

TRANSFORMATION OF LEADERSHIP FOR SUSTENANCE AND SURVIVAL OF ANY BUSINESS

Dr . Utpal Chakraborty

ABSTRACT

Globalization refers to open market economy in which the member countries of GATT (General Agreement on Tariffs and Trade) which was later renamed as WTO (World Trade Organisation) can buy &sell their products among themselves, without unreasonable restrictions. This research paper intends to explain by using models and survey how effective leadership can bring positive change that help the organization to improve and be innovative in the current business environment. How leadership affects trust, culture and clear vision, in the organization as it facilitates the change. After incoming of globalization one country is not confined to its own political boundary but is spread over member countries in terms of trade and commerce. Rapid technological advancements, high expectations of customers, and ever-changing market situations have compelled organizations to incessantly reassess and re-evaluate how they work and to understand, adopt and implement changes in their business model in response of changing trends. Organizational change is a demand of the day, and needed for organizations to survive.

Keywords: GATT, WTO, Leadership Skills, Globalization, Political Boundary

Introduction

A global firm is a firm that operates in more than one country and captures research and development, production, logistics, marketing and financial advantage in its cost and

* Dr . Utpal Chakraborty, Asst. Professor, Mrs. KMPM Vocational College, Jamshedpur
Email: utpalchak10 @ gmail.com

reputation that are not available to domestic competitor. The global firm plans, operates and coordinates their activities on a worldwide basis. In this tough competitive business environment, anyone who controls and take charge of the operation of an organization and are able to set optimistic goals and objectives through effective strategies and can also influence their employees and motivate them by strengthening a positive organization culture and through generous employee benefits, for instance health care insurance, worker compensation, leave benefit and others. Leaders also have the responsibility to use their skills and knowledge to effectively and efficiently guide their business forward in the face of an uncertain future and to decrease the feelings of insecurity in their employees caused by the uncertainties .

With upcoming of globalization liberalisation and open market economy the processes and the peoples of the world are incorporated into a single world society. (Martin AL brow and Elizabeth King, 1990)¹

Rapid growth of the economic environment as well as the emergence of the internet made it easier to communicate with countries around the world. This in turn changed the business environment in every country, causing competitiveness in the market that increases with each passing year (Friedman, 2007)²

Effective leadership is one of most essential parts of the overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment. (Cabeza Erikson, Edwards, and Van Brabant, 2008)³

leader has authority to take decision and also has powers to implement his/her decisions or a process .The selection of the leader not only depends on the personal characteristics of personal but also on the social and cultural factors along with his or her exposure towards life (Bolden 2010)⁴

A leader can influence the success of the organization, due to his full power to control the direction of the organization, taking the company to greater heights.

Organizational leadership

Organizational leadership can help the members of an organization and working teams to face the challenges and to work for organizational goal in a worthy way. An organizational leadership can promote change in an organization by its vision and strategy (Dunphy and Stace 1994 in Senior and Fleming 2006).⁵

In this era of rapidly changing business trends and increased customer demands, the role of leadership is more crucial now days. This action by leaders is decisive not only for the effectiveness of the organization but also for its very survival (Bass, 1990; Burke & Cooper, 2004)⁶

Leadership can help to allocate align resources and perceive things to decide future focus and commitment to motivate the teams to get the goals of an organization, to confirm the sustainable growth, it's a leadership whose footprints are everywhere (McGuire, 2003).⁷

Visionary leadership

It is important for leaders to have a clear vision. The word vision will differ from one person to another having different pictures and angels. This mental image grows inside the mind of leaders and depends on his or her competency to perceive the things accurately and use them intelligently for the betterment and sustainability of an organization. If there are two or more leaders in an organisation their vision and perception and working style may differ.

