# The Contribution of Soft leadership Skills on Organizational Change:
# A Study on Sudanese Insurance Companies

**Co-Prof. Mohammed Mukhtar Ibrahim [1], Asst-Prof. Adam Yagoub Abker*[2]**

[1] Faculty of Economics and Business Studies | University of Kordofan | Sudan

[2] College of Business and Economics | Qassim University | KSA

**Abstract:** The study aimed to identify the extent of the contribution of soft leadership skills on organizational change, applying it to the Sudanese insurance companies' sector in North Kordofan State. The study problem was represented by the following main question: Does soft leadership Skills contribute to the stages of organizational change, as applied to the insurance companies' sector in North Kordofan State? The study relied on the comprehensive enumeration method and designed a questionnaire to collect data. The descriptive approach was followed, to analyze data and test hypotheses, descriptive statistics methods were used through the Statistical Package for the Social Sciences (SPSS) program and path analysis through the (AMOS) program. The results of study showed that soft leadership skills contribute to the stages of organizational change through the dimension of preparing for change, where the level of significance reached (.000), after implementing the change, where the level of significance reached (.000), and after stabilizing the change, where the level of significance reached.(000.) The study recommended that insurance company managements practice soft leadership skills and encourage employees to feel responsible for implementing organizational change in order to develop their companies to keep pace with the rapidly changing environment.

**Keyword:** Soft Leadership Skills, Vision Skills, Communication Skills, Emotional Intelligence skills, Organizational Change, Sudanese Insurance Companies.

## مساهمة مهارات القيادة الناعمة في التغير التنظيمي:
## دراسة على شركات التأمين السودانية

**الأستاذ المشارك / محمد مختار إبراهيم[1]، الأستاذ المساعد / آدم يعقوب أبكر*[2]**

[1] كلية الاقتصاد والدراسات التجارية | جامعة كردفان | السودان

[2] كلية الأعمال والاقتصاد | جامعة القصيم | المملكة العربية السعودية

**المستخلص:** هدفت هذه الدراسة إلى التعرف على مدى مساهمة مهارات القيادة الناعمة في التغير التنظيمي، وتطبيقها على قطاع شركات التأمين السودانية في ولاية شمال كردفان. تمثلت مشكلة الدراسة في السؤال الرئيسي التالي: هل تساهم مهارات القيادة الناعمة في مراحل التغير التنظيمي، كما هو مطبق على قطاع شركات التأمين في ولاية شمال كردفان؟ اعتمدت الدراسة على المنهج الوصفي التحليلي وأداة الاسبيان لجمع البيانات من مجتمع الدراسة بإتباع أسلوب الحصر الشامل ولجمع البيانات. لتحليل البيانات واختبار الفرضيات، تم استخدام أساليب الإحصاء الوصفي من خلال برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS) وتحليل المسار من خلال برنامج (AMOS) . أظهرت نتائج الدراسة أن مهارات القيادة الناعمة تساهم في مراحل التغير التنظيمي من خلال محور الاستعداد للتغيير، حيث بلغ مستوى الدلالة (0.000)، ومحور تنفيذ التغيير، حيث بلغ مستوى الدلالة (0.000)، ومحور تثبيت التغيير، حيث بلغ مستوى الدلالة (0.000). وأوصت الدراسة بضرورة قيام إدارات شركات التأمين بممارسة مهارات القيادة الناعمة وتشجيع العاملين على الشعور بالمسؤولية تجاه تنفيذ التغير التنظيمي من أجل تطوير شركاتهم لمواكبة البيئة المتغيرة بسرعة.

**الكلمات المفتاحية:** مهارات القيادة الناعمة، مهارة الرؤية، مهارة الاتصال، مهارة الذكاء العاطفي، التغير التنظيمي، شركات التأمين السودانية.

## 1. Introduction:

Change is an inherent and observable phenomenon within civic, personal, and organizational contexts. While it may be both embraced and contested, its inevitability underscores its significance. Indeed, societal evolution is fundamentally rooted in change, prompting widespread inquiry into its mechanisms and implications (Armenakis & Harris, 2002). The execution of planned change often revolves around progress, goal attainment, and the mitigation of uncertainty. Furthermore, change plays a pivotal role in shaping critical domains, including philosophy, governance, policy, legal frameworks, resource allocation, information dissemination, and rights (Gillespie, 2003). Within organizational settings, change constitutes a continuous process with profound implications for business sustainability. Its effective management necessitates strategic planning, as well as the deliberate adoption of innovative strategies, processes, and technologies to maintain competitiveness and long-term success. To sustain success, organizations must efficiently identify and implement changes to adapt to dynamic business environments. The ability to execute timely transformations is critical for maintaining competitiveness in an evolving marketplace (Afaf, 2024). Organizational change is deeply influenced by individual attitudes and behaviors, as human factors play a pivotal role in its success. The complexity of managing change arises from its dependence on employees' perceptions, emotions, and receptiveness (Bekmukhambetova, 2020). In this context, soft leadership emerges as a contemporary leadership approach that enhances organizational performance by prioritizing the human dimension. This leadership style significantly impacts workforce morale, engagement, commitment, and innovation, thereby facilitating the achievement of organizational objectives (Majeed, 2021).

