

Faculty of Higher Education
Group Assignment Cover Sheet

This cover sheet must be submitted with your assignment

UNIT CODE HI6005

UNIT NAME MANAGEMENT AND ORGANISATIONS IN A GLOBAL ENVIRONMENT

DUE DATE _____

GROUP NUMBER _____

GROUP MEMBER DETAILS - This section must be completed for all contributing members. Members not listed will not receive marks.

STUDENT NUMBER	STUDENT NAME	SECTION COMPLETED e.g. A, B, C, D
		INTRODUCTION AND "CALM - WATERS" AND "WHITE - WATER RAPIDS"
		THEORY OF CHANGE MANAGEMENT BY KOTTER
		FORCE FIELD ANALYSIS
		STEPS WERE UNDERTAKEN FOR THE ORGANIZATION'S CULTURE CHANGE AND CONCLUSION

DECLARATION

We certify that:

- This assignment is our own work.
- We have acknowledged and disclosed any assistance received in its preparation and cited all sources from which data, ideas, words (whether quoted directly or paraphrased) were taken.
- This assignment was prepared specifically for this unit only.
- The reference list is truthful and accurate and in Holmes approved referencing style.

STUDENT SIGNATURE / NAME (only one required on behalf of group)	
---	--

Copy of Assignment Pro Help

Executive Summary

In this report, the focus has been laid on Kotter's Theory of Change Management. This theory has been considered to be of vital importance as it provides insights into several aspects of organizational change along with the decision-making process. It can be stated that this theory aids the different organizations in implementing, altering, and adapting to changes within the business organizations. Kotter's Theory of Change Management states a process that can be segmented into eight different aspects and it can be implemented by businesses without difficulty. Force Field Analysis has also been thoroughly discussed in this report. This helps in analysing the decision-making along with relevant insights regarding the pros and cons related to the decisions. This report deals with the effective implementation of the change management process within different organizations.

Copy of Assignment Pro Help

Table of Contents

Introduction	5
Metaphors “Calm - Waters” and “White - Water Rapids” for Change Management ...	5
Theory of Change Management by Kotter	6
Force Field Analysis	8
Managerial steps were undertaken for the organization's culture change	9
Conclusion	11
References	12

Copy of Assignment Pro Help

Introduction

Implementation of several theoretical models can be considered to be a necessary aspect in the process of business functioning for adapting to new changes. The various theoretical models are the critical aspects that guide the decision-making process within business organizations in the process of implementing organizational change. It can be stated that the incorporation of the theoretical models can help in getting a roadmap for the implementation of change within the organization. Kotter's Theory of Change Management segments the organizational process of leadership change within the business functioning. It provides the organizations with a simplified and structured roadmap for changes in the business process along with the executives in the senior positions of the organization. Kotter's theory of change management also assists the different organizations in handling the different changes in the projects as per requirement.

Adapting Kotter's theory can be considered to be beneficial for the different organizations as it provides aids in the functioning of the different organizations as per the segmentation of the market. A detailed and thorough evaluation and analysis of the business-related decisions can be acquired through the implementation of the Force Field Analysis. The pros and cons related to the business functioning regarding changes or decisions in the organizational premises are appropriately identified through the analysis. In this report focus will be laid on the adaptation of the change management theory as stated by Kotter. It will also include the implementation of the Force Field Analysis within the global market of business. This report will consist of a detailed illustration of different aspects related to Kotter's Theory of Change management along with the Force Field Analysis implementation.

Metaphors “Calm - Waters” and “White - Water Rapids” for Change Management

It is a notable fact that with the changing business environment and rapid globalization the implementation of change management within the different organizations is being deemed to be necessary. Changes in the technological aspects, globalization aspect, and strategic aspects are the different factors that call for organizational change for successful functioning within the competitive market. It is essential to adapt to the changing market scenario, however, different organizations find it highly challenging to comply with organizational changes. Organizational change management requires appropriate planning and strategizing along with effective execution. However, it is a notable fact that the employees are highly resistant to internal change due to fear of change. Torrents and tranquil streams are the parallel trends that individuals pay attention to. Tranquil streams had been the symbols for the development of the organizations and had been the depiction of ships that were massive that had been flowing on the tranquil water. Organizational change without properly intending to opt for that change is referred to as emergent change and it is helpful in proper change management. It is a notable fact that for organizational change the inclusion of the employees in the process and effective communication with them is highly essential as the employees are the ones that are highly impacted by the organizational change. The employees are the essential aspect for the smooth functioning of the organization and

they may be positively impacted by the implementation of organizational change. A critical aspect of project change is the requirement for money and time. While discussing the calm-water metaphor; it is needed to be noted that the organization's change environment is less consistent and predictable (O'Malley, 2018, p 6 (6)). The metaphor white water refers to the dynamic and unexpected environment of the organization. It is the responsibility of the managers to deal with the changing scenario and organizational disorders. In today's era, change is required to be considered to be of vital significance rather than any minor aspect.