According to Bennis and Nanus "Vision is a mental image of a possible and desirable future of the organization" (Bennis & Nanus, 1985, in Lysterly, Maxey 2000, P 48)⁸

Organizations are based on teams, and dedicated team work is required to make things happen. These people and teams need a clear picture of a future that motivate and inspire them to become an efficient part of an effort for getting that desired future. It is also important in the way that what the reason of their work and decisions is? It is the vision of

a leader that makes it assure that actions and the decisions of organizational team are fit into the actual picture of desired future (Kotter, 1996) ⁹

Kotter also discuss that without the vision of leaders the motivation level of organization people may go down and their activities become meaningless which can prove worst for an organization at the later end. (Kotter 1996, p7) ¹⁰

Importance of innovative approach

Leader is one who dreams and develops ideas to turn these dreams and ideas into reality. For the betterment of themselves and their institutions. A Leader applies innovative ideas to explore new opportunities and develop ways to do work faster and better.

Prestwood and Schumann states that “Leadership is a state of mind not a position” (Prestwood and Schumann 2002, p1) ¹¹

In this age of uncertainty, organizations and companies may face some unexpected and unwanted circumstances any time and so there arises a need for leadership to face these dynamic changes. (Prestwood and Schumann 2002) ¹²

An innovative leader can improve the health of the organisation by applying innovative practices, working efficiently and bring more rewards in the form of profits for the company.

Importance of Vision and Innovative Approach for Leadership

To survive, in this age of global competition, organizations who want excellence and sustainability in their business need to think about the managers/leaders/leadership with innovative approach (Carneiro. A 2008). ¹³

The question was raised by the scholars that what kind of leadership is needed for organizations, to cope and handle the situations of more demanding and rapidly changing business trends?

There are different theories presented by the scholars to explain and identify the characteristics of leadership in an organization, in terms of their effectiveness.

Contingency theory

1. **Task Structure:** This factor talks about the nature of jobs for employees whether they are routine or non-routine, in order to manage and get the maximum output of employees work.
2. **Position Power:** The position power is the power of leadership which she/he has in the organization. The leadership with the power of decisions and their implementation is needed to handle and manage the organizational issues with confidence (Fiedler,1996).¹⁴

Path-Goal Theory

The most successful leaders are those who keep their employees and subordinates motivated defining and making the path of work clear to them through their clear vision. The main characteristics of a leadership according to this theory are to motivate their teams to meet the organizations goals by keeping control on the outcome of their work and activities. Leaders appreciate their employees and give them rewards on their good work, raise and maintain the enthusiasm by giving them confidence about their ability as well as to work (House 1971).¹⁵

Managerial Grid Theory

This theory describes the concern of leadership with the customer's demand based production by focusing the better management of teams by leadership styles. (Blake R and Anne Adams 1991).¹⁶

Leaders Style Theory

This model highlights the urge of high quality decisions in organizations, which are well acceptable for both employees and leaders. (Vroom and Yetton 1973).¹⁷

Transformational Leadership theory

Some main characteristics of transformational leaders are that they increase the employee's confidence and awareness so they can enhance their performance, and also make them able to understand their personal outgrowth and development (Burns 2003).

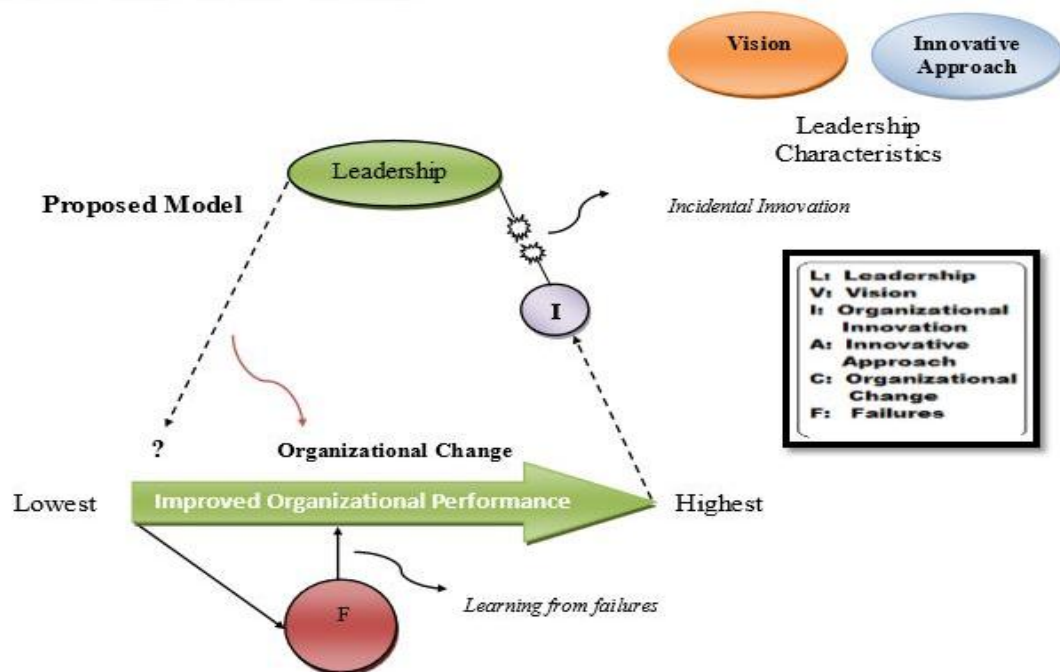
¹⁸The transformational leadership also increases the level of dedication and motivation for employees to work for the betterment of organization in spite of their personal interest.

