LDR 813-42 Assignment#2: Organizational Dynamics.(Fall 2024, Subterm B)

Developmental Readings

Assignment#2

Grace Godfrey

Omega Graduate School

Date (October 29, 2024)

Professor

Dr. James Strecker

**Developmental Readings**

**Source One:** Flores-Cabezas, M., Flores-Moya, D., & Meneses-Claudio, B. (2020). Dynamics of organizational change. *International Journal of Advanced Computer Science and Applications*, *11*(10). https://doi.org/10.14569/ijacsa.2020.0111061

**Comment 1:**

**Direct Quote:**  This systematic literature review explores interpretative positions and sources of organizational resistance to change. Drawing on diverse studies, the review highlights the complexity of change processes and identifies key factors influencing individuals' responses to change initiatives. Findings reveal various interpretative positions, from change proponents to resisters, shaping stakeholders' attitudes towards change. Additionally, individual-level barriers such as fear of the unknown and organizational-level factors like inadequate communication contribute to resistance

**Essential Element:** People Problems in Organizations are the only definition of a leader as someone who has followers who resemble the leader. Leaders induce followers to act for certain goals that represent values and motivation

**Additive Analysis:** I agree with the author's comments that despite its necessity for organizational survival and growth, implementing change initiatives often encounters significant resistance from within the organization. The author further added that Understanding the interpretative positions held by individuals within organizations and identifying potential sources of resistance to change is crucial for effectively managing and facilitating successful organizational change processes.

**Contextualization:**  Leadership styles play a critical role in influencing sustainable performance and shaping organizational dynamics. A nuanced understanding of different leadership styles may have distinct impacts on the long-term success of performance to ensure organizational sustainability. The fundamental thing about change in an organization is that it remains constant, for this the design of the organization must be supported by a decentralized and flexible hierarchical structure: encourage teamwork, exchange, and delegation of power: and put in motion systems that recognize and celebrate personal achievements.

**Comment 2:**

**Direct Quote:** Leadership and communication emerge as pivotal in mitigating resistance and fostering a culture of adaptability. The review emphasizes the importance of tailored strategies that consider organizational context and dynamics. Overall, this study provides practical insights for practitioners and scholars, emphasizing the need for proactive communication, strong leadership, and cultural change initiatives to navigate organizational change successfully. By addressing resistance to change effectively, organizations can enhance their capacity to adapt and thrive in dynamic environments.

**Essential Element:** People Problems in Organizations are organizational problems, but they suggest that leaders lead by building leadership or by ensuring that systems are in place to source, prepare, develop, incent, and grow next-generation leaders.

**Additive Analysis:** Leaders are strategists who set direction, executors who get things done, talent managers who manage today’s talent, human capital developers who empower and invest in future talent, and personally proficient by their attributes there are global and shared leadership expectations and standards that leaders anywhere should demonstrate that can about change and sort organizational dynamics of all nature. Leaders lead by empowering others to lead after them. And, these systems need to do the basics well but then adapt to the specific and unique context for the leaders. Leaders committed to building leadership do so in the context of future leadership requirements**.**

**Contextualization: In our ministry, Grace Sufficient International, our goal is to foster effective leadership that guides our schools toward the meaningful and sustainable integration of technology. We will emphasize the importance of utilizing information and communication technology, along with leadership strategies that support this transition.**

**We recognize that cultivating digital skills within our institutions is critical. This commitment includes enhancing our technological expertise and developing the necessary knowledge and skills to manage resources and foster collaboration. By focusing on these areas, we will be better equipped to facilitate the digital transformation of our educational system.**

**Through this emphasis, Grace Sufficient International aims to ensure that we are well-prepared to address the challenges and seize the opportunities that lie ahead in education. Together, we will work toward a future where technology enhances learning and growth for all.**

**Source Two: Udin, U. (2024).** Leadership styles and sustainable performance. *Multidisciplinary Reviews*, *7*(8), 2024171–2024171. https://doi.org/10.31893/multirev.2024171

**Comment 3:**

**Direct Quote:** Several leadership styles have gained prominence, and each offers unique benefits depending on the organizational context. Mulyani and Basrowi (2024) proposed environmentally oriented leadership as a key factor for enhancing sustainable performance outcomes. However, according to Younas et al. (2023), responsible leadership promotes a holistic and integrated approach to environmental sustainability within organization**s**

**Essential Element:** Essential Elements of Management Theory and Practices in Transformational leaders inspire and motivate followers in ways that go beyond exchanges and rewards.