The insurance sector is undergoing rapid transformations, both locally and globally, compelling organizations to adopt strategic policies that facilitate adaptation to evolving demands. To effectively manage change, insurers must implement structured methodologies that mitigate potential organizational conflicts while fostering a proactive approach to transformation. Additionally, insurance companies encounter persistent challenges that necessitate adaptive management practices, emphasizing the role of soft leadership characterized by clear vision and effective communication. This leadership approach has been extensively examined in scholarly research, with numerous studies investigating its correlation with successful organizational change. While existing literature has explored the role of soft leadership in various sectors—such as healthcare (Sriruechaa & Buajan, 2017) and education (Ariratana et al., 2015)—there remains a significant gap in its application to the insurance industry. This study addresses this gap by examining the influence of soft leadership on organizational change within Sudanese insurance companies. Despite the acknowledged interplay between soft leadership and change management (Oreg & Berson, 2019), prior research has insufficiently integrated these concepts, particularly in emerging markets. By investigating this relationship, the study seeks to enhance understanding of how soft leadership can foster adaptability and competitiveness in Sudan's insurance sector.

### Research Objectives

This study aims to:

1. Analyse the impact of soft leadership on organizational change processes in insurance firms.
2. Identify strategies to optimize leadership approaches for improved change management.
3. Provide empirically grounded insights to bridge theoretical and practical gaps in the literature.

### Research Questions

The study addresses the following questions:

1- To what extent does soft leadership (encompassing vision, communication, and emotional intelligence) contribute to preparing Sudanese insurance companies for organizational change? (Measures the role of soft leadership in creating readiness for change.)

2- What is the degree of contribution of soft leadership (vision, communication, emotional intelligence) to the implementation of organizational change? (Assesses how soft leadership facilitates the execution of change initiatives.)

3- Does soft leadership (vision, communication, emotional intelligence) have a statistically significant positive effect on institutionalizing change in Sudanese insurance firms? (Tests the causal relationship between soft leadership and sustainable change adoption.)

**Research Importances:**

1. This study is trying to fill the gap through the process of Soft leadership sklls and organizational change.

2. This study is an attempt to build a conceptual framework that will contribute to theories and practice in the field of leadership.

3. The study will provide scientific guidelines and advices through which the insurance companies operating in Sudan to achieve the efficiency and the effectiveness.

4. This study will make the managers aware about the change and complexity of business environment.

5. The study can advance insurance manager's understanding about the importance of Soft leadership sklls to organizational change.

## 2. Literature Review and Hypotheses Development

### 2.1. Soft Leadership

The Resource-Based View (RBV) provides an additional perspective for examining how organizational change, the development of soft leadership skills, and professional success are interconnected. Many experts argue that lasting competitive advantage——whether for organizations or individuals——stems from acquiring and leveraging valuable, rare, inimitable, and non-substitutable (VRIN) resources. Soft Leadership involves fostering effective communication and building strong organizational relationships (Shaima et al., 2024). It has also been described as exemplary leadership that enhances skill development, experience, and a blend of technical and managerial competencies (Rao, 2013). Ryan (2015) characterizes soft leadership as a managerial style that employs gentle, people-centered practices to understand and influence employee behavior in the workplace. Soft skills play a crucial role in enhancing organizational effectiveness and efficiency (Wallapha Ariratana et al., 2015). Past research supports this claim, with Wijan (2012) asserting that modern leaders must combine hard and soft skills to optimize workplace performance. Wijan (2012) further highlighted that soft-skill leadership is essential for fostering innovation through collaboration. Similarly, Tang (2012) argued that leaders must master soft skills to drive organizational success, as competence in these abilities enables them to guide their teams efficiently and effectively. Tang (2012) identified that effective leadership in human development processes requires mastery of key soft skills, including teamwork, communication, personal mastery, continuous self-development, initiative, leadership competence, strategic planning and organization, as well as effective presentation abilities.

Soft leadership competencies have emerged as pivotal drivers of career adaptability, now widely acknowledged as a fundamental element in organizational change processes (Carvalho & Mourao, 2021). These interpersonal and adaptive capabilities have evolved into indispensable assets during organizational transitions, equipping leaders to simultaneously execute technical responsibilities while providing strategic vision for transformational initiatives (Fernández, 2002). Contemporary leadership is no longer primarily defined by hierarchical authority, but rather by the capacity to cultivate collective intelligence, foster psychologically safe environments, and strategically deploy digital tools to optimize team performance (Estrada et al., 2022). In this paradigm, communication and leadership function as force multipliers——converting individual expertise into systemic value creation——a critical mechanism for successful organizational change. Furthermore, soft skills catalyze professional maturity by strengthening conflict resolution capabilities and emotional intelligence (Fuentes et al., 2021), making them indispensable for adaptive leadership in dynamic work environments. Earlier studies have highlighted various aspects of soft leadership abilities. Building on established theories, this study proposes an integrated model based on key elements such as foresight, effective dialogue, and empathy. Foresight refers to the ability to envision future possibilities or adopt the correct perspective on a matter (Shaima et al., 2024). Communication serves as a motivational process that fosters collaboration among employees by facilitating a structured and intentional exchange of ideas through effective interaction techniques. It represents the skill of engaging and managing relationships with others. Communication is a tool for sharing thoughts and information among individuals or groups to accomplish shared objectives. This process includes various methods such as discussions, formal presentations, written correspondence (e.g., emails), and structured reports (Ali et al., 2021). Emotional Intelligence (EI) refers to the ability to recognize and manage one's own emotions, engage effectively with others, build strong relationships, and express feelings appropriately. It also encompasses self-discipline, emotional regulation, independence, sound decision-making, and a strong work ethic, including determination and persistence (Shaima et al., 2024).