The qualities of transformational leadership may include

1. Ability to work as change agent's
2. Courage to take bold steps.
3. Ability to trust on others.
4. Value driven characteristics.
5. Good learning abilities.
6. Strong mental model to work in complex situation.

Introduction of proposed model

This thesis is based on explorative studies, as the purpose of research is to explore the relationship between successful organizational change and leadership on the basis of his/her two characteristics. We decide to give a graphical shape to our perception which was based on findings as a result of our literature review and case studies.



The proposed model that we have framed is mainly based on perceptions, along with the logic based reasoning, which we made after reading the literature on the related topic. Any scientific, calculated and proven relation between the characters of our model cannot be claimed yet, our model can open new ways for researchers to think further on these lines which may lead them to develop any strong and proven relation between the characters of this model. This phenomena of organizational change can be studied with respect to leadership abilities and its role.

We believe in this model that the beginning point is the Leadership or role of Leadership (L) and the destination is successful organizational change with high level of organizational performance, which can further lead to organizational innovation (I). Between these two extreme ends there is a possibility of failure (F) between the successful organizational change and the simple organizational change. This is the general format of

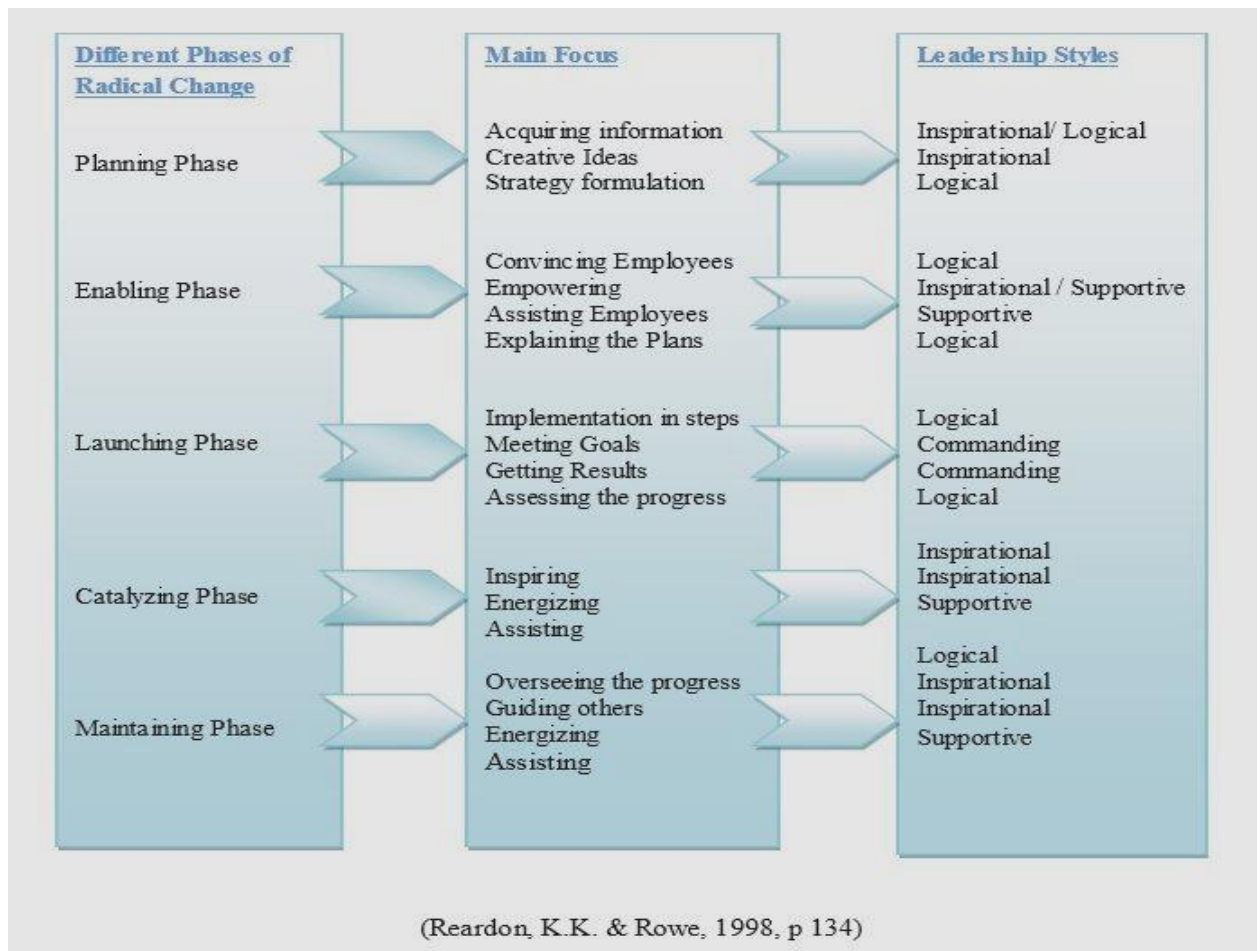
our model as a result that, how we look the process of organizational change after reviewing related literature.

We will analyse this model on the basis of two characters of leadership which are “Vision” (V) and “Innovative Approach” At this stage we will try to see this model on the basis of four scenarios, along with the case studies and literature review observations. More scenarios can also be introduced in this model by the researchers.

There are some leadership competences that have been proven and are mandatory for effective and successful leadership (Bennis, 1987).¹⁹ The table defines that these are the most important capabilities and competences which are helpful and useful for organizational changes. According to the different authors the leadership competences are strongly connected with the successful organizational change, “the leadership competences have a great relation with the organizational success and change” (Gruban 2003).²⁰