Theory of Change Management by Kotter

Change Management Theory of Kotter can be stated to be a method that has been designed to provide assistance to the leaders in implementing organizational change. According to Haas *et al.*, (2020, p 65 (1)), Kotter designed a model involving eight steps that is effective for leading organizational change. This model helps in developing the need of the individuals regarding the requirement for change. This model with eight steps helps the organizational leaders in starting the process of change and continuing with the process of change management. It is a notable fact that the eight-step model developed by Kotter provides organizational leaders with the roadmap for initiating and implementing organizational change (Laig *et al.*, 2021, p 39 (4)). This model provides step-by-step structured and simplified guidance that helps the administrators to execute the change management process even in case they are not experts in the specific area.

The steps specified by Kotter focus on the core aspects that are required to be undertaken for getting and keeping the project on track. It clearly outlines the different areas of focus and also in the implementation of the techniques that are required for developing the requirement of change implementation within the people. The eight steps majorly focus on the areas of initiation, maintaining, and managing the areas of change. A top-down, controlled focus is laid in the area of change management (Harrison *et al.*, 2021, p 86 (3)). Different organizations implement Kotter's theory of Change Management in order to deal with the necessary changes within projects (Asirifi *et al.*, 2022, p 13 (2)). This theory is also incorporated by organizations that are going through the transition process of organizational change as it assists in handling the change procedure in a simplistic and step-by-step manner.

Change within the organization is a complex process and it may also be confronted with resistance that requires appropriate planning (Carman *et al.*, 2019, p 1 (1)). Organizational change resistance may be from the employees occurring due to uncertainty about the change. It can also be based on barriers that are present in organizational culture, lack of effective team collaboration, and inappropriate leadership. In the aspect of leadership, the areas of overconfidence in the decision-making process or the higher level of stress related to work pressure can affect the change management process within the organization. It is a notable fact that stakeholders are a significant part of business and are impacted by organizational changes (Brock *et al.*, 2019, p 17 (8)). It is necessary that the stakeholders are communicated with and appropriate transparency of information is maintained. In the process of change management, it is required to ensure that the stakeholder relationship is not just about

the economic returns and financial dealings; it requires effective communication and collaboration. Effective handling of the stakeholders' aspect will ensure that the organization is resolved for the implementation of change. However, the primary aspect that is required is to be clear about the essentials and requirements for change. Change within the organization for being successful in the long run requires the stakeholders, managers, and staff to be aware of the requirement for organizational change and to accept the desired change. This will ensure corporate advancement and will positively impact the organization.

Kotter's Change management model is a straightforward and simple framework that makes it popular among the different practitioners within the organizations (Thu and Thu, 2022, p 3 (3)). However, the process of change management is relevant in an incontestable manner. The aspect of risk management is required to be incorporated into the change management process in order to make the process more effective and reliable in the workplace scenario. Resistance from the workforce of the organization is a common aspect as it is based on a lack of knowledge and understanding regarding the change combined with the insecurity of being replaced by technology or other aspects.

A program is required to be held in order to help the workforce be made aware of the changes and the processes that will be incorporated. A symbiotic relationship between human, technology, and strategy make up the change management and impacts the growth of the organization. Motivation is a significant aspect that can be implemented in the process of change management; formal structured conceptual change is required (Filkorn, 2020, p 6 (5)). It is considered to be an appropriate strategy in order to realize the organizational goals. The vision and mission of the organization can help in inspiring the workforce and help them work towards a single objective. Being able to portray the practical picture of the organizational change; can also help in achieving the desired objective of the organization. Organizational vision and mission are required to be communicated to the stakeholders of the organization and this can help in providing support and ensure a smooth transition process. It is required to be noted that blurred knowledge regarding organizational change can be a barrier to the smooth transition process. One of the important aspects of change management is agile management. Organizational leaders are required to focus on the removal of the obstacles in the way of organizational change management. Managing any resistance from the workforce is required to be handled strategically.

