

Leading and Managing Change: A Review from the Global Corporate Organizations Perspectives

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Abstract: *The purpose of this paper is to analyze experiences of leading and managing change from corporate organizational change views. Since the natures of organization, both scholars and practitioners were raising the concept of corporate organizational change. Moreover, leaders, managers, experts, researchers, and the organizations itself motive in leading and managing the change of the corporate organization increased from time to time. This article intends to review the nature of change, why organizations need change, defines concepts of leading and managing form organization reasons, and analyzes leading and managing change from global corporate analysis perspectives. Hence, as a literature review article, the author used previously published data sources in the areas change, organization, leading and managing organizational change. Furthermore, if managers, employees, and businesses want their companies to be more responsible for stakeholders, the first step is to look at their management practices in leading and managing change perspectives. When the leading and managing perspectives of management focus on stakeholders, the change initiative leads to excellence corporate organizations with desirable social performance. So that, this review paper is a candidate for practitioners, researchers, and students to understand better concepts, and theories of leading and managing change in context of global corporate organizational studies perspectives. Therefore, as the study of this review results indicates, the theory of transition in the areas of multinational companies needs to be further establish for the purpose of regulating and managing corporate organizations in highly demanding regulatory environments. Researchers should conduct studies under this new model.*

Keywords: *Motivation, Creating vision, Political support, Managing transition, Sustain momentum.*

I. Introduction

Organizational change as a planned alteration of organization components to improve the effectiveness of the organization. Organizations outline the change roles that exist in organizations: change initiator, change implementer, change facilitator, and change recipient. Change leaders or change agents could be any of the four roles: initiator, implementer, facilitator, or recipient [1]. Complex organizational settings make it difficult to establish a structure that connects only one leadership principle to one theory of change for leading and managing change. Organizational participants will need to use a compilation of leadership principles and philosophies in diverse environments to adapt and adjust organizations according to their environment [2]. From this view, organizations faced with threats of competition and shifting change agents needs which had to be meet using different techniques, production models apart from the existing one [3]. Change management has defined as the process of continually renewing an organizations direction, structure, and capabilities to serve the ever-challenging needs of external & internal customers [4]. Therefore, there should be no question about the importance to any organizations of its ability to determine where it wants to be in the future, and how to handle the changes needed getting there [5]. Organizations continuously have to undergo with transition [6]. By adjusting to their natural environment and choosing a model of transition that is consistent with their structure and strategies, organizations' have to change [7]. This implies to live in this uncertainty-based world since change is inevitable. Nowadays, organizational development, and change has become more common in all type of organizations, and forces them to change or die [8].

In today's society, organizations have a dominating function, have become complex, and thus more difficult to lead and manage [9]. As a consequence, the ability to have effective change management, the ability to lead, execute and perform change is essential for organizations to concentrate on [10]. A well designed, wisely adapted and well-implemented change program helps managers to achieve desired results. Identifying leading and managing factors that contribute to change success or failure enables change leaders to develop effective strategies for enhancing the chances of achieving desired outcomes [11]. This emphasizes the leading and managing role in organizational change that is the focus of this review. Hence, several literatures reviewed on leading and managing change in organizations to explore how organizations can implement effective change management with the alignment of organizational behavior.

The objectives of the review:

- To gain increased understanding of the organizational development that determines change agents, leading and managing change in reaction to change.
- To establish how the concepts of leading and managing change affects the effectiveness and sustaining momentum organizations.

- Review different theories and determine their relevance for leading and managing change in corporate organizations in practice.
- To identify the gaps in the studies carried by others researchers and show how the gaps be filled.

Research questions:

This paper has an objective to review the definition and perspectives on leading and managing corporate organizations performance measurements.

- 1) What is the concept of leading and managing corporate organizational change?
- 2) What are the theoretical and empirical perspectives of corporate organizational change?
- 3) What will the process of corporate organizational change management look like in the future?