This is also true that any change process mostly face the certain level of resistances, the effective leader is one who can manage the resistance and implement successful changes. Radical changes require private acceptance and it is a role of senior leaders to aware people to realize the need of change and therefore to create willingness to relinquish old style of working in favour of new ones (Reardon 1998).²¹

There are different phases of radical change; that can be shown in the table below that will relate the different leadership styles with the different phases of radical changes.



The Research Aim

The present study aims to study the leadership changes which are compulsory for taking part in globalization and to explore the reformations which are pertinent for sustaining the competitive position post-globalization, primarily with the help of a model which is analysed through a case study based method. Globalization, which is the antecedent to competition, thus demands several organizational changes and the organizational changes which are the consequences.

Objectives of the study

1. To study the phenomenon of globalization as an antecedent of competition
2. To find ways and means to overcome competition

Purpose

There is importance of organizational change and accepting the key role leadership in change process, the purpose of this thesis is to explore the relationship between successful organizational change and leadership on basis of his or her two characteristics which are “Vision” and “Innovative approach”. We will try to see this relation under the light of literature review and case studies, the results will be analysed then on the basis of proposed model.

Literature on Globalization

Sociologists Martin AL brow and Elizabeth King (1990)²² define globalization as...all those processes by which the peoples of the world are incorporated into a single world society.

Greet Hofstede (2001)²³ Cultural dimensions can be used as a segmentation criterion to divide market with the aim of finding similarities and divergences between the consumers. Zapletalová, (2009)²⁴ designed a model in order to evaluate the differences in cultural consumption behaviour, who are interested in tracing basic cross-cultural behaviour models. These models - trends are called cultural dimensions.

