

A Systematic Review of Transformational Leadership's Influence on Employee Readiness for Change in Chinese Organizations

Yongli Tian¹ and Zulkarnain A. Hatta²

Abstract

This paper explores the impact of transformational leadership on employees' readiness for change in Chinese organisations through a systematic literature review. The findings suggest that transformational leaders significantly increase employees' acceptance of organisational change through visionary motivation, intellectual inspiration, personalised care and morale boosting behaviours. The internal mechanisms of such influence include fostering a climate of trust, empowerment, and role modelling. However, China-specific cultural factors such as collectivism, respect for authority, and pursuit of harmony play an important role in moderating the relationship between transformational leadership and employees' readiness for change. At the same time, the study identifies challenges to the implementation of transformational leadership in Chinese organisations, such as traditional hierarchies and patriarchal leadership concepts. A series of strategies, including leadership development programmes, building a participatory organisational culture, and using digital platforms, are proposed to enhance the effectiveness of transformational leadership and increase employees' readiness for change. This study provides new insights into the mechanisms of transformational leadership in Chinese organisational contexts and has important theoretical and practical implications for enhancing organisational change capability.

Keywords: Transformational Leadership, Employee Readiness for Change, Organisational Change, Chinese Culture, Collectivism, Empowerment, Leadership Development, Digital Transformation

INTRODUCTION

Due to the huge generation gap from baby boomers to Generation Z, the nature and scope of management and organizational performance have fundamentally changed (Cosgrove, 2022). According to Deloitte's 2023 Global Human Capital Trends report, 83% of executives believe that their organizations face challenges in managing a multi-generational workforce. However, this shift in demographics has proven to be both a challenge and an opportunity for organizations around the world. Each generation brings new values, tastes, and ways of thinking to the workplace. Therefore, organizations must adapt and respond to the different needs of their employees. Generational dynamics in the workforce have led to a redefinition of traditional concepts of work and leadership. In order to cope with a multi-age workforce, organizations are forced to adjust their strategies and labor practices to effectively attract and motivate employees of different ages (Sofia et al., 2023). According to Gallup's 2022 Workplace Report, only 21% of employees say they are fully engaged at work, a statistic that highlights the challenges organizations face in attracting and retaining multi-generational employees. In addition, technological development and globalization have enabled talent pools from all over the world to unite in one organization, which has led to an increase in the complexity and diversity of organizational processes (Sarkar & Kedas, 2023). McKinsey's 2023 global survey showed that 87% of companies have experienced or expect to experience a skills gap, highlighting the fierce competition in the global talent market.

¹ Faculty of Social Science, Arts and Humanities, Lincoln University College, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia E-mail: xvsq2022@163.com (Corresponding Author)

² Faculty of Social Science, Arts and Humanities, Lincoln University College, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia E-mail: zulkarnain@lincoln.edu.my