**Additive Analysis:** Transformational leadership on most occasions operates especially well in close supervisory relationships, compared with more distant relationships and closer supervision is often more typical in mental health settings. This close relationship may be typical of a supervisor-supervisee relationship and is also captured in the notion of "first-level leaders"

**Contextualization:** Our goal for Grace Sufficient International is to embody the principles of transformational leadership, inspiring and motivating our community to deepen their faith and commitment. We aim to cultivate an environment of trust and collaboration, encouraging innovation and strong relationships among our members. By focusing on personal growth and our collective mission, we strive to surpass expectations and achieve extraordinary outcomes in service and outreach. This approach will not only enhance our organizational effectiveness but also enrich the overall culture of our ministry, making it a vital part of our mission in today’s complex world. Understanding and implementing these leadership principles will be essential as we navigate the challenges and opportunities before us.

**Comment 4:**

**Direct Quote:** However, according to Younas et al. (2023), responsible leadership promotes a holistic and integrated approach to environmental sustainability within organizations. Responsible leadership involves the acknowledgment of environmental concerns and the integration of sustainable practices into decision-making processes to foster ecologically responsible actions within organizations. In addition, servant leadership (Abbas et al., 2021; Alafeshat & Tanova, 2019), entrepreneurial leadership (Alsharif et al., 2021; Pauceanu et al., 2021), digital leadership (Khaw et al., 2022), change leadership (Bashir et al., 2022), sustainable leadership (Merma-Molina et al., 2022), authentic leadership (Daskou & Tzokas, 2023), environmental leadership (Boeske, 2023), transformational leadership (Hanif et al., 2023), and ambidextrous leadership (Katou et al., 2023) play pivotal role

**Essential Element:** Management Theory and Practices in an organization require an organization led by leaders who are committed to the principles of sustainability to demonstrate positive outcomes across corporate social responsibility

**Additive/Variant Analysis:** I’ve learned that when leaders remain true to their values and demonstrate integrity, they can inspire their employees to go above and beyond their basic job responsibilities. This not only contributes to the organization's overall success but also helps to foster a collaborative and supportive atmosphere where everyone feels valued. The research underscored the idea that by cultivating these traits, leaders can significantly enhance the well-being of their organizations and the satisfaction of their team members.

**Contextualization:** In the leadership and research observation, in an organizational environment that fosters the acceptance of mistakes, learning from these can be facilitated and offers great value by helping the organization change and adapt more efficiently ([Kucharska, 2021](https://www.sciencedirect.com/science/article/pii/S1389041723000049" \l "b0095), [Kucharska and Bedford, 2020](https://www.sciencedirect.com/science/article/pii/S1389041723000049#b0100)). To allow this learning to happen, one needs to acknowledge that a mistake was made and encourage an understanding that mistakes are part of human learning that allows us to restructure our processes, learn, and adapt to change. Acceptance and openness about mistakes are the first steps and initiators for scanning and interpreting a mistake, or the suspected decision causing it, which enables us to transform mistakes into newly acquired knowledge on individual and organizational levels

**Source Three:** Younas, N., Hossain, M. B., Syed, A., Ejaz, S., Ejaz, F., Jagirani, T. S., & Dunay, A. (2023). Green shared vision: A bridge between responsible leadership and green behavior under individual green values. Heliyon, 9(11). doi:10.1016/j.heliyon.2023.e21511

**Comment 5:**

**Direct Quote:** Effective leaders who understand and apply diverse leadership styles (Udin, 2023) can build organizational resilience and align well with the innovation demands of the modern marketplace. Several leadership styles have gained prominence, and each offers unique benefits depending on the organizational context. Mulyani and Basrowi (2024) proposed environmentally oriented leadership as a key factor for enhancing sustainable performance outcomes. However, according to Younas et al. (2023), responsible leadership promotes a holistic and integrated approach to environmental sustainability within organizations.

