

## Impact of Marketing Leadership Effectiveness on Change Management in Manufacturing Sector of Pakistan

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### Abstract

*The major theme of this paper is exploration of new dimensions of marketing leadership effectiveness. These dimensions are discussed in theoretical perspective but the main contribution of this research is their empirical testing. The four intellects namely business, spiritual, emotional as well as political intelligence of marketing leaders are taken for measuring marketing leadership effectiveness and their impact on change management is analysed. The data was collected from manufacturing sector of Pakistan from the marketing leaders who are involved in the process of change management through purposive sampling technique. The sample size for current study was 200. Reliability of items is checked through Cronbach's Alpha test. Results of correlation and regression analysis of study found positive and it is concluded that four selected intellects can act as measures of marketing leadership effectiveness which help in managing change successfully in organizations. This research has significant implications for industry experts as they can judge the ability of marketing managers while assigning them leadership role after measuring the four intellects as proposed in this research. For academia point of view, researchers who are interested to measure marketing leadership effectiveness can gain insight from present research.*

**Keywords:** Change Management, Marketing Leadership Effectiveness, Business Intelligence, Spiritual Intelligence, Emotional Intelligence and Political Intelligence.

### Introduction

Aligning with the United Nations' 2030 agenda for sustainable development, it is important to seek urgent actions to build resilient infrastructure, promote inclusive and sustainable industrialization as well as foster innovation (Goal 9) along with ensuring sustainable consumption and production patterns (Goal 12) to design and implement change management process in manufacturing organization through intellects of their leaders (United Nations, 2015). In recent time the changes in the industry surroundings have turned a mode of life. For instance, development in the market, swiftness of rivalry among companies, increased customer's demands and globalization forced organizations to change because without change organizations can't survive in the market. In this ever-

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changing environment leaders must have dynamic capabilities to handle and manage change; they must have ability to persuade others (Boris, 2020). Managing change is critical as in any organization change is habitually opposed by organizational employees. The major cause of confrontation is that whenever we implement change it requires employees to modify their existing behaviour and organizational distinctiveness. Change process should not be imposed on the employees rather should be done with mutual collaboration of all organizational stake holders. Whenever new things are implemented, people face difficulties so they should be properly informed and guided towards the change. Here the most crucial responsibility for leaders is to motivate, satisfy, and inspire employees to bring, handle, and manage change inside the organization as leaders are considered the change architects who can successfully manage change (Kavanagh & Ashkanasy, 2006; Yukl, 2010, Yukl & Lepsinger, 2005).

Although leadership is a complex phenomenon and many researches have been conducted in order to measure the leadership effectiveness in several ways (Lussier & Achua, 2010), e.g. most widely studied areas are leadership styles (Bass & Avolio, 1990; Biberman, Whitty, & Robins, 1999; Cacioppe, 2000; Tischler, Biberman, & McKeage, 2002; Mansaray, 2019); leadership personality characteristics/traits (Lussier & Achua, 2010 & Daft, 2005, Daft & Lane, 2005); leadership competencies and skills (Dai, Tang, & De Meuse, 2011; De Meuse, Dai, & Wu, 2011; Mumford, Campion, & Morgeson, 2007; Kaiser & Craig, 2011). But how leader's styles, personality characteristics, competencies and skills are developed is the most important question which needs to be answered. This study proves the idea ignored by previous researchers that an effective leader is the one who has a high intellect level.

The essential behavioural skills of leadership include how to react to people's emotions. Efficient marketing leaders inspire and motivate people. Trustworthiness comes from awareness of sincerity and capability in leaders and from their aptitude to motivate. The current research has demonstrated that the most significant character of effective change leader is not only the set of personality characteristics or leadership styles but this relate to four intellects e.g. business, spiritual, emotional and political intelligence. These intellects help leaders to initiate and manage the change as well as overcome the resistance of employees during change process (Cook, Macaulay, & Coldicot, 2004; Gill, 2001; Owen & Demb, 2004; Miller, 2002; Oakland & Tanner, 2007). This paper therefore explores the new dimensions of marketing leadership effectiveness in order to manage change in the organization by studying the impact of four intellects including business, spiritual, emotional and political intelligence on change management.

