

The Influence of Strategic Leadership, Change Strategy, Change Model Mediated by Transformational Change on Sustainable Competitive Advantage in Higher Education

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Abstract. Research on the influence of strategic leadership, change strategy, change model mediated by transformational change on sustainable competitive advantage in higher education uses a quantitative research approach. This research was designed using descriptive and verification research designs. The sample of this study amounted to 300 respondents of leaders in educational organizations with 30 rectorates and 50 deans and 50 heads of study programs and 80 tendik and 80 lecturers. study program units or faculties and rectorates in higher education as research units. The research will produce a model of the influence of change variables on the results of change. The result of this research is a relationship influence analysis model with SEM. The model of the influence of change variables on the change model mediated by transformational change has a positive effect on sustainable competitive advantage with a significance level of 0.87, the organizational change model has a direct positive impact on sustainable competitive advantage with a correlation of 0.92, strategic leadership has a positive impact on sustainable competitive advantage with a correlation of 0.81, organizational change strategy has a positive impact on sustainable competitive advantage with 0.86.

Keywords: *change model, type of change, change strategy, strategic leadership*

BACKGROUND OF THE PROBLEM

Changes in organizations, both business organizations and non-profit organizations, are needed to achieve the vision, mission and goals of the organization set by the company both in short-, medium- and long-term planning. Organizations are required to make changes along with the demands of the external environment, namely competition, consumer needs, national and international economies, and other external environments. Organizations are required to make changes along with internal environmental conditions that are less supportive of achieving the vision and mission.

Organizations live in an ever-evolving global business environment, where change has become the norm for organizations to maintain their success and existence. Industry and government organizations are constantly striving to align organizational operating objectives with the changing environment (Ackoff, 2006; Burnes, 2004a; By, 2005; Hailey and Balogun, 2002; Kotter, 1996; Mintzberg, 1979; Moran and Brightman, 2001). Organizations and their leaders are also undergoing changes as a natural response to such changes in strategic importance, ranging from effectively and tangibly managing markets, property management for innovation, knowledge management and human resources (Dess and Picken, 2000). Many approaches and methods have been suggested for managing change, yet organizations changing vary widely in their structures, systems, strategies and human resources. Organizations need an integrated approach to encourage systematic and constructive change and minimize destructive barriers to change, as well as overcome problems as a consequence of making such changes. In implementing change, definitions vary and methods have been proposed to manage change; however, organizations still report high failure rates in their change initiatives.

Continuous changes in the external environment are now commonplace. According to Bilhin (2010, p. 5), management change occurs when imbalance is caused by low performance, thus highlighting the need for change in the organization. When faced with changes that occur in the external environment, organizations need to respond and transform quickly. For organizational change to be successful, it must involve the organization as a whole and provide a clear understanding of the environment. This understanding and involvement will enable the organization to identify the variables that cause change (both continuous and discontinuous), as the knowledge gained enables the

implementation of change, increased organizational efficiency and greater organizational survival (Bressan & Lima, 2001).

Research conducted by Serina Al-Haddad and Timothy (2015) entitled Integrating the Organizational Change Literature: a model for successful change. This research paper proposes aligning the type of change with the method of change to determine the impact of these changes on results. This study did not research the effect of change methods mediated by the type of change, on the success of organizational transformational change. This study does not explain the results of the change in detail, but rather in general. Tavares de Aquino et al (2017) research entitled Organizational change in quality management aspects: a quantitative proposal for classification. This research is to help senior management identify the type of change and, consequently, determine how the change must be done correctly in an organization. The results provide an overview of the relationship between the type and method of change and how this relationship can influence the outcome of change. This study did not address the impact of the type and method of change on the success of organizational change. This study did not research the method of change can be mediated by the type of change that affects the success of organizational change, namely competitive advantage. The research entitled Organizational change of synthetic biology research: Emerging initiatives advancing a bottom-up approach by Renan Gonçalves Leonel at all in 2024. This article offers the first systematic investigation that emerged in buSynBio and its meaning for biotechnology research through the application of the organizational change governance system through a bottom-up approach system that changes from the top-down system for organizational change. This study also did not discuss or research the effect of change methods on the results of organizational change. Research entitled A conceptual lean implementation framework based on change management theory by AlManeica in 2018. The research examines the challenges of implementing Lean manufacturing requires changes in structure, systems, processes, and employee behavior so that they do not change. The study examined the failure of lean manufacturing implementation which failed due to lack of attention to the organizational change model has not researched how the influence of management strategies in making changes using lean manufacturing. This study did not conduct research on the influence of lean manufacturing change strategies on the success of organizational change. This research only explains the failure of lean manufacturing change strategies that are not aligned with the success of specific changes that are included in the organization.