II. METHODOLOGY OF THE STUDY

This paper takes the form of a literature review of relevant studies related to leading and managing organizational change. According to [12] the methodology of literature review papers should at least contain the themes informing the review, databases used, keywords, and some of the primary sources consulted. In this work, leading and managing organizational change has been the most relevant theme. The major significant of those studies that attempt to link the concepts, perspectives to leading and managing change in an organizational setting. In this paper, the Harvard system, the author-date-page format used for referencing all utilized literature sources. The study used a secondary source of data collection. Moreover, Journals related to leading, managing change, and organizational change particularly corporate social responsibility academic, Management science, business-economics, Leadership & management perspectives of organization development, International business and commerce Studies journals, and relevant books used. In all instances, the primary keywords used in searching for the articles in change, organization, leading, managing, and organizational change.

III. REVIEW OF RELATED LITERATURE

3.1. The overview of change

The nature of change:

The word change defined as bad or good radical, complex, accelerating, dramatic or transformational. Change is a ‘difference, a substitution of one state for another’. Changing is becoming or making different than it was. Change could be a little difference or a big difference. It could occur slowly or quickly [13]. Historically, related with the innovations from 1800 to 2000, the era were the sign of change. Information recorded & stored on scrolls & kept religious library. Recorded on a writing pad & now a day people use their cell phone and worldwide web. All these are changes one to another [14]. Change involves the dismantling or restructuring of organizational structures, hierarchies, culture and strategies to facilitate new flexible working patterns, to accommodate potential problems arising from resistance to change [15]. Leaders at all organizational levels, leaders impacted by transition, are overwhelmed by handling challenges of change [16]. Whether changes are internal or external, real or imagined, for better or worse, to the develop-mentalists they are the inevitable production of an innate search for stimulation and novelty [14]. Hence, whatever the case, whether or not change is inevitable. Contemporary corporate organizations often struggle to create meaningful, sustainable changes. At the same time, relevant corporate organizational research debates an easily accessible consensus on basic corporate social responsibility change management perspectives [17].

3.2. Concepts and perspectives of change in corporate organizations

Why corporate organizations motivating for leading & managing Change?

Organizational change involves moving from the known to the unknown. Because the future is uncertain, may harmfully affect people's competencies, worth & coping abilities, organization members generally do not support change, unless convincing reasons come to them to do so [18]. That means the motive of corporate organizational change major actions or implementations can contribute effective change management as derived as follows.

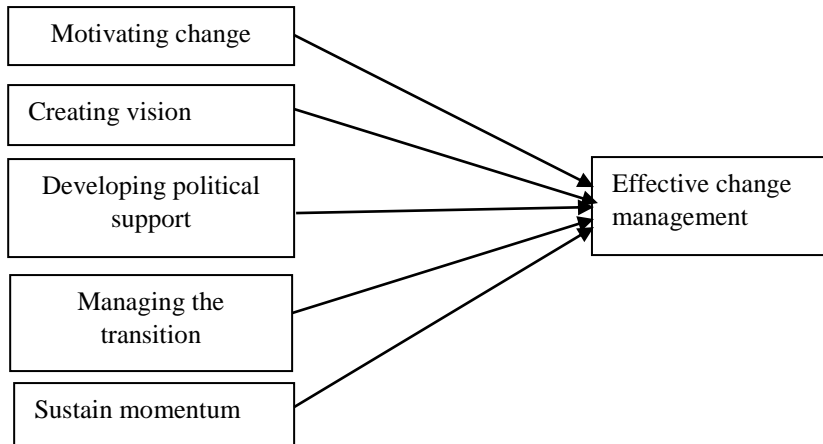


Figure 1: Major actions contributing to effective change management

The need and preparing for change:

The need and preparing for change in organizations is anticipating readiness to change, People's ability to adapt and, to deal with external volatility, adapt & volatility determine how will respond to change. The likely reaction of people faced a change that affects them. Implementing change is obviously easier when people are near the right-hand side of the change model. External volatility is usually high for most organizations [14]. Change is inevitable for the sake of surviving as well as to become competitive in global world. It focuses mainly on how to anticipate the most crucial actors of change, human beings for change to take place in an organizations using two approaches, conversation and consultation which is backed and supported by relevant checklist like 'AVOCADOS'. A - Assistance, V - Vision, O - Optimism, C - Communication, A - Analysis, D - Decisions, O - Owners, and S - Stakeholders [19]. Creating readiness for change is the way to sensitize the organizations to pressure for change, identify gaps between the actual and desired states, and convey credible positive expectations for change [8]. On the other hand, overcoming resistance to change provides empathy and support, communicate, and involve members in planning and decision-making [20]. As a result, likely reactions to change is in any event, people prefer to have had a say, even if their ideas are not taken up, and this has to be deal promptly with grievances, together with strive for equality of pain or reward. Hence, make sure that people see tangible work and publicize their work as possible.