**Essential Element:** People's problems cause organizational problems, so effective leadership is important to consider acceptance of innovations and to work attitudes, perceptions, behavior, service quality, and client outcomes. Because leadership is associated with organizational and staff performance,

**Additive/Variant Analysis:** From my analysis of Younas et al. (2023), I learned that employees who possess strong individual green values are more likely to engage in environmentally responsible behaviors at work. This suggests that fostering a green shared vision in an organization can be particularly effective if it aligns with the personal values of the employees. The level of commitment and participation in both in-role and extra-role green behaviors may vary depending on how deeply these individual green values are held. This underscores the importance of understanding individual motivations when implementing green initiatives in the workplace.

**Contextualization:** My desire and goal as a leader are to embody and apply fundamental leadership principles that guide my behavior and actions effectively in my Organization Grace Sufficient International (GSI) aiming to set a standard for others by leading by example, and modeling positive behavior, values, and work ethics. I aspire to inspire my team to reach their full potential by communicating a compelling vision with passion and energizing everyone toward our common goals. Building strong connections with my followers is important to me, as I prioritize trust, collaboration, and fostering a positive working environment. I also strive to remain flexible and open to new ideas, viewing challenges as opportunities for growth and innovation. Upholding high moral and ethical standards is essential to my leadership approach, as I aim to demonstrate honesty, transparency, and fairness in all my interactions both inside and outside the organization.

**Source Four:** Rass, L., Treur, J., Kucharska, W., & Wiewiora, A. (2023). Adaptive Dynamical Systems Modelling of Transformational Organizational Change with a Focus on Organizational Culture and Organizational Learning. *Cognitive Systems Research*, *79*, 85–108. https://doi.org/10.1016/j.cogsys.2023.01.004

**Comment 6:**

**Direct Quote:** Organizational culture plays an important role in organizations' success and failures ([Johnson, Nguyen, Groth, Wang, & Ng, 2016](https://www.sciencedirect.com/science/article/pii/S1389041723000049#b0090)), as organizational culture offers employees a framework they can apply to reality, which helps them to evaluate what is of significance for the organization and themselves, and what is irrelevant to the organization ([Łukasik, 2018](https://www.sciencedirect.com/science/article/pii/S1389041723000049" \l "b0115)). Therefore to be successful in a change of strategy, e.g., towards more sustainability, a change in organizational culture is often inevitable (Bedford & Kucharska, 2021)

**Essential Element:** Organizational culture is an essential element in understanding Group and teamwork dynamics. It plays a crucial role in bridging gaps by explicitly examining how cultural factors within an organization influence key aspects of team dynamics, including trust, communication, and conflict resolution.

**Additive Analysis:** Through my research, I've learned that certain key elements are essential for fostering an effective team dynamic. Open communication is crucial, as it allows team members to express their thoughts and concerns freely. Empowerment plays a significant role as well; when individuals feel trusted and valued, they are more likely to contribute meaningfully. Establishing clear roles and responsibilities helps everyone understand their specific contributions to the team, leading to greater goal clarity. Effective leadership can guide the team towards shared objectives, while a well-defined reward and accountability system encourages both individual and collective performance. When team members have clarity about expectations—both for themselves and for others—they can better rely on one another for support. This creates a cohesive environment where collaboration thrives, ultimately resulting in a more productive and harmonious team dynamic.

**Contextualization:** In my opinion, to cultivate a strong team dynamic within an organization, it is vital to empower team members by granting them the authority to make decisions related to their work. This empowerment should be accompanied by clear boundaries concerning time, budget, and options to facilitate effective decision-making. When teams are empowered, they often experience heightened confidence, camaraderie, and a sense of strength. However, it is essential to ensure that a team is genuinely prepared for this level of empowerment. Many new managers may eagerly empower their teams in hopes of gaining favor, but this can lead to significant challenges if the team lacks the readiness or skills to manage such responsibility. Adequately preparing the team for empowerment can help avoid potential pitfalls and ensure that decisions positively impact the organization. Ultimately, a robust organizational culture fosters empowerment while mitigating the risks associated with premature delegation.

**Comment 7:**

**Direct Quote:** Vital parts of organizational change are the organizational as well as individual learning processes that facilitate the adaption of internal organizational processes. While learning by individuals is often encouraged in organizations and widespread knowledge collaboration would be highly beneficial to the organizations, organizations can be unable to take advantage of this benefit with an underdeveloped or flawed learning culture.