The accomplishment of the momentary objectives and time-to-time interaction requires to be focused on. Effective monitoring of the change movement and realizing the vision towards the progress of transformation is of significance. Effective accomplishment of the different steps suggested in Kotter's Theory of Change Management ensures the fruitful achievement of the transformational objectives of the organization (Bekmukhambetova, 2020, p 69 (4)). The establishment of new hierarchical standards and values, various strategies, and frameworks for rewards, are required to be set as per the new methodology. The final stage provides underlining of the new organizational culture and the ways it requires to be maintained.

Force Field Analysis

Force field analysis can be referred to as a tool that helps in identifying the root cause of a situation and guides in taking action accordingly based on the force of resistance (Ramoset *al.*, 2021, p 2183 (1)). It is a device for investigating the driver of action and helping the organizational leaders in making strategies as per the requirement of the scenario. The implementation of digital transformation as per the requirement of today's era based on the competitive market scenario can provide an opportunity for the growth of an organization (Nadkarni and Prügl, 2021, p 233 (1)). The forces in favour of or in against a current ongoing situation; result in the determination of a circumstance and its possibility to establish the technique. The change can be triggered by reducing the negatives, uplifting the elements which are ideal, opposing the restricting powers, and building the upsides. Force field analysis is based on the principle that the conditions that the power that drives change should remain in equilibrium with the power that opposes change. For letting the shift happen, the safe powers have to be reduced and the main thrusts need to be increased. It can be stated that change management helps in aligning the organization with the market of its operation rapidly and better than the competitors (Hye *et al.*, 2020, p 123 (5)).

In order to ensure the smooth execution of the tasks, the team members are required to be composed of appropriate knowledge, and enough preparation for the improvement of the dynamic cycles. The establishment of small groups with five to ten members approximately can be considered best for the implementation of the transformation process. Worksheets for the force field analysis can be developed by individuals and discussed in the meetings for effective results.

The session for force field analysis can be addressed by effectively presenting the current organizational position to the stakeholders. It requires incorporating the different business-related obstacles that the organization is looking forward to resolving. The organizational objective that the leader desires to achieve is required to be made clear to the stakeholders (Spencer, 2019, p 1 (4)). It is an important aspect to make the stakeholders understand the cons related to measures not taken to change the existing organizational situation. The pros of implementing organizational change to achieve the desired objectives are required to be highlighted and made transparent for the stakeholders.

Change in the business pattern, investor inputs, and others can be considered significant importance in transformational change. The various aspects are required to be considered and the most relevant ones are filled in the force field analysis worksheet. SWOT analysis can be undertaken in order to identify the organizational strengths and weaknesses in the current scenario along with the potential opportunities and threats. Managers and leaders of change management have to play a significant role in meeting the objectives and goals of the organization (Al Mesned, 2019, p 13 (9)). Technological inclusivity, physical space development, and change of strategy are considered the major examples of change management in case of a given situation.

For example:

Hybrid working arrangement planning for the employees is being done by a software organization (Safetyculture.com, 2022, p 4(2)). The factors are identified that can support the change and oppose the change. The management is required to analyse the identified factors and then check in case it can proceed through with the plan. A score system based on the driving force and the restraining force can be prepared.

Driving Forces	Scores out of 5	Proposed Change	Restraining Forces	Score out of 5
Effective and optimum use of workspace	4	Implementation of hybrid working arrangement	Issues of communication with respect to work that requires rapid response	4
Enhanced employee engagement	4	Same	Working beyond schedule	4
Enhanced productivity	4	Same	Remote working may develop a sense of isolation	3
Improvement in the culture of the organization	5	Same	Expense in redesigning workspace	2
Reduced cost	4	Same	Increase in dependence on technology	3
Total	21		Total	16

The insights can be effectively used by the organization for pushing through with the implementation of the desired change.