As change management is complex situation to handle and it comes under the complex problem solving, therefore, the theory of complex problem solving provides support to the current study. According to Mayer (1992, pg. 5), “*a problem is conceptualized as composed of a given state, a desired goal state, and obstacles between given and goal state*”. Hence, in the current research, the exploration of marketing leadership effectiveness dimensions helps in change management process which is considered as a complex phenomenon. Such dimensions were not explored and studied earlier in order to measure marketing leadership effectiveness. Therefore, for achieving the objective of current study, this paper is further divided into following sections; section two covers literature of study variables, section three enlightens methodology adopted in this research, section four explains results and the discussion and the last section contains conclusion and future implications.

### **Literature Review**

**Change management** is an approach to transitioning characters, panels and association from an existing state to a most wanted upcoming state. It is an organizational practice expected at helping change stakeholders to understand and embrace changes in their business surroundings or individuals in their own lives. Van de Ven (1993) explains that employees are attracted towards progress and future oriented plans, type of motivation and self-influencing techniques that they can easily accept the change. The major obstacle in change management route is to control the resistance of employees when it is implemented (Abramson & Paul, 2001). Researchers have recognized change as having the prospective to draw out a wide range of emotion whether the alteration is a chief reform or slight restructuring in an organization (Mossholder, Settoon, Armenakis, & Harris, 2000). Change can be apparent as a dare or a chance and causes constructive emotions such as pleasure, eagerness and creativeness (Goleman, Boyatzis & McKee, 2002). Change can also, on the other hand, is intimidating and generate negative emotions such as annoyance, terror, nervousness, pessimism, anger, and removal (French, 2001). Clearly change poses major challenges, both to those who put into practice and those who are affected by the change (O’Neill & Lenn, 1995).

Fry (2003) explains leadership as inspiration to change and to inspire followers; leaders’ obligation gets in contact with their core values and converse them to clique through revelation and personal proceedings. Berson and Avolia (2004) argue that lower management level helps and interprets and transfer information regarding a new strategy but upper management plays a part of influencing their subordinates. Schein (1985) explains the function of a leader in developing and managing organizational change and recommends that, when a culture becomes dysfunctional as an effect of change, it is the leader who must work to support the group to unlearn some of its cultural assumptions

and to learn substitute assumptions. Leaders prove the requirement for implementing change and convince other affiliated people of the organization and main external investors that are compulsory (Armenakis, Harris, & Field, 1999; Burke, 2002; Judson, 1991; Kotter, 1995; Laurent, 2003; Nadler & Adler, 1998).

As change is a constant and complex phenomenon it should be effectively managed, the major challenge for leaders is taking change initiative, planning, managing, and implementation of a change and most crucial is handling as well as overcoming resistance of employees during change process. A change can be implemented by leaders effectively but how marketing leadership effectiveness can be judged is the question which requires further investigation in the body of knowledge. The effective marketing leaders are those who possess high level of business, spiritual, emotional, and political intelligence as these intellects help leaders to initiate, manage, and implement change as well as in overcoming the resistance of employees during change process in their organizations (Cook et al, 2004; Higgs & Rowland, 2001; Karp & Helg, 2008; Cowan, 2005, Goleman, 1995, 1998, 2001; Kanji & Chopra, 2010).