This research that we do is examining the effect of the change model / management mediated by the type of change that affects the physical results of change (transformational change and the influence of supporting factors of change (leadership, change strategy) that have not been examined by the five studies above and no one has done this research by involving independent variables of change models, types of change, change strategies and leadership that will have an impact on the success of transformational change in educational organizations in East Java.

Many research studies in the field of organizational change dynamics fail in several studies show various results, 2011 M. Hughes said that there is a popular narrative about 70 percent failure of organizational change initiatives (Hughes, 2011, Michael Moore, 2018, Jenni Jones, 2019), but there is no valid and reliable empirical evidence to support this narrative (Hughes, 2011; Moore, 2018) and even referred to as an illusion by Rune (2020), but in 2018, Gartner stated that the average company had experienced five changes in the last three years, The results of the analysis (Jenni Jones) that there are change initiatives studied are considered to have failed, namely 27.5% of 200 studies (Jenni Jones, 2019), The failure of this organizational change is usually seen to occur when the expected change results are not achieved without wanting to see its multi-dimensionality (Heracleous, 2020) such as the challenge of unwillingness to change (Hubbart, 2023). This means that basically, change plans or initiatives and change practices in various organizations are not very easy to carry out by various organizations due to various acceptance resistances and tend to fail in the transformation process, thus emphasizing the need for effective change management (Nikolina VRCELJ, 2023).

Based on the above, this research has a high urgency to support change management in the world of higher education to succeed well and successfully by looking at the effect of change management / change models mediated by the type of change, strategic leadership and change strategies that must be considered in transformational changes in higher education in East Java.

Therefore, this research entitled the influence of strategic leadership, change strategies and change models mediated by the type of change has an impact on the success of transformational changes in educational organizations in East Java.

Research Issues

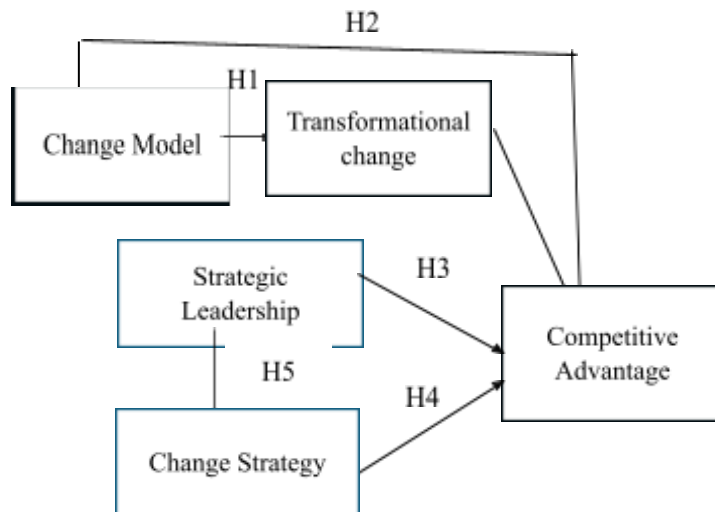
1. Does the change model mediated by transformational change have a positive effect on sustainable competitive advantage? Does the organizational change model have a direct positive impact on sustainable competitive advantage?
2. Does strategic leadership positively impact sustainable competitive advantage?
3. Do organizational change strategies have a positive impact on sustainable competitive advantage?

Research Objectives

1. Change model mediated by transformational change has a positive effect on sustainable competitive advantage?
2. The organizational change model has a direct positive impact on sustainable competitive advantage?
3. Strategic leadership has a positive impact on sustainable competitive advantage?
4. Organizational change strategies have a positive impact on sustainable competitive advantage.