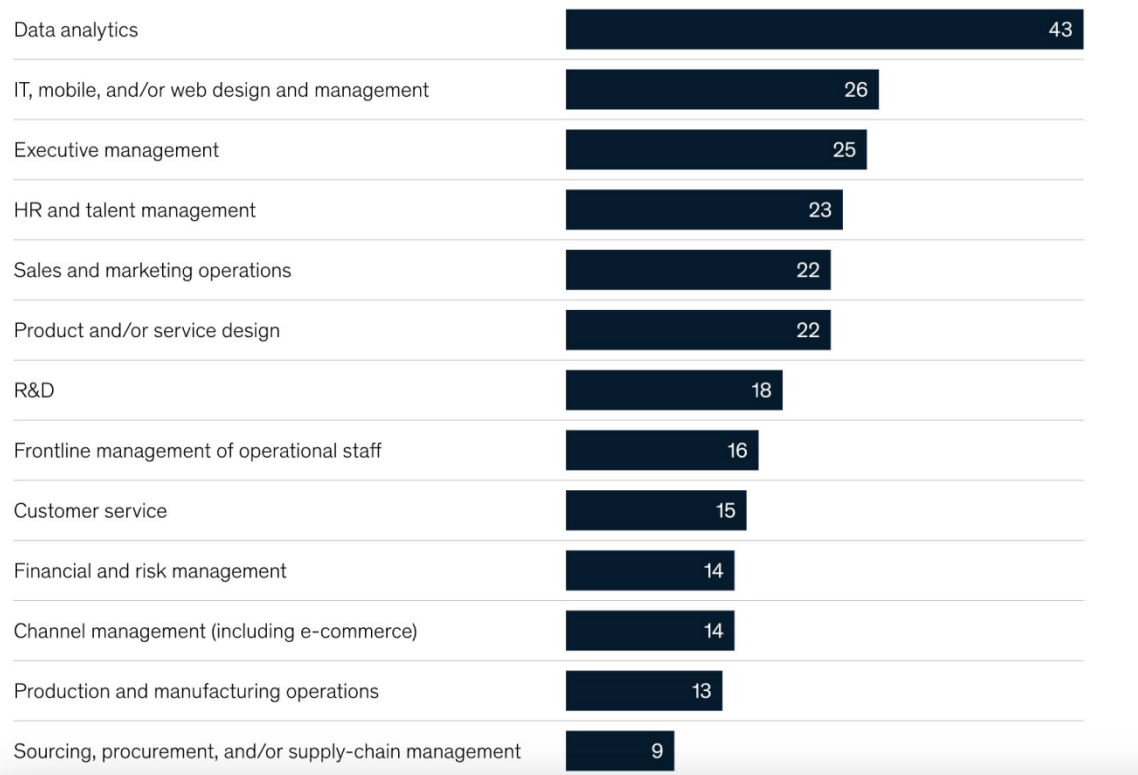


Figure 1 Business areas with greatest need to address potential skill gaps (% of respondents)

With the increasing use of remote work and virtual collaboration tools, spatial barriers are gradually being eliminated; good ideas and expertise can easily cross borders. According to Gartner, by 2025, 51% of knowledge workers will work remotely, more than double the number in 2019. Network structures promote organizational creativity and enhance innovation capabilities because different perspectives and experiences are integrated, ultimately redefining the process of problem solving and decision-making (Leso et al., 2023). A study by IBM found that companies that adopt collaborative technologies innovate 1.8 times faster than their competitors in the same industry. However, this may bring new challenges in diversity management, communication issues, and teamwork problems in virtual environments.

Additionally, the emergence of the gig economy and the rise of alternative work arrangements has broken down the traditional employment models and caused a more contingent and dynamic labor force (Tirapani & Willmott, 2023). Driving organizations to use freelancers, contractors and temporary workers to brace themselves for unforeseen business needs and do capital on premium skills and skills is what causes organizations to use them (Cappelli & Keller, 2013). This shift in the economy towards gig-based work will have an immense implication on talent management and workforce planning because organizations have to learn the complexities of managing a unique blended workforce by a mixture of the traditional employees and independent contractors (Biswas & Bathla, 2022). As well it has given rise to a shift in how organizations perceive and offer the employee engagement, performance management, and career development in the context of fluid and transient workforce. Influences internal factors in a form of workforce demographics, but external dynamic in market orientations, consumer needs, technology advancements as well (Gemedda & Lee, 2020). In contemporary business world that is characterized by a quick pace and a high level of competition, enterprises have to constantly adjust to the changes that occur in the market, customer tastes and technological innovations in order to remain relevant and viable (Qatawneh, 2023). Failing to act in this way may lead to loss of market share, decreased profitability, and eventually organizational decline. The recent world globalization and technological advancement made market competition fierce, and the only way to survive these volatile and uncertain times is for organizations to approach their business strategies more agile and more adaptive