The concept of *business intelligence (BI)* is defined as “gathering information related to competitors, market trends and customers, logically using and presenting that information in such a way that it helps in making business related decisions” (Cui, Damiani, & Leida, 2007; Negash & Gray, 2008; Stackowiak, Rayman, & Greenwald, 2007; Zeng, Xu, Shi, Wang, & Wu, 2007). According to Golfarelli et al (2004), BI is a process that includes a large amount of important data which is helpful in monitoring the functioning of the organization and to adopt those practical ideas that make managers able to take decisions according to company’s strategy. An excellent BI system gives an organization's employees and all the stakeholders’ easy approach to the information to get success in their work and also helps to share this supportive information with each other. Marketing leadership effectiveness can be measured by business expertise possessed by the leaders; being proactive in analysing market, customer and competitor’s trends, in taking opportunities in order to improve customer services etc. BI helps leaders during change process as with high BI level they can anticipate customer’s needs, wants, and demands in initiating and driving organizational change (Cook et al, 2004). More work is needed in the area of business intelligence of effective leaders; hence the proposed hypothesis is;

*H<sub>1</sub>: Business intelligence of effective leaders positively leads to change management.*

The term *spiritual intelligence* is founded by Zohar and Marshall (2000) and they defined spiritual intelligence as the capability to behave with wisdom, maintaining inner peace, having self-awareness and life purpose, self-actualization, empathy,

compassion, self-efficacy, self-regulation etc. If leaders possess such characteristics, this can help them to manage difficult situations in time of change in organization. Empathic listening, cool, calm and compassionate behaviour of leaders in time of difficulty is valuable as it reduces anxiety and frustration of employees (Bass, 1990; Zohar & Marshall, 2000, 2005). The people with spiritual intelligence can cope up with uncertain situations and grow the organization towards success (Heaton, Schmidt-Wilk, & Travis, 2004). As spiritual intelligence can make leaders more effective, hence the hypothesis developed is;

*H<sub>2</sub>: Spiritual intelligence of effective leaders positively leads to change management.*

The concept of **emotional intelligence** is coined by Salovey and Mayer (1990) and it gained more popularity after the publication of book written by Goleman (1995). Emotional intelligence refers to maintaining a balance between cognition (thinking) and affects (feeling); it is about knowing, understanding and managing one-self and others. It is an ability of expressing emotions at the right time and right place. Leadership effectiveness can be measured through level of emotional intelligence which the leader possesses. Leaders must have intrapersonal, interpersonal skills and competencies as these can help in times of change. As during change process, it is mainly noticed that resistance of employees is a natural element because employees perceive the fear of losing a job and authority. Aggression, fear, denial, shock and uncertainty of employees are the major challenges faced by leaders during change initiatives and implementation, in such circumstances it is emotional intelligence of a leader which helps them to bring their employees out of this stance (Cook et al, 2004). Researchers need to explore the relationship between emotional intelligence of effective leaders and change management, so the hypothesis developed is;

*H<sub>3</sub>: Emotional intelligence of effective leaders positively leads to change management.*

**Political intelligence requires** that effective leaders must be aware of political bases, use of authority, tactfully handling the crises situation, skills of bargaining and negotiation as well as networking abilities, forming a formal and informal coalitions; these are the qualities, skills and competencies of effective leaders which differentiate them from others (Adams & Zanzi, 2005; Gill, 2001; Ferris, Bickle, Kramer, Zettle, Solga, Noethen & Meurs, 2008). Politics is considered a bad thing which creates frustration and rivalry because it opens the doors of opposition, promotes lobbying, backstabbing, and blaming others even of their good deeds but this is not always the case as politics at work can foster healthy and motivated environment at work place. Political intelligence of leaders can have positive impact during change process as it creates a

sense of shared understanding; disagreement and counter arguments can lead towards progress and result-in a win-win situation. It is noted that during change process many reactions are evolved e.g., shock, denial or refusal, self-doubt etc. In such situations it is a crucial responsibility of leaders to effectively tackle the situation to successfully manage and implement a change (Cook, Macaulay, & Coldicot, 2004; Ferris, Davidson, & Perrewe, 2000; Lussier & Achua, 2010). It is stated by Cook et al, (2004); Perrewe, Ferris, Frink & Anthony, (2000) and Schmidt, (2010) that politics is seen in every organization and political role is effectively played by leaders in order to manage change. Effective political leaders dedicatedly handle, manage and implement change (Nikalaou, Gouras, Vakola & Bourant, 2007). Although, many researchers have theoretically discussed the role of political intelligence in order to successfully managing and implementing change inside the organization but it is important to empirically test the link between political intelligence and change management to bridge the gap in literature, therefore a hypothesis 4 is designed for this study;

