

2021

Strategies to Sustain Business Operations During Continuous Environmental Change

Alfred Tembo
Walden University

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Walden University

College of Management and Technology

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Alfred Tembo

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Walden University
2021

Abstract

Strategies to Sustain Business Operations During Continuous Environmental Change

by

Alfred Tembo

MBA, De Montfort University, 2004

ACII, Chartered Insurance Institute, 1994

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

January 2021

Abstract

Failure to change and adapt to changing conditions can result in organizational stagnation, leading to imminent business extinction. Business leaders in parastatal companies who fail to adapt to changing conditions may be unable to sustain business operations resulting in business failure. Grounded in McKinsey's 7S framework, the purpose of this qualitative multiple case study was to explore strategies business leaders in parastatal companies use to adapt to continuous environmental change to sustain their business operations. Participants were 4 Zambian business leaders who successfully implemented strategies to adapt to continuous environmental change and had evidence of sustainable business operations through their strategies. Data were collected from interviews, publicly available organizational documents (provided by the participants), and organizational websites. Thematic analysis was used to analyze the data. The 3 key themes of the findings were effective leadership, strategic planning, and employee training. A key recommendation is for business leaders in parastatal companies to lead using an effective leadership style, such as transformational leadership, to provide a sense of direction in the organization and enable all stakeholders to have a shared vision that facilitates successful organizational change. Implications for positive social change included the organizational leader's potential to invest in business-driven social change practices to adapt to continuous environmental change, improving people and communities' living standards in their societies.

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Dedication

I dedicate this dissertation to my late mother, Annete Mwanje Tembo, an elderly lady who had always believed in herself and taught us to persevere. I want to say a big thank you to Motari Emmanuel for your support during this doctoral journey. I would also like to pay tribute to all my colleagues at work who encouraged me to keep on and for their hard work in ensuring smooth operations in the office, especially when I was away to work on this doctoral study. My greatest debt is, however, owed to my wife, Theresa and my children Jenala, Sampa, Mwanje, and Alfred Jnr. They continued to encourage me with their unwavering support, sacrifice, and love. I am truly thankful.

Acknowledgments

In carrying out research of this nature, I have received considerable assistance from several people. Foremost, my gratitude goes to the Almighty God for the grace and enablement to successfully undertake the doctoral project. I would like to thank Dr. Dorothy Hanson for her exemplary, scholarly, and professional mentorship that sustained me during the journey. I am earnestly grateful for her patience and commitment to the academic world; she is such an example of a transformational leader. Also, I would like to thank Dr. Chris Beehner, Dr. Jaime Klein, Dr. Susan Davis, and my other instructors for your input and detailed feedback that assisted me immensely to complete this doctoral study. To my classmates at Walden University, I say thank you for your tremendous support. My sincere appreciation also goes to all participants for sacrificing their valuable time to respond to my request for information. Their wealth of knowledge enriched this study.

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Section 1: Foundation of the Study

Sustainability is among the main objectives of most business organizations. All organizations are affected by changes in their business environment, prompting the need for strategies to adapt to continuous environmental change to enhance sustainability (Sheehan, Garavan, & Carbery, 2014). Failure to adapt to environmental change can result in a loss of profits and imminent organizational collapse (Appelbaum, Calcagno, Magarelli, & Saliba, 2016). Parastatals offer essential services to the public and are critical institutions for the economic prosperity of most countries (Jovanovic, 2015). The sustainability of most parastatal organizations may necessitate effective strategies to adapt to continuous environmental change.

Background of the Problem

The Organization for Economic Co-Operation and Development (OECD; 2014) defined a parastatal or a state-owned enterprise (SOE) as a business enterprise in which the state has substantial control through full, majority, or significant minority ownership. The defining characteristics of SOEs are their distinctive legal form, along with operation in commercial affairs as well as activities, such as exploration of resources (Singh & Chen, 2017). According to Dai and Cheng (2015), a SOE is a legal entity created by a government to conduct commercial activities on behalf of an owner government. While parastatals may have public policy objectives, SOEs should be differentiated from state entities or government agencies established to pursue nonfinancial objectives (Dai & Cheng, 2015).