**Essential Element:** Organizations play a crucial role in their relationship with society. Religious and administrative institutions serve as vital centers for community management, encompassing aspects such as religious heritage, educational administration, and community communication. They also focus on promoting community welfare, particularly in areas related to environmental management.

**Additive Analysis:** Through my analysis from the course, I've learned that effective organizational change hinges significantly on both organizational and individual learning processes. These processes are crucial for adapting internal workflows and practices. Although promoting individual learning within organizations is common, and fostering widespread knowledge collaboration can provide substantial benefits, many organizations struggle to capitalize on these advantages due to an underdeveloped or flawed learning culture. This highlights the need for organizations to cultivate a robust learning environment to fully harness the potential of their workforce and drive successful change.

**Contextualization:** To enhance the effectiveness of the GSI organization, I plan to apply the insights from my research on non-profit success, focusing on the following foundational components:

1. Effective Leadership: I will prioritize the development of strong leadership within GSI, ensuring that leaders are engaged with their teams and fostering a culture of collaboration and shared vision.

2. Community Integration: We will work on aligning our operations more closely with local resources and the community’s way of life. This may involve tapping into local traditions and practices that resonate with our mission, enhancing our relevance and impact.

3. Strategic Networking: I aim to establish and strengthen connections with both private and public entities outside our immediate community. By creating partnerships, we can unlock new opportunities for collaboration and support. Additionally, I will focus on improving the quality of our offerings to meet market standards and better serve our stakeholders.

4. Robust Governance: Ensuring sound governance will be a priority. I will work toward implementing best practices that enhance transparency, accountability, and sustainability within GSI. By integrating these strategies, I believe we can significantly improve the effectiveness and success of the GSI organization.

**Source Five:** Organization development: Practice that non-profit organizations must do to manage the Thungtamsao community. (2020a). *Kasetsart Journal of Social Sciences*. https://doi.org/10.34044/j.kjss.2020.41.3.05

**Comment 8:**

**Direct Quote:** Socio-economic effects: The existence of different types of non-profit organizations in the community helps mobilize community development activities that are based on community capital in natural resources and culture. The results of the operations of these organizations have positive effects on the community in many aspects such as (1) Changes in financial behavior, (2) creation of occupations and earnings, (3) creation of value for community resources, (4) cooperation from people in the community, (5) better education among people in the community, and (6) convenience in daily life. These effects on the community were reflected by some people in the community in that “…being members of the financial institution teaches us how to be frugal and how to save. Monthly savings and having life insurance give our families more security. In the past, we never had any savings because we spent everything.

**Essential Element:** Organizations' Relations to Society as having a financial institution in our community encourages other businesses such as a gas station and drinking water producers to open, and we also have more conveniences in our everyday lives.

**Additive Analysis:** Developing non-profit organizations with performance useful to the community or society as a whole is the important goal of this type of organization. Doing activities must be based on the culture and the way of life of the target groups to construct outstanding identities and attract the interest of service users customers or markets outside the community. This is in agreement with that the identity of a community is a factor that strengthens it. An identity of a community can be constructed from the way of life and local culture or even a product like a Tambon one product

**Contextualization:** My admiration of this type of organization is the success of this type of community organization can be achieved when the situation and crisis of the community are analyzed; there is participation from all parties concerned at all levels and from all target groups, honesty, sincerity, public-mindedness, mutual benefits that are equal, transparent and accountable, vision, and welfare provision for achieving the highest goal of the organization. Nevertheless, lack of financial discipline, overspending by the household sector, and lack of recognition and understanding from outside organizations and financial organizations are causal factors in the collapse of financial institutions, transformational leadership can effect the transformation based on honesty and sincerity

**Source Six:** Anon. (2020). Organization development: Practice that non-profit organizations must do to manage the Thungtamsao community. *Kasetsart Journal of Social Sciences*. <https://doi.org/10.34044/j.kjss.2020.41.3.05>

**Comment 9:**

**Direct Quote:** Transformational leadership inspires and motivates followers, whereas transactional leadership is based more on reinforcement and exchanges. Studies have shown that youth and family service organizations and mental health providers’ attitudes toward adopting an evidence-based practice are associated with organizational context and individual provider differences. The purpose of this study was to expand these findings by examining the association between leadership and mental health providers’ attitudes toward adopting evidence-based practice.