## 2.2. Organizational change:

Organizational changes encompass a broad spectrum of modifications to work structures, some of which——like downsizing——can be particularly disruptive. Such changes may jeopardize employment stability or significantly alter job roles and responsibilities. By definition, change is a transformative process through which something is altered or transitions into a different state (Scott & Change, 2004). As noted by Hussain et al. (2018), organizational change specifically describes an organization's transition from its existing state to a targeted future state, which often involves uncertainty and new challenges. Effective change management is essential for modern organizations to thrive. When organizations skillfully implement and adapt to situational changes, they can leverage these transitions to secure a competitive edge (Lorenzoni et al., 2007). Organizational change fundamentally represents the systematic process of modifying, enhancing, or restructuring an organization to transition from its current state to an improved operational model that better aligns with its strategic objectives (Al-Attiyat, 2006). Successful organizational transformation fundamentally depends on productive collaboration among all stakeholders, including both internal and external forces, to ensure change initiatives achieve their intended outcomes without disruption (Afaf, 2024). In today's volatile business landscape, organizational adaptability is no longer optional – it's a critical imperative for maintaining competitive relevance (Ahn, 2016). Research consistently demonstrates that effective change management directly influences an organization's competitive positioning, operational efficiency, sustainable growth, and long-term viability (Dobrovic, 2017). Moreover, superior change management capabilities have emerged as a strategic differentiator that organizations can cultivate to enhance their market competitiveness (Amagoh, 2008). For effective organizational transformation, researchers Salma et al. (2025) propose a structured five-phase approach:

- Needs Assessment Phase Conduct comprehensive diagnostics to identify organizational improvement areas requiring transformation.
- Stakeholder Engagement Phase Develop and present a compelling, evidence-based business case to secure stakeholder buy-in.
- Strategic Planning Phase Formulate a detailed change implementation plan with allocated resources, timelines, and success metrics.
- Change Adoption Phase Proactively identify, monitor, and address employee resistance through targeted interventions.
- Evaluation Phase Conduct systematic post-implementation reviews to assess outcomes and identify improvement opportunities.

## 2.3. Theories of leadership

The Great Man Theory proposes that exceptional leaders are endowed with innate qualities that set them apart. This perspective holds that leadership is an inherent trait rather than a developed skill. During the 18th and 19th centuries, scholars emphasized the influence of prominent individuals—often men—rather than contextual factors. Studies indicated that successful historical leaders were typically viewed as naturally destined for leadership, possessing unique attributes that made them stand out (Fernández, N. ,2002). This theory exhibits several limitations: it fails to acknowledge women's leadership potential, disregards an organization's historical accomplishments, and disproportionately magnifies the perceived excellence of its executives. Among the foundational leadership frameworks, trait theory represents one of the earliest conceptualizations. This perspective is rooted in the assumption that effective leaders share a common set of inherent characteristics, or that leadership traits are innate rather than developed. While this approach dominated leadership studies until the mid-20th century, researchers ultimately failed to establish a definitive correlation between specific traits and leadership effectiveness. Furthermore, the methodology of distinguishing leaders from non-leaders through assessments of personal qualities, psychological attributes, and physical or intellectual characteristics can be traced to early 1930s scholarship (Fuentes, G. et al. ,2021). Based on the theoretical and empirical evidence discussed, this study proposes the following hypotheses:

H1. Soft leadership sklls competencies——including vision, communication, and emotional intelligence——positively and significantly contribute to preparing for organizational change.

H2. A significant relationship exists between soft leadership attributes (vision, communication, and emotional intelligence) and the effective implementation of change initiatives.

H3. Soft leadership qualities (vision, communication, and emotional intelligence) exert a significant positive influence on the successful installation of change within an organization.
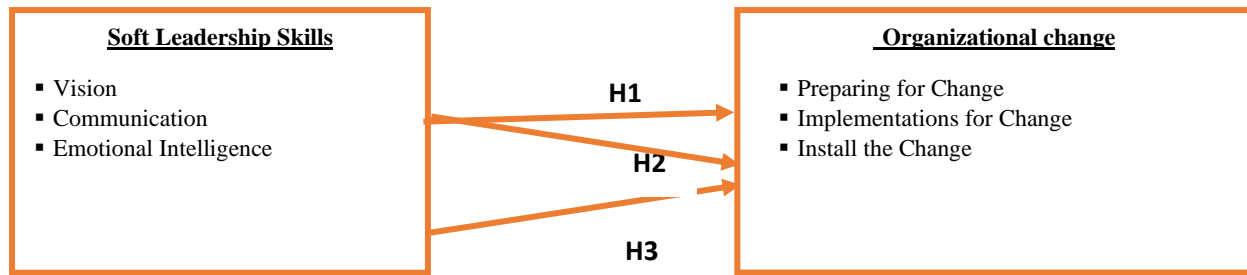
**Fig.1: Conceptual framework**