Notwithstanding the wave of privatization across developing markets since the late 1980s and 1990s, SOEs continue to control a great percentage of national gross domestic product (GDP), over 50% in some African countries and up to 15% in Eastern Europe, Asia, and Latin America (Singh & Chen, 2017). The influence of SOEs in the global economy has been exponential since the early 2000s. The proportion of SOEs among the Fortune Global 500 has risen from 9% in 2005 to 23% in 2014 (OECD, 2014). However, in the wake of continuous environmental change, the profitability of SOEs continues to be low in most countries. Weak SOE performance is a significant burden on public finances (Levy, 2014).

Parastatals form a considerable proportion of the economy in most nations across Africa and around the world (Lekgothoane, Maleka, & Worku, 2018). They have the capacity to provide critical contributions to the GDP and are among key sources of urban employment in developing nations, playing a pivotal role in upgrading labor skills as well as raising social standards (Sultan, 2014). As such, parastatals are powerful institutions of social and economic development. However, they face unstable economic conditions due to continuous environmental change. This makes most parastatals a heavy financial and political burden among nations (Kasanda, 2014). In Zambia, only seven parastatals declared dividends in 2014 while the rest were not in position to declare their dividends (Sultan, 2014). Most fail to declare dividends because they are experiencing losses, commonly attributed to failure to adapt to the changing environmental conditions (Sultan, 2014).

Given the involvement of parastatals in the provision of essential services to large segments of society—such as water, sanitation, power, transportation, and communication—and the significant national investment in such enterprises, effective strategies to adapt to continuous environmental change is critical to sustaining these services (Kasanda, 2014). The sustainability of parastatal organizations would translate into superior revenue returns along with enhanced social and economic development (Levy, 2014). Researchers studying change management have focused on privately owned business organizations; therefore, very little is known about parastatals and their strategies to adapt to continuous environmental change. For researchers exploring business environmental change, this represents a gap in knowledge. As a result of volatile economic conditions, parastatal leaders could be under increasing pressure to develop strategies to adapt to continuous environmental change to sustain their business operations.

Problem Statement

Failure to change and adapt to changing conditions can result in organizational stagnation, which may lead to imminent business extinction (Al-Qura'an, 2015). Adaptability is a key challenge for business leaders in most parastatal companies; more than 50% of these firms fail to achieve profit margins beyond 5 years as a result of resistance to environmental change (Auditor General, 2017). The general business problem is that resistance to environmental change affects business sustainability. The specific business problem is that some managers in parastatal organizations lack strategies to adapt to continuous environmental change to sustain business operations.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies some business leaders in parastatal companies use to adapt to continuous environmental change to sustain their business operations. The population for this study consisted of four business leaders of parastatal companies in Lusaka, Zambia, who had successfully implemented strategies to adapt to continuous environmental change, and had evidence of sustainable business operations through their strategies. The application of the findings from this study may lead to positive social change by enabling parastatal leaders to invest in business-driven social change practices, which, in turn, may improve the living standards of people and their communities.

Nature of the Study

The three applicable research methods are qualitative, quantitative, and mixed methods (Antwi & Hamza, 2015). I chose the qualitative method so that I could use open-ended questions. Qualitative researchers use open-ended questions to ascertain what is happening or what has happened (Antwi & Hamza, 2015). The qualitative method is suitable when the researcher intends to explore business processes, the manner in which individuals make sense as well as meaning, and what the experiences of the population of study are like (Antwi & Hamza, 2015). In contrast, quantitative researchers use closed-ended questions to conduct hypothesis tests (Cronin, 2014). The quantitative research method is suitable when investigating the relationship between variables by measuring and analyzing numerical data using statistical techniques (Cameron, Sankaran, & Scales, 2015). I did not choose the quantitative approach because my study used no variables,

and I will not be testing hypotheses. A mixed methods study, which entails components of both quantitative and qualitative methods (Cameron et al., 2015), was inappropriate for my study because it uses quantitative inquiry. Hence, the qualitative research method was more suitable for this study than quantitative and mixed-methods.

For this qualitative study, I considered ethnographic, phenomenological, and case study research designs. Ethnographic researchers describe and interpret group cultures (Merriam, 2014). I did not select the ethnographic design because I was interested in exploring a business organization and not a sociocultural system. Phenomenological researchers describe the essence of a lived phenomenon (Merriam, 2014). I did not select the phenomenological design because I was not interested in a lived phenomenon within an organization, but rather the strategies its leaders employed. A case study design offers an in-depth understanding of complex social and technical phenomena that are associated with the improved practice of an organization (Yin, 2014). Of the three, only this design afforded the in-depth exploration and analysis required for my study; therefore, I chose the qualitative case study design.

