Review

The COVID-19 pandemic has been a catalyst for unprecedented change and disruption across organizations worldwide. Empirical research conducted during and after the pandemic sheds light on the practical implications of effective leadership in managing change and addressing employee well-being.

Meta sheet???

You need to have enough citation as this is review…

**1**. **Leadership Adaptation During the Pandemic**

Numerous empirical studies have explored how leadership styles adapted in response to the pandemic. Research has shown that leaders who displayed flexibility, empathy, and strong communication skills were more effective in guiding their teams through uncertainty. The transition to remote work and the implementation of new health and safety protocols demanded agile and adaptive leadership.

**2. Employee Well-being and Engagement**

Empirical research has consistently highlighted the critical role of leadership in supporting employee well-being during the pandemic. Organizations that prioritized mental health support, clear communication, and flexible work arrangements reported higher levels of employee engagement and well-being. Studies have demonstrated the direct link between leadership actions and employee satisfaction and resilience.

**3. Change Management Success**

Empirical evidence has shown that organizations with effective leadership were better equipped to manage change successfully during the pandemic. Research findings emphasize the importance of leadership in guiding teams through transitions such as remote work adoption, crisis response protocols, and business model adjustments. The ability of leaders to inspire and motivate employees played a pivotal role in change management outcomes.

**4. Ethical Leadership and Trust**

Empirical studies have explored the relationship between ethical leadership and organizational trust during the pandemic. Findings indicate that leaders who demonstrated ethical behavior and transparency were more likely to maintain trust among employees and stakeholders. Ethical leadership was linked to increased organizational resilience and the ability to navigate challenges with integrity.

**5. Organizational Resilience**

Research has examined how leadership impacts organizational resilience during crises like the COVID-19 pandemic. Studies have shown that organizations with strong, adaptive leadership weathered the storm more effectively. They were better prepared to respond to sudden changes, adjust strategies, and foster a culture of resilience among employees.

Empirical research conducted during the COVID-19 pandemic has provided valuable insights into the practical implications of effective leadership. These studies validate the theoretical underpinnings discussed earlier and emphasize the critical role that leadership plays in managing change, safeguarding employee well-being, and enhancing organizational resilience during times of crisis. As we proceed with this seminar paper, we will draw from this empirical evidence to provide a comprehensive understanding of the practical applications of leadership in response to COVID-19 within organizations.

# Research Gap and Framework

**Research Gap**

While there is substantial research on leadership during times of crisis and change management in organizational settings, a notable research gap exists in understanding the nuanced strategies and ethical considerations that effective leadership entails in the specific context of managing change during the COVID-19 pandemic. The existing literature often lacks a comprehensive examination of how leadership styles, practices, and ethical decision-making influence organizational resilience, employee well-being, and change management success during a crisis of this magnitude. Additionally, the intersection of these factors within the unique constraints of the pandemic remains underexplored.

**Research Framework:**

The research framework, also known as the theoretical framework or conceptual framework, guides the study by identifying key variables like Employee well being ,transformational leadership ,employee engagement and organizational size.

The research framework serves as a roadmap for the study, guiding the formulation of research questions, hypotheses, data collection methods, and data analysis techniques. It ensures that the research is structured and contributes to the development of a coherent and logical argument in the report. (Field Survey, 2023)

**Research Framework of the Report:**

The research framework consists of four main components represented in a figure:

**Dependent Variable (DV): Employee Well-being:**

This variable measures the physical, mental, and emotional health of an organization's workforce.

**Independent Variable (IV): Transformational Leadership:**

This variable represents a leadership style characterized by inspirational and visionary leadership.

**Mediating Variable (MV): Employee Engagement:**

This mediating variable assesses the level of commitment, enthusiasm, and involvement employees have with their work and the organization.

**Moderating Variables (MoV): Organizational Size:**

This moderating variable considers the influence of an organization's size on the relationships between independent and dependent variables.

**Employee Engagement**

**Employee Well-being**

**Transformational Leadership**

**Organizational Size**

Figure 1 : *Framework of research*

# CHAPTER III:….

# Summary

This seminar report delves into the pivotal role of leadership in effectively managing organizational change amid the COVID-19 pandemic, with a specific emphasis on safeguarding employee well-being. As the pandemic disrupted traditional workplace norms and necessitated rapid adjustments in response to evolving health concerns, effective leadership emerged as a linchpin for not only addressing immediate crises but also steering organizations toward recovery and future resilience. The report provides a comprehensive examination that combines both theoretical and empirical perspectives, underscoring the significance of leadership styles characterized by adaptability, empathy, and ethical considerations. It highlights leadership's practical implications in terms of change management, employee well-being, and the cultivation of organizational resilience during times of crisis, offering valuable insights to guide organizational leaders through the ongoing challenges posed by COVID-19.

# Conclusion

In conclusion, theCOVID-19 pandemic has presented organizations with unprecedented challenges, demanding adaptive and ethical leadership to navigate uncharted waters. This seminar report has underscored the pivotal role of leadership in guiding organizations through the crisis, with a specific focus on safeguarding employee well-being and managing change. Theoretical foundations and empirical evidence have highlighted the importance of flexible, empathetic, and ethically driven leadership styles. Organizations that prioritized clear communication, employee engagement, and resilience-building strategies emerged as more successful in responding to the crisis. As we move forward, the lessons learned from this pandemic emphasize the enduring significance of leadership in fostering organizational resilience and driving change in times of adversity.

Refer …. Citation and References format … APA VIIth Edition ….

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