Managerial steps were undertaken for the organization's culture change

Overall cultural change in an organization involves various crucial steps that are expected to be taken up by the managers. An organization that cannot successfully create a standard or level based on the internal subculture can be more prone to several problems. Certain scenarios such as the aspects of worker's rights being violated, organizational harassment, bullying, and others may disrupt the organizational reputation along with attracting criminal lawsuits. This can have high financial loss along with reputational loss for the organization. However, the notable aspect is that appropriate decision-making and strategizing by managers can better tackle these types of organizational issues.

The establishment of a trust-oriented organizational culture is often highly challenging for organizational leaders. Organizational trust positively impacts the employee commitment for the organization (Dahmardeh and Nastiezaie, 2019, p 2 (3)). In case, the toxic environment in the organization, attitudes, and behaviour that are problematic are able to be detected at an early stage it can be easy for the managers to avoid or tackle these kinds of organizational issues. It is the responsibility of the managers and supervisors to handle different kinds of organizational issues including toxic environments or inappropriate behaviour.

The initial step that is required to be taken by an organizational manager is to identify the shift in the culture of the organization along with understanding the subcultural trends along with ensuring employee engagement (Hussainet *al.*, 2018, p 124 (5)). This will help in understanding the amount of change that is expected for the smooth functioning of the organization along with the potential and obligation for change. The managers are required to understand the viability of the subculture change that is taking place within the organization with respect to the associations and business gatherings. These association techniques should be in tandem with the shape of association, arrangements, and organizational design. The managers are required to analyse the formal connections, make choices for the different techniques to be implemented, rate the different executions, and make plans for reimbursement along with the implementation of training and improvement programs.

Implementation of organizational change requires the active and dynamic cooperation of different individuals functioning within the business organization. The change management process requires Enterprise Resource Planning (ERP), which is an essential technological tool for supporting change management within the organization to ensure its smooth functioning (Gaur, 2020, p 15 (2)). Changing the organizational design requires the adoption of different strategies that can shape and oblige the new organizational subculture. The change management process requires innovation to be an integral part of the managerial function. During the change management, appropriate coordination between the departments and the senior executives is required. Appropriately conveying the future goals of the organization, vision, and mission along with the procedure to realize the desired objective is to be transparently narrated to the different stakeholders.

Taking into consideration one of the current scenarios, it can be stated that the Covid-19 pandemic outbreak imposed a forceful change within different organizations, forcing them to move towards the formation of a virtual team, work from home (WFH) culture, and management. Change being inevitable imposing different challenges for the leaders (Junnaid et *al.*, 2020, p 1 (2)). It can be considered to be an appropriate example that demonstrates managerial commitment. In order to smoothly these kinds of organizational changes, an appropriate conversation is required among the different stakeholders. Organizational change can be successful when the managers maintain transparency in the work culture. Appropriate understanding of the team and motivating the individuals is a significant aspect of organizational functioning (Zainolet *al.*, 2021, p

4 (3)). It is the responsibility of a manager to identify and understand the sentiments of the workforce and accordingly take measures to handle the organizational change. Managers are expected to empathize with the workforce by understanding their emotions and also be able to predict the workforce behaviour as per the organizational change. Appropriate strategies are required to be developed in case of outrage or emotional disruption portrayed by the workforce during the organizational transition process.

Conclusion

From the above discussion, it can be stated that the implementation of Kotter's Theory of Change Management provides the organization's senior managers with a simplified and structured roadmap for bringing change within the organizational culture. As the theory stated by Kotter segments the process of organizational change it is considered to be beneficial for different organizations. Force Field Analysis on the other hand helps in effectively evaluating the decision-making process by providing necessary insights on the pros and cons related to the decision made within the organization. The successful implementation of change within the business organization is dependent on different factors and it requires setting up of power equilibrium in order to overcome the organizational barriers to changes. Different elements such as fear of change by the employees and resistance to adapt to change or aspects of power portrayal and overconfidence in aspects of decision making can be disruptive to change management within the organization. In this report, the eight segments of implementation of change within the business organization suggested by Kotter for overcoming the organizational barriers to change have been thoroughly illustrated. Application of the eight segments can help in ensuring the preparedness of the organization for change along with its desire and dedication toward successful implementation of the change management process.