Research Question

The overarching research question for the study was as follows: What strategies do leaders of parastatal companies use to adapt to continuous environmental change in order to sustain their business operations?

Interview Questions

1. What strategies do you use to adapt to continuous environmental change in order to sustain business operations?

2. What strategies did you find worked best to adapt to continuous environmental change?
3. What challenges did you encounter when implementing strategies to adapt to continuous environmental change?
4. How did you address the challenges to successfully implement these strategies?
5. What measures, if any, did you take to improve on the strategies that were least efficient in adapting to continuous environmental change?
6. What additional information would you like to share about your strategies to adapt to continuous environmental change in order to sustain your business operations?

Conceptual Framework

The conceptual framework for this study was the McKinsey's 7S framework. The 7S model was introduced by Peters and Waterman (1984), two consultants at McKinsey & Company in the 1980s. It is a tool for analyzing organizations and their effectiveness. Peters and Waterman lay emphasis on the interactions and fit of the seven critical tenets that sustain strong organizations: strategy, structure, systems, shared values, style, staff, and skills (Singh, 2013). Sustainable organizations must have a comprehensive appreciation of their operating environment; they must continuously scan their landscape to ascertain opportunities and threats as they surface and take a position that is convenient and less vulnerable to attack (Singh, 2013).

McKinsey's 7S framework underscores the fact that leaders need to meet the psychological and social needs of employees to motivate them to adopt change initiatives (Singh, 2013). According to the model, organizational leaders should actively embrace the change they desire from the employees to inspire them into adopting the change (Singh, 2013). Through the appropriate strategy, structure, systems, staff, skills, shared values, and leadership style, organizational leaders can create an environment that allows change to thrive (Teh & Corbitt, 2015). The application of McKinsey's 7S model can enable organizational leaders to create appropriate strategies for addressing resistance to change; hence the model is a perfect fit for organizational change (Singh, 2013). The 7S model was helpful in exploring the strategies that some parastatal leaders used to adapt to continuous environmental change to sustain their business operations.

Operational Definitions

McKinsey's 7S. McKinsey's 7S tenets include strategy, structure, systems, staff, skills, shared values, and leadership style (Teh & Corbitt, 2015).

Parastatal. A parastatal is a business enterprise in which the state has substantial control through full, majority, or significant minority ownership (OECD, 2014).

Parastatal leader. A parastatal leader is an executive parastatal employee with authority to administrate a parastatal (Levy, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are aspects of a study considered true but not verifiable (Yin, 2014). Four assumptions affected this case study. First, I assumed that the participants had

knowledge of strategies to adapt to continuous environmental change. Second, I assumed that the participants responded to the research questions truthfully. By guaranteeing the participants that their identities were protected, I assumed that the participants would answer the research questions without bias. Third, I assumed that themes relating to the strategies to adapt to continuous environmental change would emerge from the participants' responses. Finally, I assumed that the participants would not hold back valuable information pertinent to the research question.

Limitations

Limitations are weaknesses in a study that are outside the researcher's control (Yin, 2014). Two limitations affected this case study. First, the study encompassed a small sample size. Second, I was a novice researcher. I addressed the two limitations by attaining data saturation and by exploring previous studies to gain more knowledge of the doctoral research process.

Delimitations

Delimitations limit the scope and define the boundaries of the study (Yin, 2014). Two delimitations affected this case study. First, the population selected was limited to parastatal companies in Lusaka, Zambia. Second, the study population was limited to business leaders of parastatal companies who met the inclusion criteria: (a) only those at the senior leadership level of the parastatal, and (b) only those who had successfully implemented strategies to adapt to continuous environmental change, and had evidence of sustainable business operations, such as sustained profitable growth through their strategies.

Significance of the Study

Contribution to Business Practice

This study could contribute to business practice by identifying effective strategies that some leaders of parastatal companies use to adapt to continuous environmental change to sustain their business operations and existence. The strategies to adapt to continuous environmental change revealed in the findings could also be beneficial in other public organizations. The application of the findings from this study could enable leaders to implement change-adoption strategies in an effective way for parastatals to produce sustainable developments and to prevail over continuous environmental change. Through their reading of the research, leaders might choose to develop creative solutions to enhance business sustainability to realize and grow shareholders' value in their organizations. Tideman, Arts, & Zandee (2013) affirmed that sustainable business practices are essential in the development of long-term shareholder value in an increasingly resource-constrained environment. The application of study findings could enable leaders to ensure that their parastatals contribute to the fiscals of their governments through sustainable business operations.