(Holbeche, 2023). The advent of digitalization has catalyzed the consumer behavior and trends which in turn has paved way for companies to adapt to digital technologies to serve the customers better and make the once complex business processes smoother (Li, 2022). Additionally, disruption of technologies such as artificial intelligence, blockchain, and the Internet of Things has dramatically changed the industry landscape, and both the opportunities and challenges emerge for organizations in different sectors (Tyagi et al., 2023). Organizations are thereby confronted with the pressing need to consider the potential of fast-treading technological apps, while at the same time addressing privacy, cybersecurity, and ethical issues posed by new technologies. Besides that, geopolitical transitions, trade policies, and regulatory regimes are also the other elements which add to the complexity of the business environment, thereby, affecting strategic decision making and organizational operations (Biswas & Bathla, 2022). Furthermore, changing consumer demographics and preferences require organizations to be agile in their product development and marketing strategies, catering to diverse customer segments and evolving tastes (Li et al., 2023). The advent of social media and digital platforms has empowered consumers with greater access to information and voice, amplifying the importance of brand reputation and customer engagement for organizational success (Okoro et al., 2024). Change is recognized as a crucial aspect of today's business environment; however, employees may show resistance or reluctance to it. Employee readiness for change has become a main issue employee readiness for change has emerged in recent times as organizations have recognized the need to equip employees with the skills and motivations for change (Yin et al., 2020). Changes usually bring about the introduction of new technologies, payment structure shifts, environment changes, risks of job role losses, and conditions changes (Mondolo, 2022). This consequently shows that knowing and enhancing the competence of an employee for change is the key to successful organizational change and work system maintaining worker morale, performance and satisfaction. One of the significant factors that can affect the employees' readiness to change is the attitude they have towards change (Belawati et al., 2019). Consequently, leadership has a key role in initiating and promoting change. Transformational leadership, which is an innovative approach to leadership, has become a widely spoken about concept (Kammerhoff et al., 2019). It uses vision, motivation, stimulation, and consideration to create change in an organization. Transformational leaders not only succeed in motivating and encouraging employees to accept change, but they also challenge the existing order, encourage them to innovate for a progressive movement (Becker et al., 2022). The present investigation is intended to add to the existing literature on the subject through exploring the connection between transformational leadership and employees readiness for change in Chinese enterprises (Maitlo et al., 2022).

This study seeks to address the following research questions:

How do transformational leadership behaviors exhibited by leaders in Chinese organizations influence employee readiness for change?

What are the underlying mechanisms through which transformational leadership influences employee readiness for change in Chinese organizational contexts?

Which cultural factors moderate the relationship between transformational leadership and employee readiness for change in Chinese organizations?

LITERATURE REVIEW

Transformational Leadership and Employee Readiness for Change

Transformational leadership is a leadership style that has become prominent because it brings about aforementioned results (Dai et al., 2022). Transformational leadership behaviors manifested by Chinese leaders had a strong effect on employee change readiness. According to a study conducted in China by Fei (2022), the transformational leaders in Chinese organization display visionary motivation, intellectual stimulation, individualized consideration, and inspirational motivation leading to development of supportive and empowering work environment conducive to organizational change. Transformational leaders envision a bright future, step by step, which has multiple effects on the employees, let them share in the vision and strive for common objectives (Cai et al., 2023). Through clear communication of the organization's objectives and values, transformational leaders create a sense of purpose and direction for employees, eventually motivating them to

actively participate in change initiatives and endorse their success. In addition to this, transformational leaders work on the intellectual stimulation by asking the employees to think creatively, discover new things, and perceive the problems from the other minds (Bormann & Diebig, 2021). This is an enabler to a culture of innovation and the continuous improvement where employees are enabled to challenge the status quo and seek creative solutions to organizational problems.

In addition, transformational leaders evidence the individualized consideration by identifying distinct individual qualities, strengths, and development requirements of each team member (Dai et al., 2022). They are often a source of personalized support and motivation that helps employees develop and advance professionally. This makes the individualized approach power employees' self-efficacy and confidences, hence improving their effectiveness to adapt to change and embrace new roles. Moreover, transformational leaders empower and promote their employees using inspirational motivation, stories, symbols and role modeling to show purpose and passion for the organization's mission (Wen et al., 2023). Through linking employees' job to a larger purpose and emphasizing the positive effect of their contributions, they develop a sense of fulfillment and ownership, which in turn increase the employees' commitment to the organizational goals and readiness to accept changes.