Research Design

A questionnaire was set for respondents of Tata motors which was pre-tested and later on it was tested for its reliability and validity of scores. A good leader will bring in positive changes in work culture to improve the performance of the company.

Sampling Frame: In this study, it constitutes the database of employees of both operations. Executive and non- executive cadre.

Sampling Unit: In this study, the sampling unit is one employee of Tata motors

- I. **Sampling Method:** As defined above, it will be stratified random sampling from total employees of Tata motors.
- II. **Sampling Size:** The sample size was so selected (120) that it is adequate enough to represent the whole population, and also give the true picture. The total sample size is taken from the members of 70 from Executive and 50 from Non- Executive. Only one was rejected out of the total.
- III. **Sampling Design:** Keeping in mind the nature of data required for the study, simple random sampling technique will be used. The respondent for the survey will be selected from various sections/departments of Tata motors.
- IV. **Data Collection:** The Primary data is collected from Interviews which have been done personally visiting the various departments and Questionnaire has been collected through mail, post or by personal interview. Whereas the Secondary data is collected from the secondary sources such as newspapers, Journals, Annual Reports, corporate Reports Broachers and websites of the various steel companies.
- V. **Questionnaire/Direct Mail Method:** The Primary data has been collected by administering a structured questionnaire and also same via direct mail to the employees (120) and Open Ended Unstructured Interview Schedule. Sample unit: Each individual of Tata motors was taken as one unit.
- VI. **Tools & Techniques:** The following tools and techniques were used to test the factors related to face the completion and challenges in the global steel market through using SPSS-21 Software.
 - Correlation (Cross matrix)
 - Descriptive statistics

- Cross factorial measurement
- ANOVAs

VII. The interpretations have been prepared through a valid questionnaire and responses from 160 executives and 50 non-executives to a total of 210 responses have been collected and have been measured through statistical tools and techniques like, descriptive statistics, Anova, regression analysis and bi-variate analysis. The questions were framed in Likert scale assigning the values like i.e. Strongly Agree (1) Agree (2) Disagree (3) Strongly Disagree (4) Undecided (5). So lower values indicate more significant to the response.

Interpretation of Results:

Table 1: Cross tabulation of age and cadre of the respondents							
		Age in Years					
Cadre		Below 25	25-35	35-45	45-55	Above 55 yrs.	Total
	Executive	20	65	23	22	30	160
	Non-Executive	5	18	6	6	15	50
	Total	25	83	29	28	45	210

Source :Own Compilation

The descriptive table (table1) reported the results of respondents (sample) and the age has been categorized in to five types as below 25 years, 25-35 years ,35-45 years , 45-55 years and above 55 years as in Tata motors, maximum employees are in the age group of 25-35 i.e .83 has been taken as sample followed by above 55 years. Maximum employees are taken from executive cadre than non - executive cadre .The executive cadre really shows their leadership towards the achievement .For this 160 respondents have been taken in this sample.Non-executive employees are 50 that is taken into consideration .For this

analysis, the following major variables have been taken to measure the relation effect and identified factors to meet the changes in the adjustment trend of Tata motors.

Work culture

The culture of the company is binding with its motto, vision and mission .It never deviates .The company adopts its own culture in the organization for its human resources . That mainly includes:

- V1. The wellness problem :changing culture is the solution adopted
- V2 . Conditions that allow all individual employees to shine
- V3. Reach employee where they are .Don't force-feed pre-packaged.
- V4. Factors that affect their employees and influence their own thought and belief.
- V5 . Recognition for health and wellness require effort are made always.
- V6 . In this organisation, orderliness and consistency are stressed, even at the expense of experimentation and innovation.
- V.7 In this organisation, leaders encourage group loyalty even if individual goals suffer.
- V8. The economic system in this organisation is designed to maximize :Individual interests .
- V9 . In this organisation, temporary employees are always striving for their sustainability continuously.
- V10 . Improved performances in this organisation, employees are rewarded for excellent performance.