Implications for Social Change

The application of the findings from this study may lead to positive social change by enabling parastatal leaders to invest in business-driven, social change practices to adapt to continuous environmental change, which may improve the living standards of people and communities in society. Organizational leaders engage in business-driven, social change practices to ensure that the conduct of their business operations is ethical,

friendly to society, and beneficial to community in terms of development (Dyllick & Muff, 2015). Through the use of findings from this study, leaders of parastatal companies might provide sustainable services to the public, which could improve their social well-being.

A Review of the Professional and Academic Literature

The primary goal for this literature review was to review the topic and demonstrate an understanding of it. The purpose of this qualitative, multiple case study was to explore the strategies that some business leaders in parastatal organizations in Zambia use to adapt to continuous environmental change in order to sustain their business operations. Leadership and change management are the two key concepts in this study. The conceptual framework supporting the study was Mckinsey's 7S framework. Along with the conceptual framework, a critical analysis and synthesis of the existing literature provided the context for the research on strategies for adapting to continuous environmental change.

The literature review consisted of peer-reviewed articles and authoritative books on Mckinsey's 7S framework, transformational leadership, and change management. The research designs of reviewed literature included both qualitative and quantitative methods. The following databases were used: ProQuest and ScienceDirect. The literature review includes 91 peer-reviewed references. I reviewed 78 peer-review articles published during or beyond 2015. However, some sources in this review published prior to 2015 were pertinent because they provide background on change management. The following search terms were used: transformational leadership, Mckinsey's model,

change management, organizational change, resistance to change, sustainability, qualitative research, and quantitative research.

Table 1

<i>Source of Data for Literature Review</i>			
Source	Total	Total within 5 years of expected graduation date	% within 5 years of 2019
Peer-reviewed journals	91	78	85.7
Books	1	0	0.0
Total	92	78	84.8

McKinsey's 7S Framework

The conceptual framework for this study was McKinsey's 7S framework. The 7S model introduced by Peters and Waterman (1984), two consultants at McKinsey & Company in 1980s, is a tool for analyzing organizations and their effectiveness. The framework lays emphasis on interactions and fit of the seven critical tenets that sustain strong organizations: strategy, structure, systems, shared values, style, staff and skills (Singh, 2013). Sustainable organizations must have a comprehensive appreciation of their operating environment and continuously scan their landscape to ascertain opportunities and threats as they surface and take a position that is convenient and less vulnerable to attack (Singh, 2013).

McKinsey's 7S framework underscores the fact that leaders need to meet the psychological and social needs of employees to motivate them to adopt change initiatives (Singh, 2013). According to the model, organizational leaders should actively embrace the change they desire from the employees to inspire them into adopting the change

(Singh, 2013). Through appropriate strategy, structure, systems, staff, skills, shared values, and leadership style, organizational leaders are able to create an environment conducive for change to thrive (Teh & Corbitt, 2015). The application of the McKinsey's 7S model can enable organizational leaders to create appropriate strategies for addressing resistance to change, and hence the model is a perfect fit for organizational change (Singh, 2013). Therefore, the McKinsey's 7S model will be helpful to explore what strategies some parastatal leaders use to adapt to continuous environmental change to sustain their business operations as these strategies may also be beneficial in other public organizations.

Theories Not Considered

The change management theories not considered for this study include Kotter's change management theory and the Lewin's change management theory. Hughes (2015) explored the existing works of Kotter to establish any gaps in literature. Kotter (1995) claimed in *Leading change: Why transformation efforts fail* to have ascertained eight leadership anomalies that resulted in transformation failures. Hughes further stated that Kotter followed this up in 1996 with his book *Leading Change*, illustrating an eight-step framework for leading transformations by encouraging change leaders to create a sense of urgency, build powerful guiding coalitions, and develop visions. Interestingly, Kotter openly noted that he did not draw examples of major concepts from any existing literature, except his own publication. In the year 2012, Kotter argued that his book, which entailed a new preface, was more relevant than when it was initially published. Hughes assessed Kotter's claim on the relevance of his book, as leaders knowingly or

unknowingly still adopt Kotter's model and academics still cite the book. Hughes established that the book is still an enduring landmark leadership study, it is stuck in the past, and paradoxically today, it derails change.