**Essential Element:** Organizations' Relations to Society require an

understanding of organizational predictors of attitudes toward evidence-based practices, it is also important to consider and control for individual-level variables, such as providers' demographic characteristics.

**Additive Analysis:** To add up, for good governance, organizations must be determined to create benefits for the public and make the organizations sustainable, which is similar to the case of Thungtamsao Mueang Municipality and other organizations in the community, these principles for jointly creating good things for the community must be realized. In conclusion, non-profit organizations at the community level have been able to mobilize development activities to

**Contextualization:**  In my opinion, I have been advocating for transformational leadership, it is likely that transformational leadership would influence attitudes by inspiring acceptance of innovation through the development of enthusiasm, trust, and openness, whereas transactional leadership would lead to acceptance of innovation through reinforcement and reward. In summary, leadership is important to consider about acceptance of innovations and to work attitudes, perceptions, behavior, service quality, and client outcomes. Because leadership is associated with organizational and staff performance, we propose that it is likely to influence mental health providers' attitudes toward adoption of evidence-based practices

**Comment 9:**

**Direct Quote:** Both the positive and negative findings affecting the performance of the organizations mentioned above can be used in forming guidelines for developing the non-organizations of the community in various aspects as follows. (1) People develop both leaders and followers to keep up with changes in the world, and to have the knowledge and various skills as prepare a new generation of leaders to carry on the mobilization of community development. (2) Management development giving importance to and in line with the community’s culture and way of life to reflect outstanding community identities.

**Essential Element:** Organizations' Relations to Society will develop Socio-economic effects: The existence of different types of non-profit organizations in the community helps mobilize community development activities that are based on community capital in natural resources and culture.

**Additive Analysis:** With all being said and done, it can be concluded that people development of community enterprises is to enhance people’s potential in production, accounting, using technology, and conducting research, which can be shared between enterprises in the community. Later, when they are more ready, this can be developed further to knowledge exchange with enterprises outside the community.

**Contextualization:** In my GSI organization, I recognize that every individual plays a vital role in our collective success, regardless of their position or gender. I’ve learned that effective processes and work systems are essential for creating a positive impact within our community. Here are a few key takeaways I plan to implement:

1. Emphasizing Leadership for Success: Strong leadership is crucial for driving our organization forward. I aim to embody leadership qualities that promote growth and positive change within our community. This means continuously improving my skills and maintaining high ethical standards.

2. Building Relationships: I’ll focus on fostering strong relationships with my team members, and encouraging open communication and collaboration to enhance our collective efforts.

3. Encouraging Participation: To create an inclusive environment, I will emphasize the importance of participation from all members. Everyone's input is valuable, and I want to ensure that everyone feels heard and engaged.

4. Community Trust: I will work to build and maintain trust not just within our organization, but also with the broader community that we serve. By demonstrating commitment and competence, I hope to strengthen our connections and impact.

By focusing on these principles, I’m committed to making a meaningful contribution to the success of my organization and the community we serve.

**Source Seven:** Abbas, M., & Ali, R. (2021). Transformational versus transactional leadership styles and project success: A meta-analytic review. *European Management Journal*, *41*(1), 125–142.

**Comment 11:**

**Direct Quote:** Leaders represent the key actors of an organization, both appreciated for their success and deemed liable for any failure. During the last decades, they have become subjects of high interest, mainly as for the leadership styles, thoroughly analyzed by specialists in terms of organizational and employee effectiveness (Abbas and Ali, 2023).

**Essential Element:** Essential Elements for Addressing People Problems in Organizations, my study aims to synthesize conflicting evidence on how transformational and transactional leadership styles impact project success. Understanding these leadership dynamics is crucial for effectively resolving people-related challenges in organizations, as they directly influence team performance, motivation, and overall project outcomes.

**Additive Analysis:** My understanding after conducting some research is that organizational learning occurs not just at a high level but also through coaching and mentoring practices. In this context, experienced individuals within an organization play a crucial role by directly teaching tasks or guiding others through processes. This type of learning often happens during training sessions or discussions about past work, which encourages reflection on personal assumptions and facilitates the sharing of both individual and organizational knowledge (Canbaloğlu et al., 2021). This approach presents a valuable opportunity to integrate mentoring with the practice of learning from mistakes, ultimately enhancing both individual and collective growth within the organization.