## 3. Research Methodology

This study utilized a quantitative, cross-sectional approach with a survey-based methodology. A standardized questionnaire was administered to managers working in insurance companies across Sudan. The data-gathering process lasted for one month, during which respondents were guaranteed the confidentiality and anonymity of their responses. The survey instrument was designed to align with the study's goals and support later analytical procedures Sample size was 67 managers of Sudanese insurance companies. We distributed a questionnaires to all managers in a 3-month period from march to may 2025.. The questionnaire was divided into three parts: company background information, independent variables, and dependent variables. To uncover latent factors, exploratory factor analysis (EFA) with principal component extraction was performed. This was followed by confirmatory factor analysis (CFA) to evaluate construct validity, and path analysis was used to examine the hypotheses. The assessment of soft leadership focused on three key aspects: visionary thinking, effective communication, and emotional intelligence. Meanwhile, organizational change was evaluated using three elements: readiness for change, implementation of change, and sustaining change (adapted from relevant sources). All survey items were measured on a five-point Likert scale.

## 4. Results

**Data Analysis and Hypothesis Testing:**

A correlation matrix was generated for the original study variables, which comprised two main constructs: the independent variable (soft leadership) and the dependent variable (stages of organizational change), measured using 30 items. A cutoff threshold of 0.45 was applied, ensuring no cross-loadings exceeded this value and that all initial factor loadings were at least 0.45. All factor loadings (saturations) met the minimum threshold of 0.45, and the Kaiser-Meyer-Olkin (KMO) measure exceeded 0.60, confirming sampling adequacy. Only factors with eigenvalues greater than 1 were retained. Variables exhibiting cross-loadings were removed to ensure discriminant validity. The analysis employed the principal component method with factor rotation to derive clear saturation coefficients. Following established methodological standards (Gaskin, 2014), items with loadings below 0.45 were systematically excluded. The Kaiser-Meyer-Olkin (KMO) measure was employed to assess sampling adequacy, with values exceeding the minimum threshold of 0.6, confirming the suitability of the data for factor analysis. Additionally, Bartlett's test of sphericity was conducted to verify significant correlations among variables ($p < 0.05$). The extracted components collectively accounted for 98.122% of the total variance, well above the 0.60% benchmark considered acceptable in social science research (Hair et al., 1998). To maximize the interpretability of the factor structure, an orthogonal rotation (specifically the varimax method) was applied. This approach optimizes the loading of variables onto their most closely associated factors while ensuring complete independence between the resulting factors. The outcomes of this exploratory factor analysis are presented in Table (1).

**Table (1): Exploratory factor analysis of study variables**

| Variables | Factors | | | | | |
|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| Vision Skill | .853 | | | | | |
| | .780 | | | | | |
| | .805 | | | | | |

| Variables | Factors | | | | | |
|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | .849 | | | | | |
| Communication Skill | | .817 | | | | |
| | | .801 | | | | |
| | | .989 | | | | |
| | | .789 | | | | |
| Emotional Intelligence Skill | | | .918 | | | |
| | | | .908 | | | |
| | | | .875 | | | |
| | | | .862 | | | |
| Preparing for Change | | | | .804 | | |
| | | | | .793 | | |
| | | | | .795 | | |
| | | | | .772 | | |
| | | | | .742 | | |
| Implementations for Change | | | | | .988 | |
| | | | | | .979 | |
| | | | | | .900 | |
| | | | | | .895 | |
| Install the Change | | | | | | .715 |
| | | | | | | .701 |
| | | | | | | .769 |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | | | | .962 | |
| Bartlett's Test of Sphericity | | | | | 149.016 | |
| Variance Explained | | | | | 98.084 | |