Earlier models of change fail to address the prevailing change issues. Hughes (2015) findings revealed apparent research gaps that manifest in earlier models of change, such as the Kotter eight-step model. The researcher exposed that Kotter's eight step model is still stuck in the past and as organizations encounter new challenges, the model may be inappropriate in addressing change issues. The application of the conclusions of the study can enable practitioners in the field change management to device new models of change that account for the current business dynamics. Although Hughes exposed some shortcomings of Kotter's model of change, the researcher failed to propose a better model among the existing theoretical approaches to change management. Further research is therefore required to find out the best change management framework that can enable managers to address resistance to change.

Kotter's change management model was inappropriate as the conceptual framework of the envisioned study. Hughes (2015) provides evidence for the weaknesses of Kotter's change management model, which supports the choice to consider other models as conceptual frameworks of the envisioned study. Kotter's model of change fails to propose a change in the leader's behavior and only focuses attention to a change in the behavior of followers or change recipients. As a result, this study provides the logic why Kotter's model of change is inappropriate in leading effective change, and therefore it will not be considered in the envisioned study.

The aspect of resistance to change is undergoing a transformation. Bareil (2013) contended that resistance to change is experiencing a paradigm shift, which manifests in terms of a transformation. Bareil used secondary sources of information to highlight the transformation involving the issue of resistance to change. Bareil reconsidered resistance to change within two opposing paradigms entailing the traditional paradigm (the obstacle to change) to a modern paradigm (a resource). The researcher suggested that there is an urgent need for organizational leaders to have an enlightened understanding of resistance to change, by viewing it as a form of feedback from the change stakeholders, and thus leading to a reconsideration of their preoccupations. The traditional paradigm views resistance to change as an enemy of the change process, and therefore calls for strict measures to inflict change among people (Bareil, 2013). In this case, resistance to change must be eliminated for the organization to proceed forward. On the contrary, the modern paradigm regards resistance to change as a key resource, whereby, it acts as feedback for discomfort among the change actors (Bareil, 2013). Bareil concluded that from a management point of view, resistance to change should first be interpreted as a resource, from a modern perspective, after which appropriate measures can be taken to eradicate the resistance if there exists a drastic opposition.

A research gap exists in the issue of resistance to change, which calls for a paradigm shift in behavior. Bareil (2013) contributes to the existing knowledge by filling the research gap pertaining to the issue of resistance to change, whereby, a call for paradigm shift from the traditional to the modern paradigm is evident. To address resistance to change Bareil (2013) suggested that the two paradigms should be considered

sequentially, starting with the modern paradigm and ending with the traditional paradigm, in case of severe opposition to change that is not founded on logic. The findings of the study are of essence because they highlight a new model of addressing resistance to change by viewing resistance as a resource, which in the long run reduces conflict of interests. However, there is still a need for further research to utilize other theoretical basis to offer proof for the paradigm shift.

Organizational leaders are change agents. The application of the findings of the Bareil (2013) study can enable organizational leaders in their role as change agents, to effect change by listening to and analytically assessing stakeholders' preoccupations in order to focus on specific needs. Organizational leaders can train change managers to address the stakeholder's preoccupations before they manifest as maladaptive anti-change behaviors (Bareil, 2013). The study is applicable to the envisioned research because it highlights what organizational leaders should do to effectively implement change; therefore, the study will be used as a foundation of reference for the findings.

Kotter and Lewin's organizational change models fail to recommend a change of the leader's behavior when initiating change. Tobias (2015) conducted a practical change initiative at the workplace and sought to learn from his own experience why so many organizations fail in their change programs. Tobias cited the work of Beer and Nohria, which pointed out that 70% of change programs fail. The researcher first began by exploring two commonly used change management models that include Kotter's 8 step and Lewin change management models. The analysis of the two frameworks elicited the apparent research gaps pertaining to the issue of resistance to change (Tobias, 2015).