Hypothesis

- H1: The change model mediated by transformational change has a positive effect on sustainable competitive advantage.
 H2: The organizational change model has a direct positive impact on sustainable competitive advantage.
 H3: Strategic leadership positively impacts sustainable competitive advantage
 H4: Organizational change strategy has a positive impact on sustainable competitive advantage
 H5: Strategic leadership through strategic change affects competitive advantage.



Leadership Theory

Leadership theory is very developed in accordance with the times that require all leaders to be able to create good leadership in an organization. According to Steven Jobs that Leadership is the ability of leadership can largely be developed by those who aspire to lead well. Learning to lead starts with knowing yourself. The most successful leaders we meet have a deep understanding of themselves, the motivations of those around them, and the external challenges facing their company or institution. Leadership can be developed, and people can and do change themselves and their activities. Leadership is a set of behaviors that exist and are demonstrated at all levels of an organization. However, it is also true that the more senior the manager or executive, the greater the impact of his leadership actions, of course in a larger scope. By another definition, leadership is the behavior shown by a leader at every level of the organization that moves human resources in the organization to increase business value according to the targets and goals set by the organization.

As defined by Griffith-Cooper and King (2007), change leadership refers to "a set of principles, techniques, or activities applied to the human aspects of implementing change to influence intrinsic acceptance while reducing resistance" (p. 14). Change leaders are people with creative vision, who are able to foresee new realities and how to achieve them. Change leaders must understand how their employees perceive change and ensure that they accept change and are ready for it. They must motivate

employees to take responsibility and be an active part of the change (Gioia et al., 2013; van et al., 2013). Kanter (1984) describes them as architects or lead experts. Kanter (2000) suggests that the classic skills for change leaders are: Adjusting to the environment, Challenging prevailing organizational wisdom. Communicating compelling aspirations. Building coalitions. Transferring ownership to the work team. Learning to preserve. Making everyone a hero.

Organizational change model

Change management is the process of systematically applying knowledge, tools, and resources to affect change in someone who will be affected by the management. (Wibowo, Change Management, 2012). The purpose of Change Management in organizational life is to improve the organization's ability to adapt to changes in the environment and employee behavior.

Organizational change theory is also known as stage theory, change management, or organizational change management (OCM), and is a multidisciplinary field of study that seeks to understand and explain how organizations implement change and undergo transformation processes. Shin et al. (2012) view organizational change as the transformation of old business processes into new, desirable ones that affect organizations in their operations and strategies (Tamara Alamad, 2024). Organizational change management is the process of guiding organizational change to a successful resolution, and it typically includes three major phases: preparation, implementation, and follow-through (HBS, *Stobierski, 2020*).

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Organizational change theory encompasses a set of theories and frameworks to explain the dynamics involved in managing and implementing change in organizations, including the impact of those changes on employees, customers, stakeholders and others. The ultimate goal of organizational change management is to find the best strategy to lead a successful transformation in an organization. It is about navigating the twists and turns of changing structures, systems, cultures and behaviors to adapt to various pressures and seize exciting new opportunities. At its core, organizational change management explores change-how drastic it can be and what needs to be done to truly survive. The theory serves as a valuable guide for leaders, managers and business professionals who need to cultivate resilience and drive sustainable growth in today's dynamic business landscape.

Type of Change

Change type can be defined as the essential characteristics that describe the type and form of change and the qualities that make change what it is. This research proposes that when the type of change is clearly identified, then managers can choose the most appropriate method to drive change. Moore (2011) notes that "understanding where your organization is today and what processes need to be improved, changed, or transformed is the first step toward introducing the discipline of business process change" (p. 4). Meyer et al. (1990) classify change types based on two dimensions. The first dimension is the level at which change is occurring: organizational level vs. industry level. The second dimension is the type of change taking place: continuous vs. discontinuous change. Go et al. (2000) classify change based on three dimensions.

Similarly, according to Mintzberg & Westley (1992), change can occur at various levels (both conceptual/broad and broad. in a more specific way), with two types of scope: organizational (ground state) or strategic (guidance). According to these authors, change can occur at the following levels:

- Revolutionary: change occurs throughout the organization;
- Fractional: changes occur at many independent levels;
- Focused: change occurs at many levels, but only in one part or sector of the organization;
- Isolated: when change occurs in a more specific way

Although many authors have argued that change cannot be managed, a large body of research suggests it is possible and has emphasized that the type of change that occurs in an organization helps managers to make those change decisions.