**Contextualization:** Next Steps for Propagating Dynamics:

1. Analyze the Four Key Elements: Review and assess the current state of the organization in terms of strategy, structure, people, and culture. Identify strengths and areas for improvement.

2. Engage Individuals and Teams: Facilitate discussions with employees at all levels to understand their perspectives on the change process. Gather insights on how individual and team dynamics can support or hinder organizational changes.

3. Examine External Interdependencies: Identify and evaluate the relationship between your organization and its external environment. Consider factors such as market trends, stakeholder expectations, and regulatory influences that may impact organizational change.

4. Study Organizational Effects: Investigate how recent changes within the organization have affected overall dynamics. Look for patterns in behavior and outcomes that could inform future change efforts.

5. Develop a Systems Model: Create a comprehensive systems model that visualizes the interconnections between the various components of the organization. This should illustrate how organizational change is an emergent behavior rather than an externally imposed process.

6. Implement Change Initiatives: Based on your analysis, design and initiate change programs that leverage the key elements of your organizational context while remaining sensitive to the dynamics at play.

7. Monitor and Evaluate: Set up mechanisms to track the progress and impacts of changes implemented. Regularly reassess the organizational context and dynamics to adapt strategies as necessary.

8. Foster an Adaptive Culture: Encourage a culture of continuous learning and adaptation to ensure that the organization can respond effectively to ongoing changes in both internal and external environments.

By following these steps, you can effectively propagate dynamics within your organization that support successful change.

Source Eight: Yamak, O. U., & Eyupoglu, S. Z. (2021). Authentic leadership and service innovative behavior: Mediating role of proactive personality. *SAGE Open*, *11*(1), 215824402198962. <https://doi.org/10.1177/2158244021989629>

**Comment 12:**

**Direct Quote:** Individual creativity is an essential antecedent for innovative behavior. Each of these is associated with several separate but closely related procedures, resulting in different but often related consequences. At the “creativity stage,” an individual produces ideas just like at the “innovation level,” and an employee implements those thoughts for better workplace practices, processes, or products. It defines innovative behavior as the production or adaptation of useful ideas and idea implementation and begins with problem recognition and the generation of new ideas or solutions for problems

**Essential Element:** The essential elements of management theory and practices encompass the fundamental principles and methods that guide effective organizational leadership and operations.

**Additive Analysis:** Therefore, following the research I learned that guidelines for the organizational development of non-profit organizations at the community level would require community capital development in all of these aspects. Additionally, determination in operations under good strategies and principles of good governance is required along with openness to new ideas to further enhance the concept of business operations for society.

**Contextualization:**  My goal is to enhance occupational skills and knowledge within my community, encouraging individuals to form groups dedicated to skill development. I aim to empower members of these organizations to improve their production capabilities at household, community, and inter-community levels. I believe that prioritizing financial management skills, particularly in accounting, is essential for effective organizational management through data utilization. Additionally, I want to promote the use of information technology for managing products and accessing data via various websites to boost our competitiveness. Ultimately, my mission is to elevate our community's potential in production, accounting, technology use, and research, fostering knowledge exchange among local enterprises. As we become more prepared, I envision expanding our collaborative efforts beyond the community and engaging with external enterprises. Focusing on Community Economic Development will be crucial in addressing local challenges, and I see organizations like Ban Wang Pha Financial Institution as vital capital resources that can drive economic progress in the Thungtamsao community, showcasing the successful transformation of a community welfare initiative from a savings group

# 

# 

# 

# Work Cited

Aarons, G. (2020). Transformational and transactional leadership: Association with attitudes toward evidence-based practice. *Psychiatric Services*, *57*(8), 1162–1169. <https://doi.org/10.1176/appi.ps.57.8.1162>

Abbas, M., & Ali, R. (2021). Transformational versus transactional leadership styles and project success: A meta-analytic review. *European Management Journal*, *41*(1), 125–142

Anon. (2020). Organization development: Practice that non-profit organizations must do to manage the Thungtamsao community. *Kasetsart Journal of Social Sciences*. <https://doi.org/10.34044/j.kjss.2020.41.3.05>

Becker, G. S. (2020). Investment in human capital: A theoretical analysis. *Journal of Political Economy*, *70*(5, Part 2), 9–49.