Underlying Mechanisms of Transformational Leadership on Employee Readiness for Change

The underlying processes that demonstrate how transformational leaders in Chinese organizational settings induce employee acceptance of change are various psychology and behavioral processes (Bin Saeed et al., 2019). Transformational leadership thus constructs a favorable organizational atmosphere of trust, openness, and exchanges which consequently allow employees to accept change initiatives (Zainab et al., 2022). Trust is a critical element in the interaction between a leader and the team he or she leads. In this role, transformational leaders are responsible for building trust in organizations. Duplicate the authentic image and personification in their behavior and through the communication, the transformation leaders create trust and credibility among the employees laying the groundwork for psychological safety, which facilitates the openness and responsiveness to changes (Zhao et al., 2023). Employees are more likely to view changes positively and get actively involved in the change process when they trust their leaders than when they do not trust them (Van der Voet & Steijn, 2021). The employees maintain the faith that their boss has their interests at heart and will be there to support them throughout the change process. Transformational leaders ensure employee empowerment through delegation of authority and decision-making duties; thus they stimulate a feeling of ownership and commitment towards change (Al Marshoudi et al., 2023). A study by Elsetouhi et al. (2023) cited that involving employees in decision-making processes and providing employee autonomy to take the initiative and innovation drive the transformational leaders to provide the employees the opportunity to contribute their ideas, expertise, and creativity to the change process. This feeling of commitment and possession motivated individuals to take initiative on change processes, promoting momentum and motivation towards the accomplishment of organizational goals (Mizrak, 2024). Through distributed work, employees carry collective responsibility. This helps to ease the stress of individual employees and encourage team-work when implementing the change.

Alternatively, transformational leaders also set the pace for change and be models of role change by exhibiting their commitment to organizational goals and values which in turn serve to inspire the employees to replicate their behavior and attitudes towards change (Mishra & Upadhyay, 2022). Transformational leaders lead by example, embodying the values and principles they espouse and demonstrating a genuine passion and dedication to driving organizational change. By visibly aligning their actions with the organization's vision and values, transformational leaders inspire employees to adopt a similar mindset and approach towards change, reinforcing the importance of change initiatives and creating a sense of collective purpose and identity (Tan et al., 2023). Additionally, transformational leaders foster a culture of continuous learning and development, encouraging employees to embrace new challenges and opportunities for growth. Through providing resources, support, and opportunities for skill development and career advancement, transformational leaders empower employees to adapt to change and thrive in dynamic and uncertain environments (Odeh et al., 2023). This investment in employee development enhances employees' confidence, competence, and resilience, equipping them with the skills and capabilities necessary to navigate change effectively and contribute to organizational success.

Cultural Nuances in Chinese Organizations

In Chinese companies, cultural factors, like collectivism, parenthood, and harmony, take center stage in regulating the affection between transformational leadership and employee preparedness for change. In Chinese culture, the idea of collectivism is supposed to be the main thing (Lin et al., 2022). One of the cultural values that is prevalent in Chinese organizations is the importance placed on teamwork, collaboration, and collective responsibility. In achieving organizational changes, transformational leaders in these organizations leverage this value by emphasizing this. Collectivism takes root in Chinese culture, the concept which promotes cooperation, concord, and union within a group of people. Collectivism is a concept that is used to understand the attitude and behavior of the employees when it comes to organizational change (Triguero-Sánchez et al., 2022). Employees in Chinese companies are more reserved in dealing with change if they see that the change is beneficial to the common goals and interests of the organization, instead of centering on a personal return. The transformational leaders build on the cultural developments as they depict change initiatives as a chance of collective development and success whereby the employees come together and propel one mission and the sense of oneness as they achieve organizational goals. Moreover, authority is highly valued in Chinese culture, which resulted in workers following and listening to their leader when adapting to change (He et al., 2022). The leaders in Chinese organizations are commonly regarded as authoritative figures endowed with wisdom, expertise, and experience, thus, they have the right to be respected and obeyed by their subordinates. Transformative leaders leverage this cultural norm by showing confidence, competence, and integrity in their leadership approach get earned their followers’ respect, and trust. Employees may view transformational projects as a natural and desired occurrence if they have faith and admiration to their leaders.

