

"A man is  
great by  
deeds, not by  
birth"  
-Chanakya

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**Role of Complexity Leadership in  
Acceptance of Emergent Changes**

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## **Role of Complexity Leadership in Acceptance of Emergent Changes**

### **Abstract:**

Organizations undergo multitude of changes and not all changes are necessarily planned, rather they also undergo emergent changes. Despite wider recognition of the need for and significance of emergent changes and collectivistic leadership approach(es) in contemporary organizations, research in the field remains limited. This study, drawing on the theory of planned behaviour, and adopting a carefully focused survey design (n=471 and from organizations experiencing emergent changes in IT and healthcare sectors), examined the role of complexity leadership in acceptance of emergent changes. Findings reveal that complexity leadership facilitates acceptance of emergent changes through the mechanisms of climate for change, change readiness and psychological ownership. Further, meaningfulness at work acts as a negative moderator on the relationship between change readiness and acceptance of change. This research contributes to furthering the understanding of collectivistic leadership of emergent organizational changes and offers insights for managerial practice.

**Keywords:** Emergent Changes, Complexity Leadership, Collectivistic Leadership, Acceptance of Change.





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