**Source: Compiled by the researcher based on data (2025).**

**Confirmatory factor analysis for all study variables:** The initial model of the study was constructed, incorporating both independent and dependent variables. This model included six dimensions, each measuring the relevant variables through 35 items, as determined by the outcomes of the exploratory factor analysis. Analysis Results: The study variables were organized into six dimensions, measured by 27 items. This structural model was evaluated using confirmatory factor analysis (CFA) on the collected data to assess the relationships between its dimensions. The initial model demonstrated acceptable validity, as indicated by its goodness-of-fit measures, which are presented in Table (2) and illustrated in Figure (2).
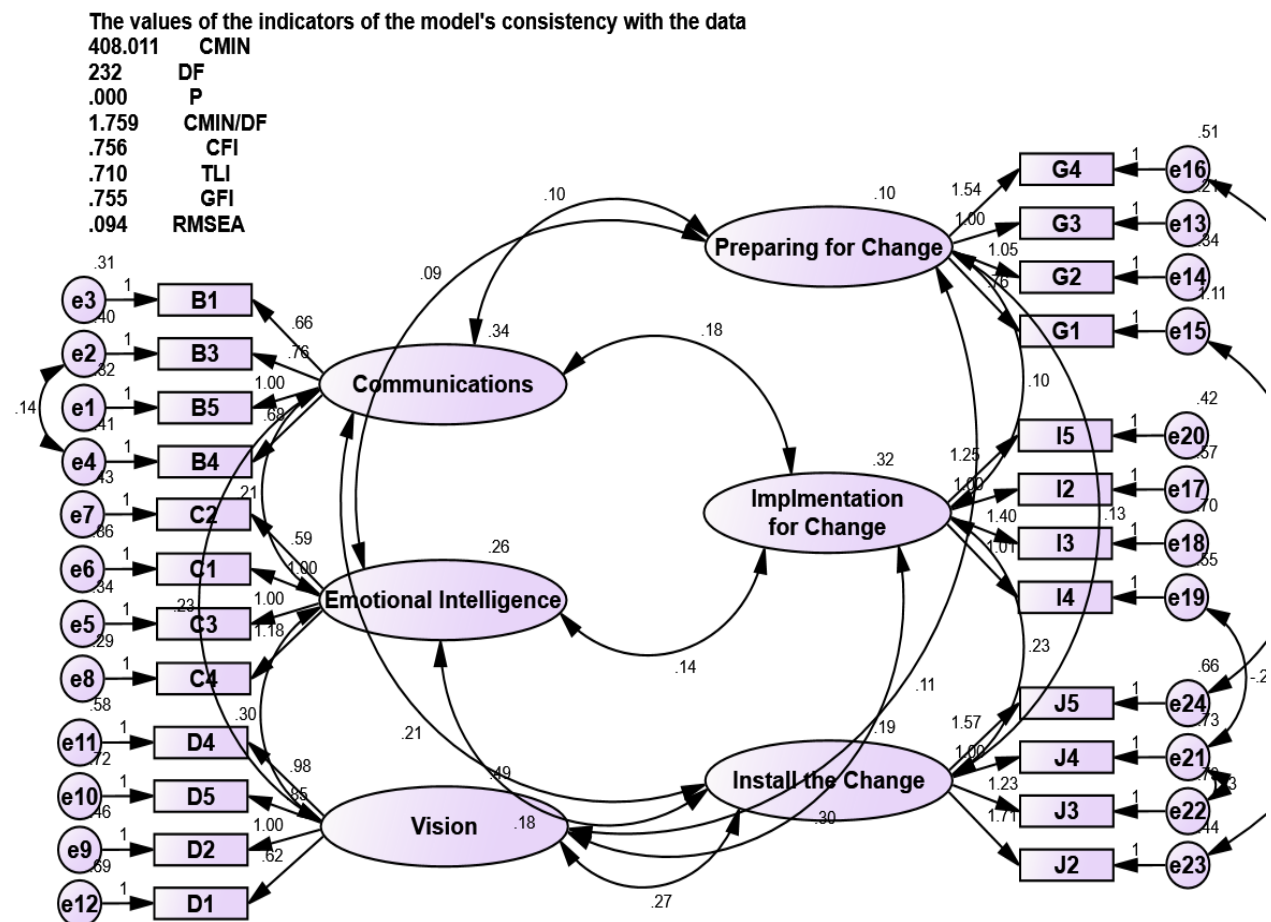
**Figure (2): Confirmatory factor analysis of all study variables**

**Source: Compiled by the researcher based on data (2025).**

**Table No. (2) Quality of conformity indicators for all study variables**

| Indicators | CMIN | DF | P | CMIN/DF | TLI | GFI | RMSEA |
|---|---|---|---|---|---|---|---|
| Ratio | 408.011 | 232 | .000 | 1.759 | .710 | .755 | .094 |
| Acceptance | Acceptable | Acceptable | Acceptable | Acceptable | Acceptable | Acceptable | Acceptable |

**Source: Compiled by the researcher based on data (2025).**

**Reliability analysis:**

As presented in Table (3), the mean scores for all study variables exceed the hypothetical mean, with standard deviations approaching unity. This pattern suggests a high degree of response homogeneity among participants across all measured variables. Internal consistency, assessed through reliability analysis, yielded coefficients ranging from 0 to 1, indicating the degree of inter-item reliability within the measurement scales. Cronbach's alpha coefficient was computed to assess the internal consistency of the measurement scales. Coefficients approaching 1 indicate high reliability, though acceptable thresholds vary by research context. Nunnally (1967) proposed that reliability coefficients between 0.50-0.60 are adequate for exploratory research, while values exceeding 0.80 may be unnecessarily high. Hair et al. (2010) recommended a more stringent threshold of $\alpha > 0.70$, though Bowling (2009) noted that values ≥ 0.50 are generally considered acceptable in research practice. Table X presents these reliability coefficients along with the means and standard deviations for all study variables, demonstrating both the consistency of measurements and the distribution characteristics of the collected data.

**Table (3): Dependency analysis and descriptive analysis between study variables:**

| Variables | Reliability | Standard deviation | Mean |
|---|---|---|---|
| Vision Skill | .758 | 0.486 | 4.192 |
| Communication Skill | .713 | 0.583 | 4.033 |
| Emotional Intelligence Skill | .913 | 0.606 | 4.225 |
| Preparing for Change | .879 | 0.466 | 4.134 |
| Implementations for Change | .689 | 0.781 | 3.725 |
| Install the Change | .762 | 0.633 | 4.023 |

Source: Compiled by the researcher based on data (2025).