Tobias gave a summary of the Kotter's 8 step model to include establishing a sense of urgency, forming a leading coalition, developing a change vision, communicating the need for change, empowering followers to action, developing short-term goals and celebrating success, consolidating the improvements, and institutionalizing the new change behaviors. Also, Tobias provided a summary of the Lewin change management model to encompass three stages that include unfreeze, change, and freeze. The researcher noted that both Kotter and Lewin organizational change models focus on the role of the leader as the one influencing and persuading the change. The two frameworks presume that the success of the change program is contingent on the leader's ability to effectively change the followers' behaviors. The researcher contended that, the two models fail to recommend a *change of the leader's behavior* when initiating change, and hence the gap in knowledge.

Leaders can be an impediment to change if they fail to change their behavior during change. Tobias (2015) provided his own experience of how he adhered to the Kotter's 8 step model when implementing change and still failed in the change process. From his understanding, Tobias identified that he was the impediment to the change process, and came to a conclusion that successful change implementation requires leaders to act as role models by first being the change they need. The study fills the existing knowledge gap by proposing the need for a reconsideration of some of the existing models of change that do not provide a basis for leaders to positively change their behavior during the change process. Nevertheless, further research is needed to create other change management models that reflect of the leader's behavior during change. The

study was primarily based on the authors own experiences during the change process, and therefore there is likelihood of bias that could limit the research conclusions.

Leaders should be role models in the change process. The Tobias (2015) study findings are applicable to the transformational leadership style that calls for leaders to be role models during the change process. By exposing the apparent research gaps emanating from the Kotter's and Lewin change models, the researcher suggested that organizational leaders should consider other approaches that advocate for leaders to be the change they desire. Organizational leaders can fill the gap in change management by leading with moral integrity through the exercise of effective change management models, such as the McKinsey change management model that account for the role of the leader as a role model in the change process.

Resistance to Organizational Change

Resistance to change is a result of a mismatch among technologies, people, actions, practices, and materials during the change process. Andersson (2015) explored the phenomenon of resistance to change by examining the question: What does resistance look like in a change project? The problem statement suggested a more concrete approach to change, wherein, change was not viewed as a structural or ideological issue, but instead it was viewed through concrete events as well as contributions to change in the making. The methodological approach in the study drew upon the perspectives on construction of facts along with assembly of technologies as well as practices originating in the works of Latour, Law, Callon and others, in part of what was known as the actor-network theory. The research approach was descriptive, but analytical in nature and

enabled the exploration of the factors influencing organizational change within organizations. The findings of the study illustrate that resistance to change happens as a result of a mismatch among technologies, people, actions, practices, as well as materials during the change process (Andersson, 2015). The researcher contended that employee resistance may result in increased work time, which leads to overtime, lost time because of unnecessary work, decreased productivity, and little employee commitment.

Andersson further argued that engaged employees were more likely to contribute positively to organizational development in the event that there is an emotional attachment and commitment with the organization and its leaders. Employees engage and commit to organizational change when the organization has a clear vision of the change initiative. Andersson concluded that in order to reduce resistance to change, leaders must offer effective communication. The researcher argued that open communication, effective leadership, and adequate resources could empower employees to facilitate organizational change resulting to increased productivity.

Support from the senior management is crucial during change management.

Andersson (2015) laid emphasis on the importance of senior management support, and also reminds researchers on how the introduction of Lean operations into an organization results in controversy and resistance to change pertaining to initial support. The use of the Actor-Network theory contributes to the existing knowledge in the field of project management and provides enough evidence why leadership support is imperative when leading organizational change.

Andersson's (2015) study was conducted within a project context, which offers material evidence for what resistance to change really looks like, and how organizational leaders can effect change amid the existing controversies in change perceptions. However, further research is required to establish the phenomenon of resistance to change using other theories that are easily applicable unlike the Actor-Network model that entails technical applications.

Effective organizational change requires open communication, effective leadership, and sound use of organizational resources among leaders. Andersson (2015) findings are applicable to diverse organizational settings because they illustrate the actual state of resistance to change, and offer feasible solutions for facilitating change among organizations. Following the findings of the study, organizational leaders can facilitate change by exercising open communication, effective leadership, and sound use of organizational resources in their management practices. The findings of this study offer literature evidence for the envisioned study seeking to establish the strategies used by organizational leaders to adapt to continuous environmental change to sustain business operations.