*H<sub>4</sub>: Political intelligence of effective leaders positively leads to change management*

In summary during change process (e.g., re-engineering, mergers & acquisition, system & structural change) it is the leader's ability to manage and implement it effectively. Leaders are captains of the ships who can steer their ships (organizations) to successfully reach their destinations. Leaders are more effective as they possess business (meeting market, customer, and technological challenges, coping with competition) spiritual (empathic listening, self- awareness, recognition & efficacy, inner peace, wisdom), emotional (self & social awareness as well as management, maintaining balance between thinking & feelings, having interpersonal and intrapersonal skills) and political intelligence (understanding power bases, having negotiations, bargaining & networking skills). Theoretical and qualitative research is conducted by many researchers with perspective of emotional, business, spiritual and political intelligence separately but not as a collective approach for measuring marketing leadership effectiveness. This research paper has threefold purpose; firstly, this research bridges the gaps by relating the above-mentioned four intelligences with marketing leadership effectiveness under one umbrella, secondly, by measuring it empirically and thirdly and most importantly in relation with change management. Therefore, the theoretical framework (Figure 1) has incorporated the four above mentioned intellects for measuring the marketing leadership effectiveness in order to manage a change.

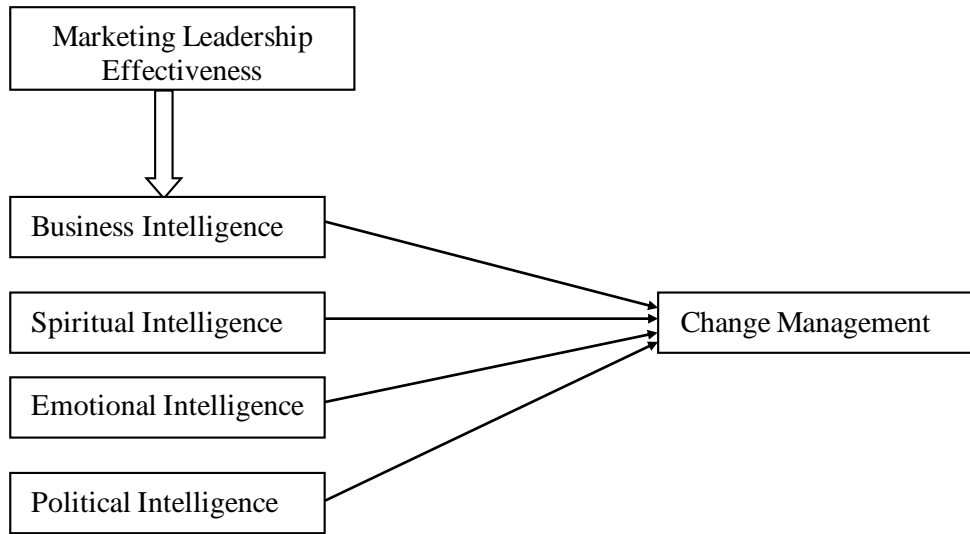


Figure 1: *Theoretical Framework*  
**Methodology**

### **Participants/Procedure**

Based on the purposive sampling technique, a total of 200 marketing leaders of manufacturing companies participated in this study. The reason for selecting manufacturing companies is that these organizations frequently undergo major changes e.g., organizational restructuring, business process re-engineering, cultural changes, joint ventures etc. A self-administered questionnaire was used to collect data from top management which includes senior managers, managers, and team leaders of marketing department. In total 350 questionnaires were distributed but 250 were received back and out of this only 200 respondents properly filled the questionnaire. Therefore, the sample size for the current research is 200.