**Hypotheses Testing:**

To examine the study hypotheses, we employed structural equation modeling (SEM) with a focus on path analysis. This approach allowed us to assess both direct and indirect linear relationships among latent and observed variables. Path analysis was particularly suitable for our investigation as it offers distinct advantages over traditional multiple regression (Fidell, 1996). While serving similar purposes to multiple regression, path analysis provides superior capabilities by: (1) modeling complex variable interactions, (2) accommodating non-linear relationships, (3) accounting for measurement error, and (4) addressing multicollinearity among predictors (Jeonghoon, 2002). These features made it ideally suited to capture the nuanced relationships central to our research questions.

**Hypothesis 1 (H1):** A statistically significant positive relationship exists between soft leadership dimensions (vision, communication, and emotional intelligence) and organizational readiness for change, as supported by the path coefficients ($\beta$) and significance levels (p) presented in Figure 3 and Table 4.
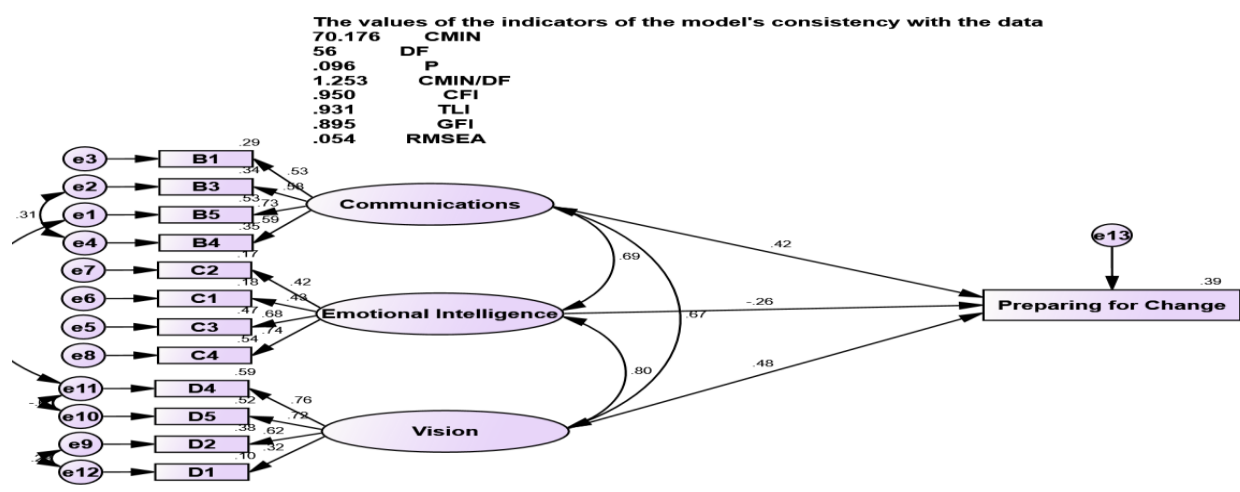


**Figure (3): The relationship between the soft leadership skills and preparation for change**

Source: Compiled by the researcher based on data (2025).

**Table (4): Path analysis from soft leadership skill to preparation for change**

| Hypothesis | | | Estimate | S.E. | C.R. | P |
|---|---|---|---|---|---|---|
| Vision Skill | -> | Preparing for Change | .685 | .121 | 5.664 | *** |
| Communication Skill | -> | Preparing for Change | 1.041 | .119 | 8.712 | *** |
| Emotional Intelligence Skill | -> | Preparing for Change | .832 | .093 | 8.953 | *** |

Source: Compiled by the researcher based on data (2025).

**Hypothesis 2 (H2):** Soft leadership dimensions (vision, communication, and emotional intelligence) demonstrate a statistically significant positive association with successful change implementation, as evidenced by the structural equation modeling results presented in Figure 4 and Table 5.
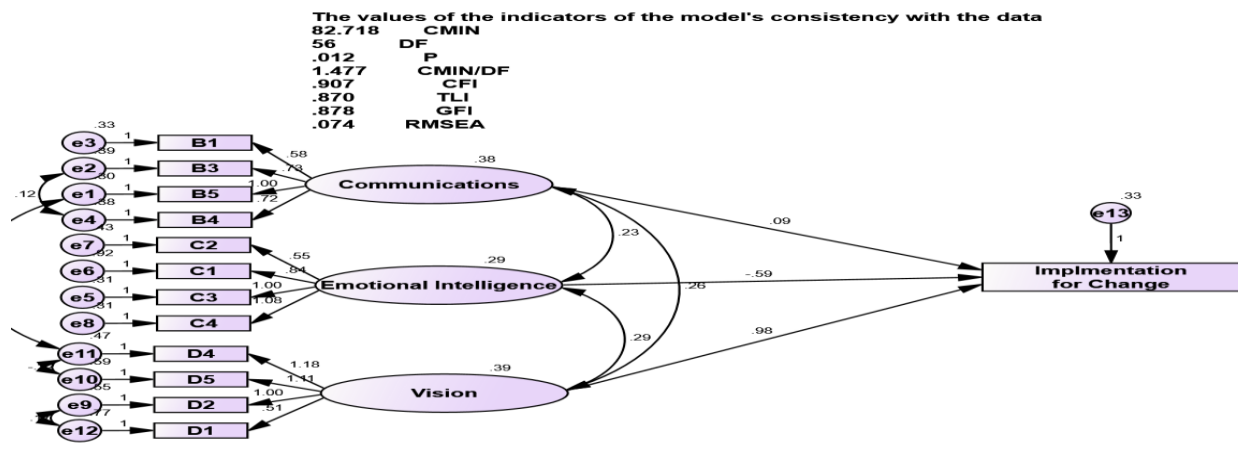
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**Figure (4): The relationship between soft leadership skill and implementation of change**