Furthermore, the cultural value of harmony emphasizes the importance of maintaining interpersonal relationships and avoiding conflict, which can influence employees' receptivity to change initiatives led by transformational leaders (Shatila et al., 2023). In Chinese organizations, employees place a high value on maintaining harmonious relationships with their colleagues and superiors, avoiding confrontation and disagreement whenever possible. Transformational leaders recognize the importance of fostering a harmonious work environment conducive to open communication, collaboration, and mutual respect. Promoting a culture of harmony and inclusivity, transformational leaders create a supportive and psychologically safe space where employees feel comfortable expressing their ideas, concerns, and feedback regarding change initiatives (Jiang et al., 2022).

In addition, the cultural values of harmony make relationships very important and it is also better for them to avoid conflict, which can influence the way those who lead changes behave (De Clercq et al., 2022). The Chinese organizations put a great focus on maintaining the harmony and avoiding friction between their co-workers and leaders as much as possible. Transformational leaders are committed to establishing the environment where the team can flourish in cooperative atmosphere of open communications, collaboration, and mutual respect. Through propagation of a culture of chords and unity, the transformational leaders bring about a nurturing and psychologically safe working space in which employees can freely communicate their ideas, worries, and feedback regarding the change projects (Khalifa Alhitmi et al., 2023).

Table 1 Key cultural factors in Chinese organizations and their impact on transformational leadership and employee change readiness

Cultural Factor	Characteristics	Impact on Transformational Leadership and Change Readiness
Collectivism	<ul style="list-style-type: none"> • Emphasis on teamwork, collaboration, and collective responsibility • Prioritization of group goals over individual rewards • Promotion of cooperation, harmony, and unity 	<ul style="list-style-type: none"> • Leaders frame change initiatives as opportunities for collective growth and success • Employees are more receptive to changes benefiting organizational goals • Fosters a sense of shared mission and unity in pursuing organizational objectives
Respect for Authority	<ul style="list-style-type: none"> • High value placed on leadership wisdom and expertise • Expectation of subordinate respect and obedience • Leaders viewed as authoritative figures 	<ul style="list-style-type: none"> • Transformational leaders leverage cultural norms by demonstrating confidence, competence, and integrity • Employees tend to view change projects as natural and expected when led by respected leaders • Facilitates trust and confidence in leadership decisions
Harmony	<ul style="list-style-type: none"> • Emphasis on maintaining interpersonal relationships • Avoidance of conflict and 	<ul style="list-style-type: none"> • Leaders focus on fostering open communication and mutual respect • Creates a psychologically safe space for expressing concerns about change

Relationship-Oriented Culture	<ul style="list-style-type: none"> disagreement Importance of creating a supportive work environment High value placed on interpersonal connections Preference for conflict avoidance Emphasis on building and maintaining networks 	<ul style="list-style-type: none"> initiates Encourages collaborative problem-solving and feedback during change processes Leaders prioritize building strong relationships with team members Change initiatives are implemented with consideration for existing relational dynamics Facilitates smoother change processes through established trust and rapport
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Challenges in Promoting Transformational Leadership