Adaptability External Volatility	Low	High
Low	Resistant	Co-operative
High	Fatalistic	Proactive

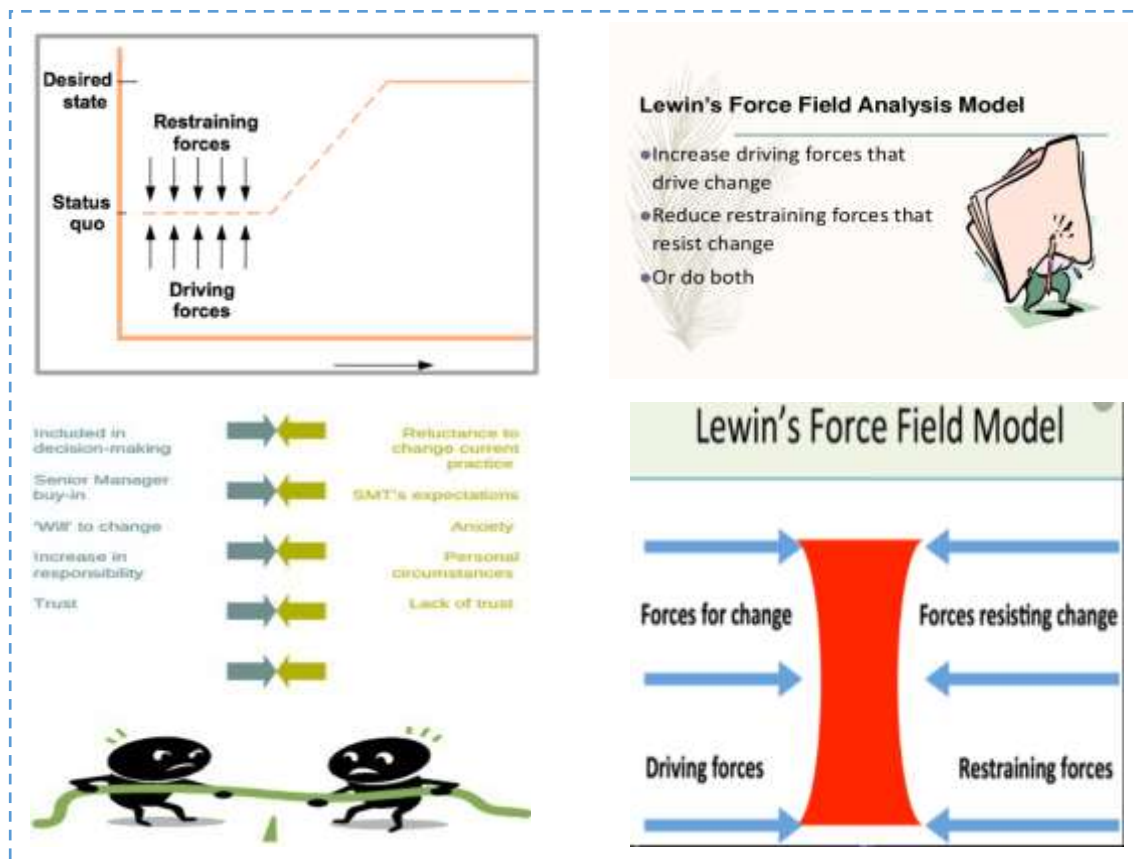
Figure 2: Likely reactions to change

Why change resistance happens in corporate organizations?