**Source: Compiled by the researcher based on data (2025).**

**Table (5): Path analysis from soft leadership skill to implementation of change**

| Hypothesis | | | Estimate | S.E. | C.R. | P |
|---|---|---|---|---|---|---|
| Vision Skill | -> | Implementations for Change | .966 | .056 | 17.203 | *** |
| Communication Skill | -> | Implementations for Change | -.153 | .068 | -2.245 | .025 |
| Emotional Intelligence Skill | -> | Implementations for Change | .518 | .064 | 8.089 | *** |

**Source: Compiled by the researcher based on data (2025).**

**Hypothesis 3 (H3):** A statistically significant positive relationship exists between soft leadership dimensions (vision, communication, and emotional intelligence) and the sustainability of organizational change, as supported by the path analysis results in Figure 5 and Table 6.
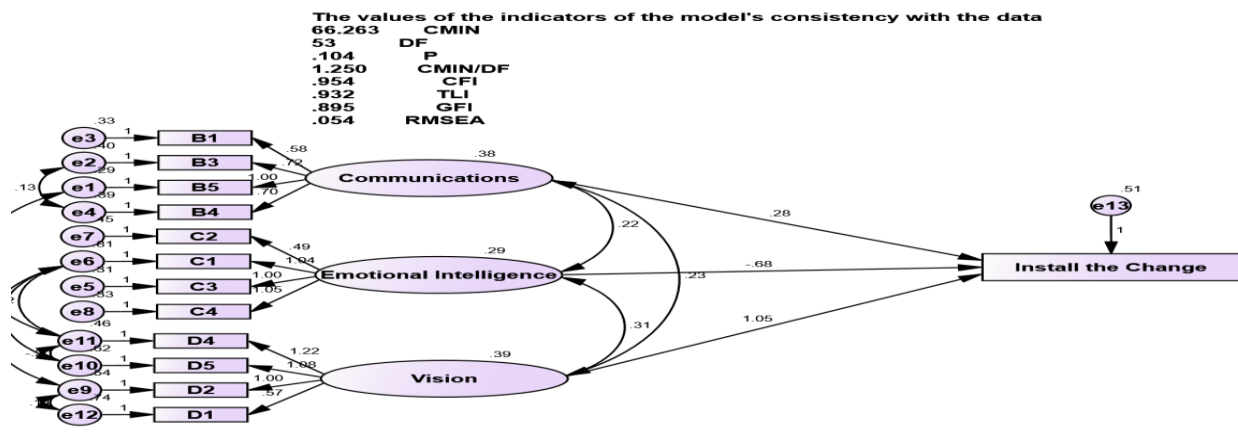


**Figure (4): The relationship between soft leadership skill and stabilization of change**

**Source: Compiled by the researcher based on data (2025).**

**Table (6): Path analysis from soft leadership skill to stabilizing change**

| Hypothesis | | | Estimate | S.E. | C.R. | P |
|---|---|---|---|---|---|---|
| Vision Skill | -> | Install the Change | 1.251 | .149 | 8.412 | *** |
| Communication Skill | -> | Install the Change | .824 | .151 | 5.460 | *** |
| Emotional Intelligence Skill | -> | Install the Change | 1.202 | .136 | 8.814 | *** |

**Source: Compiled by the researcher based on data (2025).**

## 5.   Discussion

Recent scholarly attention has increasingly focused on the concept of soft leadership, with empirical findings highlighting its critical role in organizational management and leadership effectiveness. The present study examines the relationship between soft leadership competencies (vision, communication, and emotional intelligence) demonstrated by directors of Sudanese insurance companies and their organizations' capacity for successful change implementation. To test Hypothesis 1 (H1), which examines the link between soft leadership traits (vision, communication, and emotional intelligence) and readiness for change, regression analysis was conducted. The results revealed a significant positive relationship between all three leadership components and preparedness for change, with statistical significance (p = 0.00). These findings strongly confirm Hypothesis H1, indicating that soft leadership skills significantly contribute to enhancing organizational readiness for change. The results align with prior research (Fareed et al., 2021; Alvarenga et al., 2020; Maqbool et al., 2017; Awan et al., 2015), which highlights the critical role of soft skills—particularly leadership abilities—in effective managerial performance and project success. However, the results contrast with the study by Inés Avença et al. (2024), which found only a partially significant link between soft skills and knowledge sharing. This inconsistency may arise from variations in cultural contexts and organizational environments, underscoring the influence of situational factors on leadership dynamics. To examine H2, which explores the connection between the studied soft leadership traits (vision, communication, and emotional intelligence) and change implementation, the results revealed that vision and emotional intelligence were strongly and positively linked to change initiatives (p=0.00). However, communication skills showed no significant correlation with change implementation (p=0.025). These findings offer partial support for H2. Contrary to Tang's (2012) assertion that effective leaders must balance self-awareness and self-development to foster interpersonal relationships for organizational growth, this study did not fully align with that perspective. However, the results are consistent with Macvicar's (2006) arguments. Macvicar emphasized that educational administrators must adapt their leadership approach to align with their colleagues' needs—a divergence that may arise from variations in demographic contexts. Finally, this study sought to examine the relationship between soft leadership (encompassing vision, communication, and emotional intelligence) and the implementation of change. The analysis revealed that all dimensions of soft leadership demonstrated statistically significant positive correlations with change implementation (p=0.00). These findings provide full support for hypothesis H3, indicating that soft leadership plays a crucial role in facilitating organizational change. This conclusion aligns with the work of Wallapha Ariratana et al. (2015), who asserted that soft skills - particularly those related to developing interpersonal relationships - constitute a critical factor in enhancing work morale among organizational personnel.