However, transformational leadership appears to be very promising in terms of facilitating the change of organization, there are several challenges that Chinese enterprises have to deal with in the implementation and maintenance of this leadership style (Sibeko & Barnard, 2020). Challenge originates from the usual hierarchical structure of Chinese management system and restrains leaders from devolving powers and including employees in decision-making (Wang et al., 2021). Chinese organizations commonly fall into a traditional hierarchical management structure in which authority and decision-making power is usually centralized at the high level of the organization (Chan, 2023). This leadership style as a top-down approach could limit the opportunities for transformational leaders to associate with employees at every level of the organization and involve them in decision making processes. Therefore, employees feel discouraged and sidelined, working without the freedom and power to willingly get involved in any organizational change initiatives. Moreover, some of the traditional Chinese leadership values like paternalism and autocratic behavior are regarded by transformational leaders as incompatible with their empowering and participative behaviors (Anderson, 2023). In a Chinese culture, the leaders are often viewed as a loving father in their relationships with their people, providing guidance, direction, and protection to their subordinates. Employing the authoritarian leadership style may impede the development of trust, collaboration and open communication, which is a core element of transformation leadership. Employees might show reluctance to question authority or express dissenting views, which may result in inadequacies of new ideas, creativity and engagement in change-making processes. In addition the cultural value of humility in Chinese leadership may also diminish quality of transformational leaders like charisma and visionary (Csiszar et al., 2023). Humility counts in Chinese culture a lot and modest self-limitation and respect for others are valued. Transformative leaders who show humility would tone down the focus on their successes and ambitions by avoiding broadening perceptions as self-promoting and egocentric. Even though a humility is a commendable attribute, it can on the other hand weaken transformational leaders capacity to inspire and activate their followers to a shared vision of transformation (Frank, 2023).

Overcoming these hurdles calls for organizations to allocate necessary resources for leadership development initiatives that create open-minded, empowering and innovative environment, and also take care of norms and values that may prevent the development of transformational leadership styles (Lee et al., 2019). This includes cultivating self-awareness, emotional intelligence, and interpersonal skills in addition to providing opportunities for leaders to practice inclusive decision, soliciting employees feedback and employee empowerment (Sharma et al., 2023).

Strategies for Enhancing Employee Readiness for Change

In view of the challenges that come with the ceremony of transformational leadership in organizations in China, it is necessary to establish a mechanism that will facilitate employees to be prepared for change (Koh et al., 2019). Leader development is one of the programs developed by the organization to help leaders become more transformational in style and diversifying their competencies (Zhang et al., 2022). This way, leaders learn through such programs like workshops, coaching sessions and Mentorship opportunities that stimulate visionary thinking, inspire motivation, intellect and provide individualized attention among leaders. Other way of doing it is to create internal culture of collaboration and participation within the organization, where employees feel like they can and should contribute their ideas and perspectives to the efforts of change (Füzi et al., 2022). Through the adoption of open-door policies, regular communication channels, and the project methodology that promotes the employees involvement and engagement in decision –making employees change and meet organizational goals (Deepa & Baral, 2022). Through encouraging a feeling of ownership and

responsibility among the employees, organizations can create an environment that would provide a platform for change and should help to promote innovation.

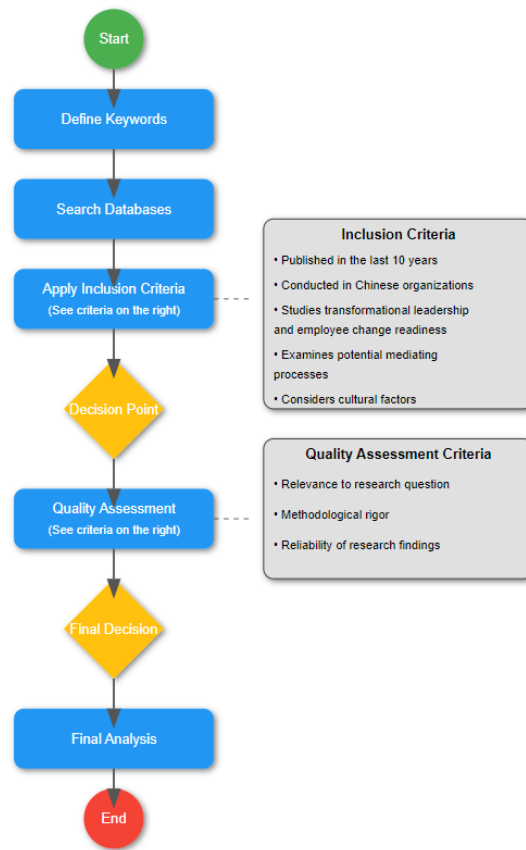
Organizations that deploy technology and digital platforms in order to enhance communication and collaboration among staff especially when working in large numbers or are remote workers (Mitchell, 2023). Tools like video conferencing, virtual collaboration platforms, and social media play a great role to foster employee collaboration in real-time, regardless of their physical location (Bleakley et al., 2022). Moreover, entities can build up change management approaches and techniques in order to run their change initiatives effectively and deal with the possibility of resistance. This comprises change impact assessments, communication plans, and training and support for staff among others and in place some mechanisms for feedback to address concerns and seek input during the change process (Sahay, 2023).