### **Measures**

The 6 items of change management scale were adapted from Higgs and Rowland (2000) with Cronbach  $\alpha$  value measured in current study as 0.80, the 10 items of emotional intelligent were adapted from Goleman (1998) with Cronbach  $\alpha$  value measured in this study as 0.72 (see Table 1), whereas spiritual (6 items), political (5 items), and business intelligence 7 items were adapted from the exercises given in the book of Cook *et al.* (2004) which were all measured on 5-point Likert Scale.

Table 1: Reliability of Variables

Study Variables and Items	Items	$\alpha$
<b>Change Management</b>	06	.80
1. <i>I create and manage the case for change in my organization</i>		
2. <i>I have an ability to scope the breadth, depth, sustainability and returns of a change strategy</i>		
3. <i>I help others, through effective facilitation, to gain insight into the human dynamics of change and to develop the confidence to achieve the change goals</i>		
4. <i>I influence and motivate others, through personal advocacy, vision and drive, and to access resources to build a solid platform for change</i>		
5. <i>I demonstrate high personal commitment to achievement of change goals through integrity and courage</i>		
6. <i>I formulate and guide the implementation of a credible change plan with appropriate goals, resources, metrics and review mechanisms</i>		
<b>Business Intelligence</b>	07	.83
1. <i>I can describe at least three of our competitors and state their competitive advantage</i>		
2. <i>I am aware of whom customers perceive as 'best in class' in our industry sector.</i>		
3. <i>I can describe the economic, social, and technological influences that affect our industry.</i>		
4. <i>I am aware of future customer needs and expectations.</i>		
5. <i>I am aware of opportunities that we can take in future as an organization</i>		
6. <i>I am aware of future risks facing our organization</i>		
7. <i>I can describe the market trends and conditions</i>		
<b>Spiritual Intelligence</b>	06	.70
1. <i>I know my meaning and purpose of my life</i>		
2. <i>I give my time, money and material resources to help others</i>		
3. <i>I actively seek to understand my deepest motivation</i>		
4. <i>My goal in life is to act with compassion</i>		
5. <i>I act in a way that is consistent with my values</i>		
6. <i>My actions are for the long-term good of others</i>		
<b>Emotional Intelligence</b>	10	.72
1. <i>When feeling a negative emotion, I always consider the most appropriate way of dealing with this rather than allowing me negative emotions to take over</i>		
2. <i>I am able to motivate myself to achieve and deliver my goals</i>		
3. <i>I am good at matching and pacing my feelings with individual I am interacting with</i>		



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4. <i>I want positive ways of releasing my anger</i>		
5. <i>I act responsibly in situations even if it means I might not benefit personally</i>		
6. <i>I can keep going despite obstacles being put in my way</i>		
7. <i>I perceived myself to be flexible and adaptable</i>		
8. <i>People find it easy to talk to me about themselves</i>		
9. <i>I am accepting of everyone's talents and find ways of using their talents</i>		
10. <i>I can pick up underlying messages from people through their tone and body language</i>		
Political Intelligence	05	.80
1. <i>I am aware of power bases in my organization</i>		
2. <i>I can tackle the difficult situation without frustration</i>		
3. <i>I listen without interrupting others and summarize back what they have said</i>		
4. <i>I find areas of agreement with others</i>		
5. <i>I do not find difficulties in negotiation with stakeholders</i>		

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n=200

Table 2 describes the demographic characteristics of respondents. The starting age range (30-35 years) and job position reflects that as data was collected from managerial level employees who are involved in change management process. 57.5% employees possess 6-10 years of tenure which depicts that they are seasoned employees and have provided their valuable insights in this research.