Organizational Change Strategy

A systematic approach to change

Most people have the capacity to think logically and rationally. Indeed, some would say this is the only way to approach solving problems or responding to opportunities and, therefore, there is only one basic way of planning and implementing change. It is on this premise that a more systematic approach to managing change is based. Derived from earlier problem-solving and decision-making methods such as systems engineering and operational research (Mayon-White, 1993), this 'hard' approach relies on the assumption that there are real change objectives that can be identified in order to find the best way to achieve them. Moreover, the application of these approaches strictly dictates that goals must be such that it is possible to measure them, or at least concrete enough that one can tell when they have been achieved.

Hard system change model

The change methodology described here draws on a variety of sources (The Open University, 1984, 1994, 2000; Flood and Jackson, 1991; Paton and McCalman, 2008). To avoid confusion with the Open University model, the 'intervention systems strategy' (SIS), and Paton and McCalman's 'intervention strategy model' (ISM), the approach described here is referred to as the 'hard systems model of change' (HSMC).

Change in three phases HSMC is a method that has been developed to design and manage change. Its roots lie in the methods of analysis and change associated with systems engineering, operational research and project management, i.e. where there is an emphasis on means and ends - in other words, on the means by which certain defined ends are to be achieved. HSMC is particularly useful when dealing with situations that are at the 'hard' end of the hard-soft continuum of change situations. It provides a rigorous and systematic way of defining the goal (or goals) of change; this is followed by the generation of various options for action; the final step is to test those options against a set of explicit criteria. The method is also useful if quantitative criteria can be used to test change options. However, qualitative criteria can also be used - and the possibilities for this are discussed later in this chapter. The process can be thought of as being divided into three overlapping phases:

1. Description phase (describing and diagnosing the situation, understanding what is involved, setting change goals).
2. Choice phase (generating options for change, choosing the most appropriate option, thinking about what is possible).
3. Implementation phase (implementing a feasible plan and monitoring results)

Competitive advantage

Competitive advantage is a notion that is central to much of the strategic management literature (see for example, Coyne, 1986; Ghemawat, 1986; Porter, 1985; Williams, 1992). This prominent role of competitive advantage may stem from the economic and militaristic origins of the strategy literature (Whittington, 1993). The resource-based view of the firm (RBV) has emerged in recent years as a popular theory of competitive advantage. The term was originally coined by Wernerfelt in 1984 (Wernerfelt, 1984), who was awarded the best paper award in 1994 by the Strategic Management Journal (Zajac, 1995). What followed was an explosion of interest reflected in diverse contributions based on economic and management insights (Amit and Schoemaker, 1993; Barney, 1986a, 1989, 1991;

Collis, 1991, 1994; Collis and Montgomery, 1995; Conner, 1991; Dierickx and Cool, 1989; Grant, 1991; Hall, 1989, 1992, 1993; Ladodkk, 1992; Mahoney and Pandian, 1992; Peteraf, 1993; Reed and DeFillippi, 1990; Rumelt, 1984, 1987; Wernerfelt, 1989; Williams, 1992).

Early models of strategic decision-making usually proposed a rational process of setting goals, followed by an assessment of internal capabilities, an external assessment of outside opportunities leading to a decision to expand or diversify based on the degree of fit between existing products/capabilities and investment prospects. (Ansoff, 1965). A more complete illustration of the fit problem can be found in the LCAG/Learned, Christensen, Andrews and Guth framework (Andrews, 1971; Learned et al., 1969) that emerged from Harvard in the late 1960s. This extended earlier efforts to include not only the strengths/weaknesses of the firm and opportunities/threats in the environment, but also the personal values of key implementers and broader societal expectations, all four of which are interrelated.

The main contribution of the resource-based view of the firm to date has been as a theory of competitive advantage. It starts with the assumption that the desired outcome of managerial efforts within the firm is sustainable competitive advantage (SCA). Achieving SCA allows the firm to gain economic advantage or above-average profits. In turn, this focuses attention on how the firm achieves and maintains the advantage. The resource-based view argues that resources characterized by value, barriers to duplication, and feasibility will be able to realize SCA.