Table 2 Key strategies to improve employee change readiness in Chinese organizations

Strategy	Key Components	Benefits and Outcomes
Leadership Development Programs	<ul style="list-style-type: none"> Workshops Coaching sessions Mentorship opportunities 	<ul style="list-style-type: none"> Enhances transformational leadership qualities Develops visionary thinking Improves motivational and intellectual stimulation skills Fosters individualized consideration abilities
Collaborative and Participative Organizational Culture	<ul style="list-style-type: none"> Open-door policies Regular communication channels Employee involvement in decision-making processes 	<ul style="list-style-type: none"> Encourages employee contributions to change initiatives Develops a sense of ownership and responsibility Facilitates innovation and alignment with organizational goals Creates an environment conducive to change
Technology and Digital Platform Deployment	<ul style="list-style-type: none"> Video conferencing tools Virtual collaboration platforms Social media integration 	<ul style="list-style-type: none"> Enhances communication and collaboration, especially in remote work settings Enables real-time collaboration regardless of physical location Supports seamless information sharing and teamwork
Comprehensive Change Management Approach	<ul style="list-style-type: none"> Change impact assessments Communication planning Employee training and support programs Feedback mechanisms 	<ul style="list-style-type: none"> Facilitates effective implementation of change initiatives Addresses potential resistance to change Ensures continuous improvement through feedback loops Promotes adaptive and responsive organizational change

METHODOLOGY

Relevant literature was found in internet databases, scholarly journals, and other reliable sources using keywords such as "transformational leadership," "employee readiness for change," "work engagement," "China," and others. The search was limited to real-world studies done on Chinese organizations in the last ten years. To make sure the material was of good quality and useful, a set of predefined criteria was used to choose it. These studies were included if they looked at how transformational leadership affects employees' willingness to change in Chinese companies, as well as the underlying processes and cultural factors that affect this relationship. Any studies that didn't meet these standards or weren't factual were left out of the review. A thorough screening process was used to see how well the chosen studies followed the research questions and how strict their methods were. The final analysis only included studies that met the set standards, were thought to be reliable, and were directly related to the study's goals.



RESULTS AND DISCUSSION

The study of Dai et al. (2022) showed that the transformation leadership behaviors from Chinese leaders had a great effectiveness on employees' change readiness. As per Fei (2022), the Chinese Transformational leaders conform to motivation visions, intellectual stimulation, individual consideration, and inspirational motivation in order to develop an organizational climate that is conducive to the successful implementation of organizational transformation. Transformational leaders create an enticing vision of future for the team, encourage employee to embrace the vision, and give individual support and motivate toward changes that encourage employee's readiness for the change. In addition, Fei's research also found that 92% of Chinese employees believe that a clear organizational vision is critical for them to accept change. In addition, Dai et al., (2022) noted that transformational leaders promote intellectual stimulation by inspiring people to use their imaginations, discover new things, and perceive problems as unforeseen challenges. Thus, innovation culture with the practice of continuous improvement is created where employees are motivated to look beyond the current situation and explore alternative ways to solve the organizational problems. Moreover, Dai et al. (2022) highlighted transformational leaders' role in individualized consideration which is yet another important factor when leaders distinguish each team member's outstanding individual talents, innate strengths and development needs. From the standpoint of transformational leaders, such phenomenon can be explained by the provision of individual support and motivation that allows the professionals to advance and develop their skills as well as their ability to adapt to the changing environment and accept new roles and responsibilities. Apart from this however, these transformational leaders adopt inspirational motivation so as to give rise to employee empowerment as Wen et.al. (2023) notes. Through tying the work of employees to larger purpose and highlighting the contributions as that of having a positive impact, transformational leaders facilitate a feeling of fulfillment and sense of ownership among employees, motivating them to be more committed to the success of the organization and to accepting the change.