## 6.   Conclusion, Implications, Limitations and future research

### 6.1. Conclusion

Soft leadership plays a pivotal role in driving organizational change and facilitating the attainment of strategic objectives. Research by Chanaphol Sriruechaa and Sarichpolchai Buajan (2017) demonstrates that a leader's application of soft skills significantly impacts their effectiveness more substantially than technical competencies or cognitive abilities. The present study revealed a partial correlation between soft leadership attributes and organizational transformation among directors of Sudanese insurance companies. Therefore, leaders in Sudanese insurance companies must cultivate strong influencing capabilities and enhance their communication effectiveness to successfully navigate organizational transformations. Furthermore, management should actively model soft leadership practices while fostering employee ownership of change initiatives. This dual approach will enable companies to adapt effectively within today's dynamic business environment.

### 6.2. Theoretical Implications

This study makes multiple theoretical contributions to the literature. Primarily, it advances empirical understanding through systematic survey data collected from insurance company managers, addressing a significant gap in quantitative research within this domain. The findings robustly demonstrate that soft leadership competencies serve as critical determinants in facilitating and shaping organizational change processes. This study's second principal contribution addresses a critical gap in the literature by empirically demonstrating how specific soft leadership competencies - namely visionary capacity, communicative efficacy, and emotional intelligence - facilitate distinct phases of organizational transformation. The research establishes significant relationships between these

skills and three key change dimensions: change readiness, implementation processes, and institutionalization. These findings corroborate and extend previous theoretical frameworks while providing novel empirical validation.

### 6.3. Practical Implications

This study yields significant managerial implications for the Sudanese insurance sector. The findings empirically demonstrate that developing soft leadership competencies - particularly visionary thinking and emotional intelligence - among company directors substantially enhances organizational change capabilities. Insurance executives should prioritize cultivating these specific skills to more effectively lead their firms through transformation processes. Leaders must focus on fostering employee growth by implementing training initiatives centered on adapting to organizational shifts. Additionally, it underscores the importance of interpersonal leadership abilities in facilitating change, helping leaders understand their influence and refine their approaches to strengthening these skills. Third, the results from evaluating the study's framework increase management's insight, promoting alignment among decision-makers. This deeper awareness enables organizations to respond more effectively to industry changes and external pressures, boosting their market advantage.

### 6.4. Limitations and future Research

While this study contributes to the understanding of soft leadership's role in organizational change, several limitations should be acknowledged. First, the exclusive focus on Sudanese insurance companies, as a service-sector context, may limit the generalizability of findings. Future research could validate these relationships in different organizational settings (e.g., manufacturing, healthcare) to enhance the external validity of the results. The study's exclusive focus on the insurance sector within service industries may introduce potential response bias, as organizational dynamics and leadership challenges can vary significantly across different service domains. This sector-specific focus necessitates cautious interpretation of the results. Future studies should incorporate comparative analyses across diverse service sectors (e.g., banking, healthcare, hospitality) to enhance the generalizability of findings and control for sector-specific effects. Third, this research is limited to insurance firms in Sudan. Subsequent studies could expand the scope by incorporating diverse industries or geographical areas to enhance the generalizability of the results. Doing so would offer managers deeper insights into aligning soft leadership skills with organizational change. Lastly, while this study examines the direct relationship between soft leadership skills and organizational change, future investigations could explore indirect influences, such as mediating or moderating factors, within this dynamic.

### Research Results (Finding):

1- There is a positive and significant relstionships between soft leadership skills including (vision, communication, and emotional intelligence) and organizational change (contribute to preparing).

2- There is a positive and significant relstionships between soft leadership skills including (vision, communication, and emotional intelligence) and the effective implementation of change initiatives.

3- There is a positive and significant influence relstionships between soft leadership skills (vision, communication, and emotional intelligence) and successful installation of change within an organization.

### Research Recommendations:

### Recommendations

1- Insurance company leaders must possess the ability to influence others and work to improve their effective communication skills in order to prepare for organizational change.

2- Insurance company management must practice soft leadership skills and encourage employees to feel responsible for implementing organizational change in order to develop their companies to keep pace with the rapidly changing environment.

3- Management must make every effort to improve its social relations with employees, which contributes to achieving organizational development.

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