Research Methodology,

Research on the influence of strategic leadership, change strategy, change model mediated by transformational change on sustainable competitive advantage in higher education uses a quantitative research approach. This research was designed using descriptive and verification research designs. Descriptive design is used to obtain a theoretical description of the effect of strategic leadership, change strategy, change model mediated by transformational change on sustainable competitive advantage in higher education. Verification research design is used to test the proposed research hypothesis to determine the extent of the influence between the independent variable and the dependent variable, through statistical tests that are relevant to the research data. The *explanatory survey* method is also used by using the main instrument in the form of a questionnaire to collect research data relevant to the research variables that have been formulated.

Data collection techniques

Data collection for the entire population is a challenge due to resource constraints and practicality, time constraints, therefore it is collected and examined using purposive sampling techniques (Campbell et al., 2020). The data collection method in this study was a questionnaire with a semantic scale and Likert scale. Respondents of this study, namely leaders/rectorates, faculty deans, heads of study programs, and tendik (administrative personnel) of primary and supporting units in higher education organizations in East Java, volunteered the information needed. The range of data collection was from February 2024 to March 2024. This investigation was cross-sectional in nature since the data was collected at a specific time. The data was collected by the respondent's consent to answer the questionnaire in its entirety, the size of The sample of this study amounted to 300 respondents of leaders in educational organizations with 30 rectorates and 50 deans and 50 heads of study programs and 80 tendik and 80 lecturers. study program units or faculties and rectorates in higher education as research units. Data is obtained online and some data is also gathered online.

Sampling in this study used a combination of *purposive sampling* and *cluster sampling* techniques.

Purposive sampling is used on the basis of consideration:

- 1) More specialized state universities that have a competitive advantage. This is in accordance with data from the Ministry of Education, Culture and Research and Higher Education in 2020 that 87.26% of all public universities have a minimum accreditation of at least good once East Java.
- 2) More specialized private universities that have a competitive advantage. This is in accordance with data from the Ministry of Education, Culture and Research, and Higher Education in 2020 that 70% of all private universities in East Java have at least good accreditation in East Java.

Data analysis techniques. In general, there are 2 main types of quantitative data analysis methods: descriptive and inferential. Where descriptive is used to explain certain phenomena and inferential to make predictions. In the process, the two methods are interrelated and used in presenting statistical data. This research in analyzing data uses infresial. Data analysis techniques in research Hypothesis testing

through the *Structural Equation Modeling* (SEM) equation model with covariance-based PLS with the help of LISREL software.

Hypothesis testing

The standard deviation, variance and mean as well as the correlation between the research variables are shown in Table 1. This study first confirmed it by establishing the distinctiveness among the research variables by confirmatory factor analysis (CFA) using AMOS software (Arbuckle, 2006). The results of CFA can be seen in Table 2. This study combined the variables into five factors, the five-factor model fit the data compared to other alternative models (CFI = 0.96; TLI = 0.97; RMSEA = 0.05; $\chi^2 = 1937.25$ (276)). For this study, the interline approach was used to test the hypotheses. The steps are to confirm mediation with hierarchical analysis steps as recommended by researchers (Baron & Kenny, 1986). For confirmation of the mediating variable to obtain the level of confidence, the study used a bootstrap approach (Hayes & Preacher, 2010; Ecclesiastes, 2010).

Table 1
Means, standard deviation, and correlation.

Variables	Mean	SD	1	2	3	4	5	6	7
1. jenis kelamin	1.46	0.37							
2. Lama kerja	33.9	5.43	0.321*						
3. Pendidikan	2.35	0.42	0.063	0.403*					
4. Model Perubahan	6.64	1.43	0.342*	0.435*	0.542*				
5. Kepemimpinan Strategik	3.34	0.34	-0.073	0.291	0.090	-0.005			
6. Strategi perubahan	3.65	0.63	0.342	-0.288	0.010*	0.423	0.330*		
7. Perubahan transformasional	3.94	0.42	-0.042	0.096	0.321	0.012*	0.097	0.006	
9. Keunggulan kompetitif	3.25	0.46	0.093	0.142	-0.029	-0.232	0.424*	0.452**	0.053*

Note. N = 337. *p < .10; **p < .05; ***p < .01.