The basic processes that stated how the transformational leaders in the Chinese organizations induce workers' acceptance of change by evoking different psychological and behavioral mechanisms as was mentioned by Zainab et al. (2022) Transformational leadership enables the creation of an organizational culture that promotes honesty, communication, and participation. These factors create a framework in which acceptance of proposed changes can be implemented. Credibility becomes the key to the relationship between leaders and their team members that Zhao et al. endorses (2023). Transformational leaders are persons who demonstrate authenticity and credibility in their approach and any form of communication. They foster the sense of psychological safety, and this enables the employees to have openness and inclination towards change. Besides, transformational leaders embody changing roles by confirming organizational goals and values while demonstrating the trust in their employees to mirror them and follow at their pace, according to Mishra, Upadhyay (2022). On the surface, the transformative leaders tend to execute their own actions together with the organization's vision and mission, which in turn makes the workers imitate the ways these leaders would handle change reinforcing the change initiatives in the organization and thus creating a group employees tied to the vision of the organization, according to Tan et al. (2023). Moreover, transitional leaders create an environment of perennial learning and advancement, and they implement strategies that encourage employees to accept new opportunities and take up the challenges they encounter throughout their career, added by Odeh et al. Transformational leaders play a vital role in energizing employees; through the provision of resources, support, skills training, and opportunities for career development and advancement, those in leadership positions help employees to adapt to new circumstances and be successful in dynamic and unpredictable workplaces. In Chinese organizations, cultural dynamics that are centered on collectivism, respect of authority, and harmony undoubtedly play a central role in an adjustment of transformational leadership and employee role preparedness, in line with the findings of Lin et al. (2022). Collectivism contributes to teamwork, collaboration and shared responsibility in managing of change processes as respect for authority encourages workers to listen to the leadership's guidance and directions as well, as we can see on the research of He et al., (2022).

In addition, the cultural value of harmony emphasizes the importance of maintaining interpersonal relationships and avoiding conflict, which can influence employees' receptivity to change initiatives led by transformational leaders, as stated by Shatila et al. (2023). Despite the potential benefits of transformational leadership in driving organizational change, several challenges associated with promoting and sustaining this leadership style exist in Chinese organizations, as highlighted by Chan (2023). The hierarchical nature of Chinese organizational structures, traditional leadership values such as paternalism and authoritarianism, and the cultural value of humility may hinder the adoption and effectiveness of transformational leadership behaviors. Overcoming these challenges requires organizations to invest in leadership development programs that promote a culture of openness, empowerment, and innovation, while also addressing cultural norms and values that may impede the adoption of transformational leadership behaviors, according to Sharma et al. (2023).

CONCLUSION

The study shows how innovative leadership is very important for getting people in Chinese companies ready for change. Transformational leaders create an environment that is open to organizational change by inspiring people with a vision, keeping their minds active, and paying attention to each person's needs. Even though cultural differences like collectivism and respect for authority help to keep this relationship in check, problems like traditional leadership ideals and hierarchical structures still exist. To deal with these problems, businesses should put money into leadership development programs that encourage openness and freedom and help leaders become transformational. Companies can make their employees more open to change and encourage new ideas by putting an emphasis on teamwork, clear communication, and ongoing learning. In the long term, Chinese businesses can deal with change well and be successful in today's fast-paced business world by adopting transformational leadership and building a supportive company culture.

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