Drivers of change shall viewed from the point of individual and organizational aspects. Individual resistance may be manifested through Habit, Security, Economic factors, Fear of the unknown, Selective information processing and the organizational aspect of change resistance expressed as structural inertia, limited focus of change, group inertia, threat to expertise, to established power relationships threat to established resource allocations [21]. Disciplinary actions manifested by different individuals and groups who dislike the change they confront through ten forms, the listed forms of resistance cannot taken absolutely as quite right. Some of them can happen due to psychological contact problems [14]. As a result, the resistance of change on corporate organizations may happen from employees and managers side. Employees may not award of the need for change in the business; announced or feared lay-offs, unsure if they had the skills required for success in the future state, comfort with the current state, thought they were asked to do more with less, or do more for the same pay. Managers may lose power and control, overloaded with current responsibilities, lack of awareness of the need for change, lack of the skills, fear, uncertainty and doubt required.

How to Overcome Change Resistance in corporate organizations?

Force field analysis managers enable to identify the forces that are likely to restrain a particular change. Lewin suggested that managers should act to reduce the restraining forces rather than to exaggerate the forces driving the change [15]. Lewin, like Newton, argued that to every action there was an equal and opposite reaction [22]. Thus, to overcome resistance increase the driving forces decrease the resistance forces and do a combination of the two approaches.



Figures 3: Model for solving change resistance

Expected change can involve scenarios such as introducing a new strategic strategy, transforming an organization to promote cooperation across program areas, or launching a new reporting process. If change is planned or unplanned, it is usually something that happens to people, whether they agree with it or not. Independent of the change case, there is an adjustment phase that people go through before going into either the desired upgrade or new situation. Although change happens quickly sometimes, transformation typically happens more slowly. Practitioners must not only handle change but have leadership to move through change in order to work through and potentially build on the effects of change [23].

Creating a vision:

A simple vision does not have a positive effect on the engagement of followers because it can be too long, preventing a leader from communicating it massively and regularly. It may also be too abstract, thereby causing tensions between groups with different particular goals and not enabling followers to perceive individual creativity [24]. So that, a vision that is too specific makes it difficult to form an effective group for the vision to carry out. In addition, abstractness reflects stability in the vision because over time it implies no dramatic change.

An inspiring vision that is clear, brief, abstract, challenging, and stable will not be able to attract affective commitment from followers unless it offers a compelling view of a better future. Without a desirable future picture, followers are unlikely be drawn from where they presently are to work toward the vision [24]. This indicates that without vision, corporate organizations have no chance of creating their future. That means when vision becomes an explicit part of an organization's DNA, the organization has inherent capabilities to achieve their goals, to outlast changes in leadership, to weather organizational storms and ultimately to prosper. Why, because persuasive visions are a relatively consistent core philosophy that defines the organization's core values and purpose, and an imagined future with ambitious ambitions and a vivid overview of the ideal future state that represents the particular change under consideration. People in the organization have strong input to the creation of the vision and how it can be achieved. People want their leaders to promote an idealized image that would fully turn the company around and make it perfect at a time. People want to feel respected enough by their leaders to be involved and to work towards a vision that is realistic, but promising and fulfilling in the long-run [8]. This implies that the division should answer core ideology and envisioned future. That means: what are we trying to achieve? (Goals); how are we going to achieve it?; How I can contribute?, and What is in it for me?

Developing a political support:

The development of a network of leaders at different levels who interact and rely on each other to support and guide the effort to change is a strong mechanism for ensuring political support for the effort to change [18]. Which means Politics in an organization is about power. Power is Vivid when striving for resources & influence to carry out jobs successfully. Hence, it shows that power is important to implement a plan in which everyone is involved. Power comes from the authority, from strong expertise or integrity.

On the other hand, power exists in all human interactions & is not always bad. Therefore, political support indicates how the power used that determines how the power has perceived. Managing the political dynamics of change incorporates assessing change agent power, identifying stakeholders, and influencing stakeholders. This implies that identifying stakeholders include evaluate change agents own source of power, the change agents leader (department or the organizational development consultant), change agents can determine how to use the power leadership effectiveness to influence others to changes, and personality sources of power can be drive from knowledge, personality, others support [25]. Stakeholders can frustrate/support change, broad based support minimizes risk, and a single interest group may block the changes. As well, influencing stakeholders should begin with the basic questions of who stands to benefit or lose from the transition; it may be helpful to build a map of their impact. Models indicate stakeholders for each group who control who & what the stakeholders are [26].