This study also featured Sobel tests and bootstrapping. Next, to verify the proposed mediation of the model's moderating variables, this study used SPSS macros as suggested by Preacher et al. (2007). The steps are as follows, to analyze the proposed research model. This study explains the impact and explains the direct and indirect strength of the change model on strategic change and strategic leadership and competitive advantage mediated by transformational change.

hypothesis 1 of this study can fulfill the first requirement of mediation. As shown in Table 3, model 2, the change model is positively related to strategic leadership ($\beta = 0.32$, $p < 0.05$), fulfilling the second mediation requirement. Finally, to verify the third requirement for mediation, the researcher showed the positive value of competitive advantage influenced by the change model with strategic leadership fiber of change strategy ($\beta = 0.229$, ns). As shown in Table 3, model 5, Ns.

Table 2
Confirmatory factor analysis (CFA) analyses results.

Model	Description	CFI	TLI	RMSEA	χ^2	df
Baseline Model	Four Factors: variables combined into four factors	0.96	0.97	0.05	1937.25	276
Model 1	Three factors: variables combined into three factors	0.91	0.87	0.07	1876.52	243
Model 2	Two factors: variables combined into two factors	0.87	0.89	0.18	1765.75	226
Model 3	One factor: All variables combined into one factor	0.76	0.78	0.24	1643.54	203

The significant coefficient of the change model on competitive advantage confirmed that the relationship between strategic leadership and strategic change and the change model is mediated by transformational change. This study also featured bootstrapping and sobel tests to confirm the indirect effects (Hayes & Pendeta, 2010). The results of the indirect effects were confirmed as presented in Table 3 ($z = 2.38$, $p = .02$), and also bootstrapping confirmed the sobel results for the indirect effects. CIs were estimated with 95% bias corrected by 10,000 samples. The formal two-sided significance test confirmed the significance of the indirect effect ($z = 3.16$, $p = .04$), bootstrapping also confirmed the sobel results, and we estimated the CI for the indirect effect at 95% bias corrected by 10,000 samples. Our results of LLCI and ULCI range from 0.11 to 0.01, confirming that the indirect effects are statistically significant in the model (Shrout & Bolger, 2002); with the findings of this study supporting hypotheses 1, 2, 3, and 4 and 5.

Table 3
Regression analyses results.

	Kepemimpinan Perubahan		Keunggulan Kompetitif		
	Model 1	Model 2	Model 3	Model 4	Model 5
Control Variables					
jenis kelainan	0.023	0.053	0.142	0.187	0.153
Lama kerja	0.098	0.086	0.175	0.184	0.165
Pendidikan	0.016*	0.018*	0.342	0.074	0.094
Model perubahan Kepemimpinan	0.083	-0.096	0.294	0.403	0.342*
Srategik Strategi perubahan		0.026**		0.387**	-0.229
Overall F	5.37**	9.75**	0.64	3.65	4.76**
R ²	0.09	0.16	0.03	0.04	0.05
ΔF		13.43***		9.43**	7.95*
ΔR^2		0.06		0.03	0.02
Indirect Effect					
	Value	SE	Z	P	
Sobel	-0.07	0.04	2.38	0.02	
Bootstrap results for Indirect Effect					
	Effect	SE	LL 95% CI	UL 95% CI	
	-0.06	0.04	-0.11	-0.01	

Note. $N = 387$. * $p < .10$; ** $p < .05$; *** $p < .01$.