Here 10 variables i.e .from V1 to V10 have been taken for measurement of "work Culture "of the company and questions were asked to the both executive and non-executive cadre to know the significance.

Table-2:Descriptive test of work Culture					
		N	Mean Score	Std .Deviation	Std .Error
V1	Executive	160	1.578	1.197	.080
	Non-Executive	50	1.513	.856	.092
	Total	210	1.561	1.119	.064
V2	Executive	160	2.964	1.448	.096
	Non-Executive	50	2.750	1.244	.142
	Total	210	2.909	1.400	.081
V3	Executive	160	3.273	1.219	.081
	Non-Executive	50	3.013	.871	.099
	Total	210	3.207	1.145	.066
V4	Executive	160	2.780	1.252	.083
	Non-Executive	50	2.881	.652	.074
	Total	210	2.806	1.130	.065
V5	Executive	160	3.349	1.346	.090
	Non-Executive	50	3.250	1.178	.135
	Total	210	3.324	1.305	.075
V6	Executive	160	2.937	1.15689	.077
	Non-Executive	50	3.078	1.080	.123
	Total	210	2.973	1.137	.065
V7	Executive	160	2.511	1.146	.076
	Non-Executive	50	2.710	1.175	.134
	Total	210	2.561	1.155	.066
V8	Executive	160	1.695	.641	.042
	Non-Executive	50	1.934	.942	.108
	Total	210	1.755	.735	.042
V9	Executive	160	2.587	1.298	.086
	Non-Executive	50	3.315	1.453	.166
	Total	210	2.772	1.373	.079
V10	Executive	160	2.983	1.396	.126
	Non-Executive	50	3.184	1.486	.241
	Total	210	3.031	1.416	.111

Source :Own Compilation

Table-2 indicates the descriptive analysis of the "Culture" in Tata motors between the two category of employee i.e .Executive cadre and Non-Executive cadre .This descriptive statistic indicates the mean scoring of the total responses with total scores in each variable . I.e .questions .As lower value indicates more significant, it is taken as most reliable to the cause .Here the result indicates in the table shows better and significant on V1 and V8, as the values are below than average score .So it is concluded that "The wellness problem : changing culture is the solution adopted" and "The economic system in this organisation is designed to maximize Individual interests". That means culture is quite satisfactory except in some conflicting situations .

Table 3 ANOVA on Culture						
		Sum of Squares	Df	Mean Square	F	Sig.
V1	Between Group	30.069	1	30.069	16.772	.000
	Within Groups	532.466	297	1.793		
	Total	562.535	298			
V2	Between Group	2.599	1	2.599	1.326	.250
	Within Groups	581.963	297	1.959		
	Total	584.562	298			
V3	Between Group	3.843	1	3.843	2.947	.087
	Within Groups	387.301	297	1.304		
	Total	391.144	298			
V4	Between Group	.582	1	.582	.454	.501
	Within Groups	380.167	297	1.280		
	Total	380.749	298			
V5	Between Group	.564	1	.564	.331	.566
	Within Groups	506.967	297	1.707		
	Total	507.532	298			
V6	Between Group	1.139	1	1.139	.879	.349
	Within Groups	384.647	297	1.295		
	Total	385.786	298			

V7	Between Group	2.252	1	2.252	1.692	.194
	Within Groups	395.354	297	1.331		
	Total	397.605	298			
V8	Between Group	3.242	1	3.242	6.096	.014
	Within Groups	157.936	297	.532		
	Total	161.177	298			
V9	Between Group	.242	1	.242	.192	.661
	Within Groups	373.364	297	1.257		
	Total	373.605	298			
V10	Between Group	1.166	1	1.166	.580	.447
	Within Groups	317.678	158	2.011		
	Total	318.844	159			

Source :Own Compilation

Table -3 indicates the Anova of the factor variable i.e. Work Culture. Leadership sometimes can be challenged as total HR depends upon the simple variable .Best culture produces best output .Employees are convinced and motivated for work. So here, ten variables have been measured to find out the significant variance in between the two group of resources i.e .Executive and Non-executive group .Sometimes there exist some difference of opinion between the groups and these values are identified from the descriptive test .