In the liberal perspective, researchers believe that business enterprises concentrate primarily on income, while the role of the state system is to provide public goods. Business corporations have conceived as economic actors in this view, and governments and their state agencies assumed the only political actors. Moreover, in business organizations, there is no longer a strict division of labor between the private sector and the government of the nation-state [27]. This means that the new multinational corporate business activity goes beyond the traditional liberal concept of corporate social responsibility (CSR), which is addressed as economic and political actors in the global playground, whether they like it or not. In conclusion, political support is about the opportunity to assess the involvement of workers, stakeholders, shareholders, society, decision-making organizations and socio-economic as well as environmental and ethical impacts.

Leading and Managing Change:

Contemporarily, organizations often struggle to create meaningful and sustainable changes with relevant basic change management process and principles [28]. In doing so, well-supported change practices that can enhance both organizational transition and employee well-being where the leading and managing change is commonplace. Likewise, time and state, process, context, and driving forces are the base for transition of change [29]. The transition of change incorporate driving forces, organization, process, and organization on the context of desired time.

In contrast, time and state declares an organizations state at a time one & compare previous at a time two. The process also align the change need to see as a process moves from time one to time two. Whereas, the context emanate contextually in which the change operates need to considered. The deriving forces concerned on the nativities of the change need to be stated. In addition, it implies that corporate organizations are motive in implementing economies of scale to attain equilibrium point through product shift at a time.

A change process undergoes different phases that need a certain amount of time. All those phases are essential and steps out could be detrimental and produce disappointing results since it would only lead to an illusion of speed [3]. From this perspective, the stepladders are essential when making a change in corporate organizations, which has shown as follows.



Figure: Major Steps for successful change

Source: Steps for successful multidimensional change (John Kotter, 2009)

In the perspective of strategic management, the successful managing of change is a highly required strategic management skill. However, the management of organizational change tends to be reactive, discontinuous and ad hoc with a success or failure rate of

change programs initiated [30]. This may suggest a fundamental lack of an appropriate structure for how to effectively execute leadership and manage organizational change, since a wide variety of conflicting and confounding theories and methods are currently available, often lacking empirical evidence and mostly focused on unchallenged assumptions about the essence of contemporary management of organizational change [31]. When looking at the results it becomes clear that there are several differences between the current and the future state of approaches to organizational change management in terms of the three key concepts process, people, principles [32].

Managing the Transition of Change:

Change theories explain the efficiency in which companies may alter their policies, procedures, and structures. Consequently, organizations must be flexible in reacting effectively to threats and taking advantage of opportunities in order to adapt to the rapid pace of social, political, economic, and technological forces. Moreover, structure, process, expense, and culture should be considered during the transitional phase of change [33]. The leadership plays a role as a change agent in the model of Kurt Lewin to unfreeze the company in the management of the process of change. The transformational style of leadership influences the mechanism of organizational change [34]. That means, in this type of leadership style, the leader coordinates with employees; shares their knowledge, gives opportunity in making decisions in organizational level decisions. For competitiveness, change is so pervasive and consequential that companies and their representatives, administrators, and HRM practices have to construct for change [35]. This shows that change is an organizational, personal ability and a source of organizational and individual gain. The old management paradigm assumed that the planning, organizing, and controlling functions functioned within large, stable corporate bureaucracies, each maintaining a stable balance in a well-understood and stable environment.

The new management paradigm, on the other hand, assumed that learning, working, managing, and sharing were changing [36]. This shows that the approach of the Learning Organization is not just about improving productivity and job satisfaction; it is also about the basic ethics of the workplace and the market. In a two-by-two matrix, the relationship of leadership and management [23]. The two collaborations make it possible to balance leadership and management effectively executes a change or development plan. Although short-term outcomes are possible with successful leadership or management, without a combination of the two, long-term transformational progress will not occur.

The combination of leadership and management reveals that they are the two sides of a coin, not just philosophically, but also literally as shown in the following figure.

+ Leadership; - Management Transformation efforts can be successful for a whole, but often fail after short-term results become erratic.	+ Leadership; + Management All highly successful transformation efforts combine good leadership with good management.
- Leadership; - Management Transformation efforts go nowhere.	- Leadership; + Management Short-term results are possible, but real transformation programs have trouble and major, long-term change rarely achieved.