The research examines the influence of change models on competitive advantage, including the mediating function of transformational change or types of change. The emphasis of this research is placed on the extent to which transformational change, strategic change model and strategic leadership affect the building of competitive advantage. The overall research findings on the effect of change models, strategic leadership and change strategies on competitive advantage were positive and substantial, supporting the first hypothesis, or H1. The results of this hypothesis are consistent with several previous research hypotheses that produced comparable conclusions under different circumstances (). Therefore, empirical research has proven that in higher education organizations, the change model, strategic leadership and change strategies inspire higher education leaders from the top level and lower level leaders as well as lecturers and employees to build the competitive advantage of each organizational member. College leaders can help help lecturers and staff acquire change models and change strategies that are used to achieve organizational goals by creating their own competitive advantage. H2 hypothesis is also confirmed, in which the organizational change model has a direct positive impact on competitive advantage, as well as other similar research findings (). This shows that the change model in an educational organization creates and directs organizational members to achieve the competitive advantage of organizational members so that they can adjust the principles of change that occur. This study also supports H3 Strategic leadership has a positive impact on sustainable competitive advantage. The results of H3 are consistent with previous research in addition to research that produced comparable results in other circumstances (). Members of educational organizations are encouraged by leaders to offer their expertise, and that expertise may be important in achieving organizational goals. Members of educational organizations are encouraged to exhibit change behaviors because the values of change and leadership are seen as comparable to the values of corporate strategic leadership, giving them the respect and appreciation they deserve in the workplace. This study also corroborates H4 Organizational change strategies have a positive impact on sustainable competitive advantage. Since there is no previous investigation on the subject, the effect of change strategies on competitive advantage, the finding of H4 is a new addition for company leaders in determining corporate strategy. Nonetheless, change strategies have been conducted and identified in other studies and in diverse organizational situations, and the intermediate results reported in this investigation also presented empirical confirmation that the fit between the two may be that transformational change serves as a mediator. The impact, as mentioned earlier, of change strategies on **competitive** advantage. This implies that change strategies can encourage members of higher education organizations to create member advantages, provided that they believe it will benefit their organization. This study found that H5 relates to the moderating effect of change strategy on the effect of strategic leadership on competitive advantage. This indicates that if there is a good and beneficial change strategy, it has a significant effect on significantly increasing competitive advantage. Change strategy has not previously been examined as a moderator serving the impact of this setting. However, this variable has been evaluated as a moderating factor in other contexts and is considered to play a supporting constructive role in previous research.

Conclusion Research contribution

Theoretical contribution

This research contributes in several ways. Although limited research has addressed the issue of creative idea sharing, previous studies on leadership styles for creative idea sharing have focused on dynamic, honest, conscientious and transformational leadership. The need for more quantifiable and atypical metrics, hence the suggested causal analysis model that includes responsible leadership, has been explained by previous studies on leadership in the context of creativity. Now the investigation effectively addresses the need for responsible leadership, which also evaluates its influence on workers' behaviors and actions regarding creative idea sharing in healthcare organizations. Novel insights establish a correlation between creative idea sharing and responsible leadership. The assessment of organizational intercession identified the influence of responsible leadership on creative idea sharing behavior pattern is the second point in this investigation of theoretical contributions. This is primarily because previous research examined the mediating role of organizational identification for certain types of collaboration, including moral culture and worker achievement (Gomes et al., 2022; Liu et al., 2021),

while not addressing responsible leadership and creativity sharing attitudes/behaviors. The final distinctive contribution of the current study is the mediating role of organizational culture in the impact of leadership responsibility in organizational identification.

Practical contribution

In accordance with this study, the organizational change model has a beneficial/constructive effect on sharing towards competitive advantage in higher education and higher education organizations. Therefore, the best strategy can be ideal for leaders and organizational members in higher education by practicing the change model and being influenced by the type of change, namely transformational change. rectors can develop a beneficial transformational change model by promoting an appropriate and productive change model. By modeling strategic leadership in leading change to generate competitive advantage, leaders can motivate individuals to offer transformational change models to their organizations. This research also supports the idea that strategic leadership in higher education organizations serves as a buffer between the impact of change strategies and the competitive advantage of individual members of the organization. When strategic leadership interactions help create reciprocity, which encourages the sharing of change strategies, it is suggested that those at the top of the organizational hierarchy take the initiative to facilitate organizational change. Similar to this, the HR and organizational staff are instructed by the strategic leadership of the organization to exclusively undertake strategic changes that they believe, in addition to them, are appropriate to a higher education service organization. In addition, beneficial moderate-impact transformational change has implications for all competitive advantages of the organization to establish beneficial and supportive change strategies to achieve competitive advantage. Alternately, when the prevailing change strategy in an educational organization is supportive and supports the competent strategic leadership of the higher education organization, it can create an organizational competitive advantage with an evolving and enhanced perspective.

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