Table 2: *Demographic Characteristics of Study Respondents*

Demographic Variables	Range	Frequency	Percentage
Age	30-35 Years	86	43.0
	36-40 Years	85	42.5
	41-45 Years	17	08.5
	Above 45	12	6.0
Gender	Male	129	64.5
	Female	71	34.5
Education	Bachelors	07	3.5
	Masters	131	65.5
	Post Masters	60	30.0
	Doctorate	02	1.0
Job Positions in Marketing Department	Senior Manager	24	12
	Manager	105	52.5
	Team Leader	71	35.5
Tenure	1-5 Years	48	24.0
	6-10 Years	115	57.5
	11-15 Years	31	15.5
	Above 15 Years	06	3.0

n=200

### Results and Discussion

The responses collected from the respondents are measured in the form of correlation analysis and values ranges from -1.00 to + 1.00. The following table depicts Pearson's correlation and shoes a relationship between study variables.

Table 3: *Correlation Analysis*

	Mean	St. Dev	CM	BI	SI	EI	PI
CM	3.5050	.79201	1				
BI	3.6343	.85073	.528**	1			
SI	3.6383	.60014	.608**	.487**	1		
EI	3.6175	.60604	.582**	.480**	.388**	1	
PI	3.6187	.56602	.661**	.606**	.413**	.566**	1

\*\* .Correlation is significant at the 0.01 level (2-tailed). n=200, CM=Change Management, BI=Business Intelligence, SI=Spiritual Intelligence, EI=Emotional Intelligence, PI=Political Intelligence

The correlation table shows mean and standard deviation values of study variables as well as a relationship between the dependent and independent variables. The correlation value of relationship between BI and CM is 0.528 with significance at 0.01 level which shows a direct and positive relationship. The correlation values of SI, EI, and

PI are 0.608, 0.582, and 0.661 respectively. Thus, all four independent variables measure marketing leadership effectiveness and the results depict that marketing leadership effectiveness can manage change successfully.

Table 4: *Regression Analysis*

Model	B	T	Sig.
(Constant)		.014	.002
BI	.613	9.625	.000
SI	1.167	9.855	.000
EI	5.134	16.136	.000
PI	7.890	17.945	.000

a. Dependent Variable: CM

R Square=.768 AdjustedR Square=.763 F=161.402 Sig= 0.000

The regression table shows the worth of study model which means that all selected variables have impact on dependent variable. The R Square is 0.768 which indicates a strong impact. The regression table depicts that the hypothesis developed for this study are approved as all values are significant. The concluding results of correlation and regression analysis are presented in Table 5.

Table 5: *Concluding Results of Study*

Variables	Hypothesise Relationship	Results	Relationship
BI and CM	<i>Business intelligence of effective leaders positively leads to change management</i>	Correlation=.528** B= 0.613 t= 9.625 Sig=0.000	Approved
SI and CM	<i>Spiritual intelligence of effective leaders positively leads to change management</i>	Correlation=.608** B= 1.167 t= 9.855 Sig=0.000	Approved
EI and CM	<i>Emotional intelligence of effective leaders positively leads to change management</i>	Correlation=.582** B= 5.134 t= 16.136 Sig=0.000	Approved
PI and CM	<i>Political intelligence of effective leaders positively leads to change management</i>	Correlation=.661** B= 7.890 t= 17.945 Sig=0.000	Approved

Table 5 shows that all study hypotheses are positively correlated and approved. The domain of leadership is not new as many researchers have studied it many times but the vital part of this research is that new dimensions of marketing leadership

effectiveness are explored which was a missing link in the body of knowledge. Although, Cook *et al.* (2004) highlighted the importance of business, spiritual, emotional, and political intelligence of leaders in managing change effectively but these dimensions of marketing leadership effectiveness were not empirically tested earlier. It is noticed that market needs, expertise, and demands are frequently shifting because consumers demand quality products. Here, the role of business intelligence of marketing leaders requires to examine the changing conditions of the markets. Rapid changing technologies, cross-cultural access, and trade competition has changed the work environment for most businesses. Therefore, such businesses are re-engineering themselves with latest market outlines. However, in reaction to enlarged rivalry, most of the businesses have formulated strategic arrangement and alliances to get advantage. For implementation of change, marketing leaders require up to date knowledge of what is going on in the market. This aids to commence, preparation, and execution of change effectively by marketing leaders.