References

- Al Mesned, A., 2019. The Role of Managers and Leaders in Change Management within the Health Care and Its Impact on Performance Improvement. https://www.wjrr.org/download_data/WJRR0903012.pdf.
- Asirifi, M.A., Ogilvie, L., Barton, S., Bilash, O., Stobart, K., Aniteye, P., Kwashie, A., Ansong, G., Eliason, C. and Aziato, L., 2022. Reflections on change theory and community-based participatory action research: Congruent, similar or different?. *Journal of Nursing Education and Practice*, 12(3). https://www.researchgate.net/profile/Atswei-Kwashie/publication/355648077_Reflections_on_change_theory_and_community-based_participatory_action_research_Congruent_similar_or_different/links/617d9ae53c987366c3094886/Reflections-on-change-theory-and-community-based-participatory-action-research-Congruent-similar-or-different.pdf.
- Bekmukhambetova, A., 2020. The Impact of Change Management on the Development of Business Sphere. In *Proceedings of FIKUSZ Symposium for Young Researchers* (pp. 67-83). Óbuda University Keleti Károly Faculty of Economics. https://kgk.uni-obuda.hu/sites/default/files/FIKUSZ2020/cikkek/FIKUSZ_2020_Proceedings_67.pdf.
- Brock, J., Peak, K. and Bunch, P., 2019. Intuitively leading change: completing a kinesiology department-to-school transformation using kotter's 8-stage change model. *J Physl Educ*, 6, pp.14-24. http://jpesm.com/journals/jpesm/Vol_6_No_2_December_2019/2.pdf.
- Carman, A.L., Vanderpool, R.C., Stradtman, L.R. and Edmiston, E.A., 2019. Peer Reviewed: A Change-Management Approach to Closing Care Gaps in a Federally Qualified Health Center: A Rural Kentucky Case Study. *Preventing chronic disease*, 16. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6716404/>.
- Dahmardeh, M. and Nastiezaie, N., 2019. The impact of organizational trust on organizational commitment through the mediating variable of organizational participation. *Management Researches*, 12(44), pp.155-180. https://jmr.usb.ac.ir/article_5043_en.html?lang=fa.
- Filkorn, M., 2020. GLOBAL LEADERSHIP AND CHANGE MANAGEMENT ON THE EXAMPLE OF THE GERMAN AUTOMOTIVE INDUSTRY. *HUMANITIES AND SOCIAL SCIENCES* LATVIA, p.5. https://dspace.lu.lv/dspace/bitstream/handle/7/54361/hssl_28-2.pdf?sequence=1&isAllowed=y#page=6.
- Gaur, M., 2020. ERP migration challenges and solution approach focused on SAP customers. *International Journal of Advanced Research in Computer Science & Technology*, 8(3), pp.15-21. <http://ijarcst.com/doc/vol8issue3/mithun.pdf>.
- Haas, M.R., Munzer, B.W., Santen, S.A., Hopson, L.R., Haas, N.L., Overbeek, D., Peterson, W.J., Cranford, J.A. and Huang, R.D., 2020. # DidacticsRevolution: Applying Kotter's 8-Step Change Management Model to Residency Didactics. *Western Journal*

Harrison, R., Fischer, S., Walpola, R.L., Chauhan, A., Babalola, T., Mears, S. and Le-Dao, H., 2021. Where do models for change management, improvement and implementation meet? A systematic review of the applications of change management models in healthcare. *Journal of healthcare leadership*, 13, p.85.
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7966357/>.

Hussain, S.T., Lei, S., Akram, T., Haider, M.J., Hussain, S.H. and Ali, M., 2018. Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, 3(3), pp.123-127.
<https://reader.elsevier.com/reader/sd/pii/S2444569X16300087?token=D22EE407F1EA52AD4B53E9D7DAEA7BD0D252D551B77926A6AC7F53E8603C8E0AC7492FCD70E1F35147BB953CB704B1AD&originRegion=eu-west-1&originCreation=20220827093419>.

Hye, A.M., Miraz, M.H. and Habib, M.M., 2020. Factors affecting change management through technology adoption in public organizations in Bangladesh. *Int. J Sup. Chain. Mgt* Vol, 9(4), p.122.
[B3y4r~bh4dxWcRevwhjR1i2f1bKB4owCI0A563KyMBy9khn8OcxLHT56hrnU8nJ29HdAIlx8yVcKsITJGHzc6CI34OW3M5RbgdCiMTm5liArB3r~QMojoDqcTPUamc-dJSsObigxOvgulyxrf-vObh4DR-OYHgdDWk4zdGUfu2O4uHv~4Lkb7nAhJnIAtpbkoAkH~DhH8ualzF5SxhhqTT42mGj8Vc2sc6MA__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA](https://www.researchgate.net/publication/353111111-Factors-affecting-change-management-through-technology-adoption-in-public-organizations-in-Bangladesh).