Organizations do not resist change, but people do. Bailey and Raelin (2015) established three premises that stand in contrast to focus evident in contemporary organizational change research. The researchers contended that first the evaluation of resistance must commence with the individual. It is upon this premise that they asserted that organizations do not resist change, but people do. Secondly, Bailey and Raelin highlighted that people do not react to change absolutely, but to the loss it is coupled

with. Thirdly, the researches illustrated that loss elicits a strong response that is emotional in nature. To support the aforementioned premises, the researchers applied the terror management theory to identify resistance in existential buffers, which are emotional defense mechanisms hindering awareness of loss and permit participation in a larger meaningful organization. Buffers threatened at the time of organizational change include consistency, standards/justice, as well as culture (Bailey & Raelin, 2015). As a consequence of this, the individual's capabilities of sense making, competency, along with identity is negatively affected. The researchers then erected a theoretical model that integrates buffers as well as capabilities with diverse levels of organizational change. As a result, the researchers found that modeling multilayered affective, cognitive, and behavioral forces is essential in unraveling successful change initiatives.

During change implementation within organizations, the emotional attachment of the employees with the envisioned change needs to be considered. The study by Bailey and Raelin (2015) focused on leadership and organizational change. By exploring resistance to change and its antecedents, the researchers contributed to the existing knowledge on the phenomenon of organizational change.

The application of the terror management theory to the study was essential in ascertaining the emotional aspect of change within a system, which was manifest in terms of affective, cognitive, and behavioral forces as highlighted by the researchers. The researchers exposed a unique phenomenon of organizational change wherein they made mention that when executing change within organizations, the emotional attachment of the employees with the envisioned change needs to be considered. Nevertheless, the

terror management theory has not been extensively applied within the business domain, which prompts the need for further studies to make use of the theory in unraveling issues pertaining to organizational change and resistance to change.

Emotional attachment is fundamental in reducing resistance to change. The findings of the Bailey and Raelin (2015) study are applicable to other organizational contexts that face issues to do with organizational change. Organizational leaders can apply the findings of this study by modeling multilayered affective, cognitive, as well as behavioral forces when initiating and adopting change within large systems (Bailey & Raelin, 2015). As highlighted by the researchers, emotional attachment is fundamental in reducing resistance to change; therefore, organizational leaders can develop a positive emotional attachment with the employees to ensure that change attains its desired goals.

High openness to change and low degree of recognizing motives of resistance to change are contributing factors to successful organizational change. Aspridis et al. (2016) conducted a quantitative methodology using closed-ended questionnaires involving 120 employees from private small and medium enterprises (SMEs) situated within Magnesia, and established high openness to change along with low degree of recognizing motives of resistance to change as contributing factors to successful organizational change. Aspridis, Dimitraïdis, Blanas, and Vetsikas (2016) contended that multinational and complex external environment of modern firms necessitate effective mapping of organizational change to attain sustainable development and gain significant competitive edge. Effective mapping of organizational change would not be actionable in the absence of valuable contribution of organizational leaders and the employees who execute the most critical

role in change implementation Aspridis et al., 2016). The researchers further argued that organizational leaders along with the employees are the primary determinant variables for the success of new business practices. Employees fail to recognize the critical reasons for resistance to change while they are moderately satisfied with the strategies adopted for mitigating resistance to change (Aspridis et al, 2016). The findings of the study revealed that the educational level of employees influences their reaction toward change because less educated employees displayed high motives for resisting change unlike the highly educated employees. Organizational leaders should ensure that they employ highly educated and talented employees to enhance easy adoption of change.

The theoretical and empirical exploration of organizational change as well as its association with issues of resistance to change among the employees contributed noteworthy information to the literature pertaining to organizational change and development (Aspridis et al., 2016). Descriptive and inferential statistics during data analysis offered quantitative evidence for the association between variables, whereby, resistance to change correlation factors included openness to change, motives of resisting change, reasons for resisting change, and strategies to mitigate resistance to change. However, as a limiting factor, additional research should be executed with a larger sample in order to generalize the findings in other larger organizations. The study was also conducted at a time when Greece faced economic recession; therefore, limitations pertaining to the available budget and time for the study could have come into play.

Leaders should ensure organizational support for effective continuous organizational change. Through the findings of the study, it is apparent that modern

organizations can sustain their competitive advantage and attain long-term viability when they strengthen the ability to support and implement effective continuous organizational change (Aspridis et al., 2016). The application of the findings can enable organizational leaders to effectively address issues of organizational change and resistance to change leading to sustainable development. The findings of the study are applicable to the envisioned study in the sense that they unravel some determinants of successful organizational change, which is the primary focus of the envisioned research.