Flores-Cabezas, M., Flores-Moya, D., & Meneses-Claudio, B. (2020). Dynamics of organizational change. *International Journal of Advanced Computer Science and Applications*, *11*(10). <https://doi.org/10.14569/ijacsa.2020.0111061>

Maria-Teresa Lepeley, Morales, O., Essens, P., Beutell, N. J., & Majluf, N. (2021). *Human-centered organizational culture*. Routledge.

Marie, A. (2023). *Transformational Leadership Styles for Global Leaders: Management and Communication Strategies*. IGI Global.

Mihaela Simionescu, Cristinel Vasiliu, Corina-Georgiana Serban (Patrintas, Bichel, A.-N., & Oana Simona Hudea. (2023). Towards a modern leadership: Sustainable development-oriented management. *Amfiteatru Economic*, *25*(Special 17), 1024–1024. <https://doi.org/10.24818/ea/2023/s17/1024>

Nguyen-Phuong-Mai, M. (2019). *Cross-Cultural management*. Routledge.

Organization development: Practice that non-profit organizations must do to manage the Thungtamsao community. (2020). *Kasetsart Journal of Social Sciences*. <https://doi.org/10.34044/j.kjss.2020.41.3.05>

Péntek, B. (2020). Conflict management in the non-profit sphere. mapping the conflict management practices of an organization providing social services. *Erdélyi Társadalom*, *18*(2), 37–49. https://doi.org/10.17177/77171.247

Rass, L., Treur, J., Kucharska, W., & Wiewiora, A. (2023). Adaptive Dynamical Systems Modelling of Transformational Organizational Change with a Focus on Organizational Culture and Organizational Learning. *Cognitive Systems Research*, *79*, 85–108. https://doi.org/10.1016/j.cogsys.2023.01.004

Udin, U. (2024). Leadership styles and sustainable performance. *Multidisciplinary Reviews*, *7*(8), 2024171–2024171. <https://doi.org/10.31893/multirev.2024171>

Udin, U. (2023). Leadership styles and their associated outcomes: A bibliometric review using VOS viewer. International Journal of Human Capital in Urban Management, 8(4), 443-458. doi: 10.22034/ijhcum.2023.04.01

Udin, U. (2023). Transformational leadership and organizational citizenship behavior: The role of person-job fit and person-organization fit in social exchange perspective. Human Systems Management, Preprint, 1-15. doi: 10.3233/HSM-230039 https://www.malque.pub/ojs/index.php/mr Udin (2024) 9

Udin, U., Dharma, R. D., Dananjoyo, R., & Shaikh, M. (2023). The Role of Transformational Leadership on Employee Performance Through Organizational Learning Culture and Intrinsic Work Motivation. International Journal of Sustainable Development and Planning, 18(1), 237-246. doi: 10.18280/ijsdp.180125

Udin, U., Rakasiwi, G., & Dananjoyo, R. (2024). Servant leadership and work engagement: Exploring the mediation role of affective commitment and job satisfaction. International Journal of Human Capital in Urban Management, 9(2), 1-16. doi: 10.22034/IJHCUM.2024.02.01

Ulrich, D. (2019). Changing facets of leadership in East Asia: globalization, innovation and performance in Japan, South Korea and China. In C. Rowley & I. Oh (Eds.), Leadership in East Asia: Globalization, Innovation and Creativity in Japan, South Korea and China (pp. 1-2). London: Routledge.

Xu, A. J., & Wang, L. (2020). How and When Servant Leaders Enable Collective Thriving: The Role of Team–Member Exchange and Political Climate. British Journal of Management, 31(2), 274-288. doi: <https://doi.org/10.1111/1467-8551.12358>

Yamak, O. U., & Eyupoglu, S. Z. (2021). Authentic leadership and service innovative behavior: Mediating role of proactive personality. *SAGE Open*, *11*(1), 215824402198962. <https://doi.org/10.1177/2158244021989629>

Younas, N., Hossain, M. B., Syed, A., Ejaz, S., Ejaz, F., Jagirani, T. S., & Dunay, A. (2023). Green shared vision: A bridge between responsible leadership and green behavior under individual green values. Heliyon, 9(11). doi:10.1016/j.heliyon.2023.e21511