The variable named as V1 and V8 indicate significant as P indicate less than 0.05 is significant .So, it is concluded that, culture is much positive in the resource pattern of Tata motors and could expect better productivity by solving the identified problems.

Table 4. Correlations of Variables of Culture											
		V1	V2	V3	V4	V5	V6	V7	V8	V9	V10
V1	Correlation	1									
	Sig.										
V2	Correlation	.205**	1								
	Sig.	.000									
V3	Correlation	.201**	.497**	1							
	Sig.	.000	.000								
V4	Correlation	.136*	.243**	.627**	1						
	Sig.	.018	.000	.000							
V5	Correlation	.263**	.361**	.502**	.516**	1					
	Sig.	.000	.000	.000	.000						
V6	Correlation	-.036	.022	.184**	.476**	.458**	1				
	Sig.	.540	.709	.001	.000	.000					
V7	Correlation	.214**	.405**	.505**	.500**	.373**	.471**	1			
	Sig.	.000	.000	.000	.000	.000	.000				
V8	Correlation	.151**	-.109	.242**	.073	.191**	.177**	.122*	1		
	Sig.	.009	.059	.000	.206	.001	.002	.034			
V9	Correlation	.175**	.234**	.166**	.162**	.056	.052	.173**	.197**	1	
	Sig.	.002	.000	.004	.005	.332	.371	.003	.001		
V10	Correlation	.210**	-.070	.129*	.136*	-.100	-.023	.266**	.066	.217**	1
	Sig.	.000	.228	.026	.018	.085	.691	.000	.256	.000	
**..Correlation is significant at the 0.01 level (2-tailed).....Source: Own Compilation											
*..Correlation is significant at the 0.05 level (2-tailed).											

Table 4

Reported the correlation matrix of "Work Culture" and its ten associated independent variables, The coefficient of V1 is somehow correlated significantly with all other variables except V6 at 99 percent significance level, whereas V6 is negatively and insignificantly correlated with other variables..So it indicates the relation of variables that

makes a significant relation with "culture" of the company. The other variables have not represented any significant result or contribution to any change of "culture" of the company. But company may look forward to elevate the standard of culture.

Findings

Best culture produces best output. Employees are convinced and motivated for work. The findings indicate:

1. Leaders who possess strong leadership have the strength to influence others to achieve the goals and objectives of the organization.
2. This mental image grows inside the mind of leaders and depends on his or her competency to perceive the things accurately and use them intelligently for the betterment and sustainability of an organization. If there are two or more leaders in an organisation their vision and perception and working style may differ.
3. Best culture produces best output. Employees are convinced, motivated for work. Company may look forward to elevate the standard of culture.
4. "The economic system in this Organisation is designed to maximize individual interests". That means culture is quite satisfactory except some conflicting situations.

Effective Leadership

This statement is also supported by Northouse (2009),²⁵ who states that leaders who possess strong leadership have the strength to influence others to achieve the goals and objectives of the organization. Other than that, there is also another way to define a leader that has strong leadership.

Change Management

Change is definitely hard for humans to accept as it is something that pull people out of their comfort zones, which forces them to change their habits and makes them highly uncomfortable (Lorenzo, Nicholson, and Whitmarsh, 2007).²⁶

Change Factor Lead by Leadership

In terms of leadership, it is defined as the ability to influence a group of employees' values, beliefs, attitudes and behaviour. (Ganta, and Manukonda, 2014).²⁷

Organizational Culture

A culture is shaped within the trust between the employees and the leaders of an organization, or it can have defined as cultures need trust to be able to form. Leaders with strong leadership skills are able to shape a positive culture in the organization (Ionesco, 2014),²⁸ due to them being able to inspire trust from their employees.

Learning

Continuous learning is one of the ways to improve the overall performance of the organization. It is not only the employees that need to improve but even all segments of the leadership levels of an organization, if only to set a good example to the bottom line to motivate them to learn.

Teamwork, Communication and Leading

Besides strengthening their leadership skills, leaders also need to encourage the employees of the organization to be innovative and cooperative. Teamwork and communication are the best way to create innovative ideas.