Figure: The Relationship of Leadership and Management

Sustaining Momentum of the Change:

Once organizational changes are under way, explicit attention must be directed to sustaining energy, and commitment for implementing them. A strong tendency exists among organizational members to return to what is learned, well known unless they receive sustained support, and reinforcement for carrying changes through to completion [18]. This shows the ongoing momentum of providing a resource for progress, establishing a support structure for agents of change, learning new skills and abilities, strengthening new attitudes, and maintaining the path.

Learning through doing is the way through active community-led growth to create progress. Effective organizations are committed to catalyzing, facilitating, and using the application of learning by doing principles in order to create healthy communities of sustainable organizations, secure people, economies and ecosystems [37]. This means that whether small, large or virtual organizations can commit themselves to the sustainable change process by promoting stakeholder accounts. There is no greater challenge than achieving greater sustainability for organizational change management in the contemporary world. Moreover, sustainable development issues are multifaceted, including requirements relating to the implementation of environmental, social, ethical and economic outcomes [38]. Managers need to concentrate not only on cost reduction and risk management, but also on encouraging creativity, improving corporate image, and sustainability concerns within external stakeholders in order to build shareholder value, and on creating a credible growth path for the future.

3.3. Types of change in terms of process

The type of change could be a little difference or a big difference, it could occur slowly or quickly. The common trend is the difference. It requires preparation, explanation, control and commitment [14]. In addition, choosing the appropriate type of change is very important, in terms of efficiency changes. The transition type of change is the mostly applied to businesses followed by developmental changes and to a lesser extent applies the transforming type of change [13]. This indicates that transitional changes are changes that seek to achieve a desired and well-known state that is different from the existing situation, and this type of change the more suitable for corporate organizational change. Change is a significant determinant of organizational adaptation that simply does not work in response to legislative, economic, competitive and/or technical changes by pushing the same organizational structures and processes more effectively. Instead, companies can need to handle both gradual and revolutionary change over periods [39]. In addition, operational improvements need to be introduced and implemented quickly, considering the strength of global competition in more and more corporate sectors. Here, the view shows that velocity seems to count. As seen below, the pace of form that can be fast or slow, small or large, and incremental or strategic changes put a premium on leading and managing organizational change across the system.

Differences	LITTLE	BIG			
Speed					
SLOW	Emergent	Transitional	Anticipatory	Tuning	Reorientation
FAST	Incremental	Transformational	Reactive	Adaption	Recreation

Figure: Multidimensional types of change
Source: Types of changes (Nadler and Tushman, 1990)

3.4. Theories of organizational development & Change management

From leadership point, a leader is an important actor in a change process [40] Leading and managing is one coin of leadership That is why leadership is one of the key variables in organizations' affirmative change.

1) Contingency /Situational/ Theory of Fiedler/ focused on three characteristics, which influences the productivity of leaders. This implies that a Leader-Follower Associations describes the relationship between workers and the leader, shows the magnitude up to workers trust their lead the leader can draw his followers toward himself and the level of his leadership acts as a basis of stimulation for them. The task Framework describes the kind of tasks assigned to the workers, the leader ascertains nature of work to arrange each worker uniformly and achieve the full yield from them. Whereas, the authority Power reveals the power of a leader authority is supremacy that he/she owns, the leaders utilize the power to take decisions and implement them to cope problems with self-confidence [41]. In contrast, Fiedler's contingency model is good but it seems best theory to study leadership and management effectiveness in small groups.

2) Path-Goal Theory: Leaders motivate workers by monitoring their productivity and actions, leaders appraise the workers & give recompenses for their worthy performance, Leaders helps to increase their self-confidence & encourage them to perform better in future [42]. The essence of the theory here is that leaders engage in practices that complement subordinate and abilities in a manner to compensate for shortcomings and, in order to be successful, is instrumental in subordinating satisfaction and the performance of people and work units. Path-goal leadership theory, on the other hand, initially concentrated on leaders and their individualized effects on workplace subordinates. The focus is still on the leader but considers the leader's effect on groups and individuals and acknowledges that there may be no need for leadership intervention in some circumstances for followers to attain goals and achieve personal satisfaction [43]. Beside this, it has a debiting issue for research. Because, the leader behaviours including adaptability, self-monitoring, environmental sensitivity, cognitive skills, and communications skills and greater emphasis of and sensitivity to motivational factors determine the effects of leaders behaviour considering time.