Spiritual intelligence is one of the important components in change management and act as a significant variable in this research work. Somehow or the other spiritual intelligence has an impact in implementing change in organizations and the leaders who try to implement this change play vital role. Spiritual intelligence is an inborn dynamic natural intelligence that persistently inform us in ways that we're not used to hearing, therefore, strong marketing leaders always have this quality in them. By exploring spiritual intelligence, one can make a bond with the essential energy of being and it is achieved through amalgamation of purpose and self-reflection. Leaders who possess spiritual intelligence are flexible, responsive, can visualize, work according to their values, gain knowledge from practice in difficult conditions, connect one aspect with another, understand value assortment, raise questions and don't let position or status get into their heads. They trust their intuitive insight and are at peace with themselves. So, these leaders ultimately prove assets for their organizations.

Emotional intelligence is one of the important components in managing change in organization. Leaders with EI have the aptitude to be familiar with their own as well as other's feelings and sentiments. They listen to their employees, have sympathy for them, very open to share their own thoughts, value others for their work, and appreciate what their employees think. Furthermore, leaders with a high EI have the ability to read other's mind and treat them accordingly. Also, they are very innovative and allow others to take initiatives. They are adaptable, passionate, motivating, and flexible and know how to manage stress level. While implementing change, leader should be aware and ready for negative response of employees towards change in organization. Such responses give rise to high stress level for both employees and leader. Besides a leader with EI is

sympathetic, responsible, cooperative, flexible and analytical, keeps good relations with others, controls stress, and is hopeful about the future results.

Political intelligence means leaders have knowledge of power basis, they recognize origins of power, are familiar with levers of influence in change, can build up policies for change, and gain buy-in from stakeholders. PI is about working with honesty towards the general excellence of the organization, not for personal gain. It is not about the abuse of individual power. In order to be familiar with why negative politics takes place during change, it is obliging for leaders to recognize distinctive responses to change like shock and denial phase in which employees display resistance to change, do backstabbing, blame others and have poor spirits. Organizational politics cannot be removed. Leaders, however, with a healthy power drive can study to recognize and direct political processes. Mostly politics arise mainly during change; it is useful to know classic response to change, such as rejection, ignoring the change, and self-distrust but only politically intelligent leader can overcome such resistances during change process. Hence it is concluded that business, spiritual, emotional, and political intelligence are important to measure marketing leadership effectiveness during change management.

### **Conclusion & Future Implications**

The purpose of this research was to collaboratively study all the four intelligences and their impact on change management. It is explored that business, spiritual, emotional and political intelligence in marketing leaders can make them more effective to initiate, implement, and manage change in their organizations. To implement the change effectively marketing leaders need to be vigilant and knowledgeable. If they have these intelligences they can act as change influencing leaders throughout the organization and can tactfully handle the biasness and negative powers within the organization. This can be helpful in proving the organization successful and moving in the direction towards progress. This study fills the gap in literature in three ways; (i) by studying the four intellects under one umbrella, (ii) relating these intellects in measuring the marketing leadership effectiveness and finally by current empirical research it is proved that leaders' business, spiritual, emotional and political intelligence help them in managing change in their organizations. This research also contributes to corporate work environment because while hiring candidates for managerial level positions, these intellects can be judged through written tests and interviews. The exploration of new measures of marketing leadership effectiveness can help leaders to be more effective by developing the intellects mentioned in this study. Furthermore, future research can be conducted by adding more variables related to intelligence, for example, social intelligence. Moderating and mediating variables can be studied with existing relation discussed in this paper. In future, comparison between different manufacturing

organizations or cross-cultural comparisons can also be carried with replication of existing theoretical framework.

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