Contributions

Organizational and leadership change is not only important but also is a demand of time; our research work may contribute to better understand the role of leadership, competencies

and capabilities, while addressing the issue of organizational change. Our work may also inspire the companies and organizations to think about the qualities of “Vision” and “Innovative Approach” in a leader, which may lead organizations to change and manage better.

Research Gap

Innovation can also happen by managing it. Likewise, it is a big debate now some days that leaders born or made? Different scholars have different views over the matters. If we go with the theory that leader can be produced, then it will be the interesting area for researchers that how to produce visionary leaders, who can bring in desired changes.

There is scope to find how excellent leaders can be produced. How innovation can take place. How can we manage the change better? How to deal with scarcity. How do we manage during unforeseen circumstances like a situation of pandemic or during Global recession? Researcher can innovate ways to find opportunities during a scarcity situation.

Conclusion

Effective leadership is essential in managing change and change is the only method to sustain the organization in the current business environment. As usual, change is hard for people, people will feel uncomfortable because of change and even sometimes deny the change, continue as they are and be eliminated by the society. Leadership can be a factor to continuously help people change for better. A good culture in the organization not only provides a good working environment for their employees, but also gives a sense of belonging to the employees and increases the commitment of employees to continue working in the organization.

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- 15 Employee Engagement and Commitment Robert J. Vance, Ph.D1998 Leaders also appreciate the employees and give rewards on their good work, and to raise and maintain the enthusiasm by giving them confidence about their ...
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- 18 Burns 2020 Transformational leadership is a theory of leadership where a leader works with teams to ... It is also important to understand the qualities a transformational leadership can bring
- 19 **Gruban (2003)** defines competencies as the ability to use knowledge and ... According to Bennis (1987; cited in Thach et al., 2007), there are a few leadership competencies that have been proven time and again as mandatory for effective leadership. ... 19 extraverted, who have lower emotional intelligence and more...
- 20 **Gruban (2003)** defines competencies as the ability to use knowledge and ... European Commission. 2. 0.70. Italy. 3. 1.06. Austria. 9. 3.17. Latvia. 20. 7.04 ... Understanding, innovating and changing the organization (I have a talent for changing ... Emotional intelligence and self-control (I have great ability to understand and ...by M Pagon
- 21 **Sage Newbury Park, CA: Hage, J (1999)**.Radical changes at the other end are difficult to adopt and also have more resistance, which ... to realize the need of change and therefore to create willingness to relinquish old style of working in favour of new ones .
- 22 **Martin Albrow and Elizabeth King**, sociologists, define globalization as "all those processes by which the peoples of the world are incorporated into a single world society8. ... A satisfactory definition of globalization must address each of these items: extension, intensity, celerity and impact.
- 23 **Hofstede'sTheochaous, 2001**. ... The authors would like to dedicate this paper to Dr. Geert Hofstede whose work ... Keywords: Hofstede's cultural dimensions, tourist

- behaviour's, traveller's ... domains including consumer behaviour and marketing, and cultural differences.
- 24 **According to Burns, 1978**transformational leadership can be seen when "leaders and followers make each other advance to a higher level of morality and motivation."
 - 25 **Northouse (2009)**Later, role of national culture in effective leadership is discussed and a research ... Northouse (2009) takes leadership as a power relationship which exists between the ... Transformational theory suggests that most of the leaders have the ... than their personal goals or organizational goals are actually in their own benefits.
 - 26 **Nicholson-Cole, S. and Whit marsh, Lorraine E. 2007** Barriers perceived to engaging with climate change among the UK .It draws upon three mixed-method studies, with an emphasis on the qualitative data which offer an in-depth insight into how people make sense of climate change.
 - 27 **Ganta,and. Manukonda, 2014** Has the ability to influence or change the values, beliefs,. Behavior and attitudes of another person .A person ... and knowledge to lead and bring a group of employees ... employees to sustain the long term process changes ... the leaders of an organization, or it can be defined.
 - 28 **Ionesco, 2014** Organization they will not be able to change in the direction ... define a leader that has strong leadership. ... Make sure their employees are in the right position to ... culture need trust to be able to form. ... Leaders with strong leadership skills are able to shape a positive culture in the organization due to them.