3) Transformational Theory: Leaders motivate his followers to change their attitudes in three significant manners [44]. That means encourage workers to self-confidence increases & their level of productivity increases, encourage the workers & make them aware to increase their performance for their own betterment, and boost level of commitment of workers. In other perspective, Leadership processes develop over time, so a cross-sectional study, like the current investigation, cannot capture the full range and dynamics of transformational leadership theory. Perhaps individual level effects develop over time to a point where superiors and subordinates reach agreement or consensus and dyad- or group-level effects obtained [45]. This indicates, there is a possibility in times of organizational change or crisis, the operation of transformational leadership theory shifts from one level (individual) to another (organization) due to its cross level in nature. Beside this, it has a debiting assumption that requests study in future work. In comparison, the differences in leadership between the old organizational model (with transactional leadership) and the new paradigm (with transformational leadership) are as important as the differences in the promise of artificial intelligence between the black-and-white of binary computing and the techno-color.

IV. CONCLUSION AND FUTURE DIRECTIONS

Conclusions:

Organizational change is an outcome variable expected by leading and managing perspectives as various literatures show. Organizational change, whether positive or poor, quick or slow or reactive or constructive, large or small, incremental or strategic depends on the essence of change. Since change is inevitable at any time & anywhere together its challenges existing in different forms of change resistance originating from both human beings, organizations, and or businesses. As a result, an organization's successful management or leadership prospects for change are a highly needed ability. However, globally, the leading and managing practice of organizational change appears to be reactive, discontinuous and ad hoc with elements of change programs that are working or failing. So that, organizational change also includes leadership or understanding of change management in terms of both theoretical and analytical perspectives. With efficiently implemented and controlled viewpoints, the model of how organizational change can go. Since it has a chance to balance a number of contradictory and confusing hypotheses and approaches, few of which have empirical proof of contradictions and challenged assumptions about the nature of contemporary complex corporate organizational change management.

In general, the key activities that affect the effects of change on the dimension of transformation at the local, state, national or global organizational level are inspiration, creating vision, political support, managing transition, retaining momentum.

Future Directions of the Review:

By adapting and choosing the best model for them in their natural environment, organizations need to change. Today, however, we are living in a world of uncertainty, and in the future, these uncertainties will rise day by day.

The style of transformational leadership will help to minimize change resistance. Resistance to reform, however, may be one of the many explanations why initiatives for change struggle. Therefore, when studying organizational change, it is crucial to go deeper in this area.

Since change is considered in the future to be a swift and continuous process involving all affected stakeholders, it is likely that the actual change will be introduced in a more organic and dynamic fashion. Multinational businesses or organizations are becoming a new business modality among countries due to the nature of globalization. They are becoming a political problem for trade wars between countries that affect people's well-being. Thus, multidisciplinary studies should be carried out in these fields.

As change is a process, not an event, the transformation must be recognized as an ongoing process supported by human learning, creativity, doing through action. The more you weave management of change into your corporate organization's cloth, the more you can lead and handle change on the people's side. This will support the transition through the acceptance of changes by your workers and improve the rate of adoption and use. In addition, on an ongoing basis, doing so helps organizations to make further improvements more easily, more effectively and efficiently.

In international perspective, multinational companies are evolving as a monopoly market. Consequently, still a debate that does not highly show limits of conventional corporate social responsibility (CSR). Today, multinational companies (MNCs) work in a global partnership sector and have their own activities in developed and developing countries that are sensitive, except for failed states. In addition, externalities often adopt a transnational model, and the main threats facing societies are global problems that cannot be solved nationally. In this way, this danger contributes to a significant conflict of global corporate reform beyond political support at the organizational level. Therefore, for the purpose of controlling and managing corporate entities in extremely challenging regulatory environments, the theory of change in the areas of multinational corporations needs to be further developed. In this new model, researchers should perform research.

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