Junnaid, M.H., Miralam, M.S. and Jeet, V., 2020. Leadership and Organizational Change Management in Unpredictable Situations in Responding to Covid-19 Pandemic. *Leadership*, 11, p.16. <https://tuengr.com/V11B/11A16M.pdf>.

Laig, R.B.D. and Abocejo, F.T., 2021. Change Management Process in a Mining Company: Kotter's 8-Step Change Model. *Organization*, 5(3), pp.31-50.
https://jomeino.com/sites/default/files/paper_attachment/Change%20Management%20Project%20in%20a%20Mining%20Company.pdf.

Nadkarni, S. and Prügl, R., 2021. Digital transformation: a review, synthesis and opportunities for future research. *Management Review Quarterly*, 71(2), pp.233-341.
<https://link.springer.com/article/10.1007/s11301-020-00185-7>.

O'Malley, A., 2018. A Description of the Six Stages of the Shutdown Dissociation Continuum Associated with Complex Trauma. *Introduction of a Novel Model of Dissociation to Assist with Treatment Planning. Use of Sensorimotor-Focused EMDR to Achieve Resolution of Symptoms of Dissociation Associated with Hyper and Hypoarousal*. *SF J Neurosci*, 2(4), p.2. https://artomalley.com/wp-content/uploads/2019/09/SFJN-18-1313_V002.pdf.

Ramos, P.N., Enteria, M.L.B. and Norona, M.I., 2021, September. Readiness Model Development in the Adoption of Internet of Things (IoT) among Philippine Manufacturing SMEs Using Force Field Analysis Approach and Structural Equation Modelling. In *Proceedings of the Second Asia Pacific International Conference on Industrial Engineering and Operations Management, Surakarta, Indonesia* (pp. 14-16). <http://ieomsociety.org/proceedings/2021rome/693.pdf>.

Safetyculture.com., 2022. *Example of Force Field Analysis*. <https://safetyculture.com/topics/force-field-analysis/#:~:text=Example%20of%20Force%20Field%20Analysis&text=Background%3A%20A%20software%20company%20is,push%20through%20with%20the%20plan>.

Spencer, R., 2019. *Managing Stakeholders: A Change Primer*. https://d1wqtxts1xzle7.cloudfront.net/59050054/Robert_Spencer20190427-110171-1j3znbp-with-cover-page-v2.pdf?Expires=1661599832&Signature=DINGoh3Lzq2tCWhDMsgJxrV3J2Sk2XEbFmR~8F7zGQK oX38ypEGjlyrElpKP9OuBFYExvucn1blQ1dmnUOBvFBiGnTXQa58DraAxnrzMzi5BlhgP5sv-viYOclo0zXABkdo2REWOSrOP4si-59YYkDaHtDdG6Opnq95Fs-sg3pREoC41HI7zCAKZtEDCdDRxYBFR68jdfIAkGy2Lduf9EAZhCaErxobggOrcct1bYxPxcWIGuBp7c34ap8veByXBjG3Lg86kp6oxBVT2ypCNsZq~jhZUVfPYbVkAc2ss8IF1LGrjeTrbvqpapO8eOpD45-OlJLCIUOwTT4bnAsQlg_&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA .

Thu, T.D.T. and Thu, H.T.T., 2022. Change management in Higher Education by Kotter's Model: A Case Study in Vietnam Private University. *Journal of International Business and Management*, 5(1), pp.01-12. <https://rpajournals.com/wp-content/uploads/2021/12/JIBM-2021-12-2097.pdf>.

Zainol, N.Z., Kowang, T.O., Hee, O.C., Fei, G.C. and Kadir, B.B., 2021. Managing organizational change through effective leadership: A review from literature. *International Journal of Academic Research in Business and Social Sciences*, 11(1), pp.1-10. https://www.researchgate.net/profile/Ong_Hee/publication/348364189_Managing_Organizational_Change_through_Effective_Leadership_A_Review_from_Literature/links/5ffaa699a6fdccdc8436fa3/Managing-Organizational-Change-through-Effective-Leadership-A-Review-from-Literature.pdf.