Organizational leaders should promptly and effectively respond to the changing business environment by adopting appropriate change management strategies. Jovanovic (2015) explored the concept of management and changes in business environment through a review of the exiting literature. Jovanovic emphasized the need for organizational leaders to promptly and effectively respond to the changing business environment through appropriate change management strategies. The author established that some organizational leaders are reluctant to develop new change management strategies to respond to the rapidly changing business environment. As a consequence of this, Jovanovic noted that some organizational leaders choose to pursue outdated strategies that are consistent with the existing industry dynamics instead of facing the uncertainty associated with developing and adopting innovative strategies.

Some organizational leaders fail to adopt new change initiatives because of reluctance to face the existing realities. Failure by organizational leaders to adopt innovative change management strategies is based on their cognitive limitations, tendency to focus on low-level learning over high-level learning, tendency of hiring and

promotion practices fostering homogeneity in thinking among leaders, focusing industry practices and managerial attention on the status quo (Jovanovic, 2015). Effective organizational change requires positive managerial thinking, adequate organizational learning, and unique competencies that cannot be easily replicated by rivals (Jovanovic, 2015).

Identification of change management limitations is essential toward unraveling the solutions to organizational change. The study by Jovanovic (2015) contributes to the existing body of knowledge by pointing out the limitations affecting successful change management. Through the revelation of the limitations, organizational leaders can shift from the old strategies of managing change, and implement innovative change management strategies that are founded upon managerial thinking, organizational learning, and strong organizational competencies such as innovation. Managers must pursue what they already know and apply the existing knowledge to develop the capabilities and competencies for sustainability and competitive advantage (Jovanovic, 2015). However, further research is required to establish effective change management strategies by means of primary sources of data, such as interviews, to provide further support for the findings of this review.

Resistance to change is a result of an ineffective change management team, lack of resources and planning, poor organizational support, and a lack of communication. Franklin and Aguenza (2016) examined the obstacles, resistance and impact of change in firms within the Saudi Telecommunication Company using descriptive analytic approach with a sample of 450 skilled employees. The researchers confirmed that ineffective

change management team, lack of resources and planning, poor support by the firm's management, as well as lack of communication are the primary obstacles to effective change in the firm. Causes of resistance to change in the firm revolve round the employees being contented with status quo, lack of clarity, change being imposed forcefully, multiple changes occurring at the same time, and fear of the unknown (Franklin & Aguenza, 2016). Moreover, the researchers found that ineffective change has an overall negative impact on Saudi Telecommunication Company. Finally, Franklin and Aguenza argued that ineffective change resulted in reduction of productivity and competitiveness by leading to confusion within the firm, which negatively affected smooth operations at the company.

Failure among existing change initiatives prompts the need to create new change management models. The findings of the Franklin and Aguenza (2016) study conform to the notion that most change initiatives often fail, which elicits the need to develop other innovative change management strategies. The study therefore provides an opportunity for further research to fill the knowledge gap involving why most organizational change initiatives often fail. However, further research is needed to establish the phenomenon of resistance to change within nontechnological companies to determine the applicability of the findings to other contexts of study. Also, there is need to conduct further research following the qualitative methodology to gain an in-depth understanding of the existing realities relating to the topic of study. The researchers provide noteworthy findings that are relevant to the envisioned study pertaining to the change management strategies that Parastatal leaders use to adapt to continuous environmental change to sustain business

operations. By establishing the reasons why most organizational change initiatives fail, the findings of this study will provide relevant background information to the envisioned study. The application of the findings of this study may therefore lead to the establishment of effective change management strategies to adapt to continuous environmental change.

Replacing long-term organizational vision with short-term objectives negatively affects organizational change. Campbell (2014) carried out a case study of an employee performance analysis that utilizes Gilbert's behavior engineering model as the theoretical framework for analyzing the factors that contributed to Circuit City's collapse in 2008. The researcher established that the organization succumbed to failure as a result of replacing the long-term vision of the organization with short-term objectives. Through the application of the Gilbert's behavior engineering model, Campbell revealed that failure at the organization could be avoided in the event that the management reinstated some form of incentives, which could either be monetary or nonmonetary. Campbell argued that the application of the framework entailed fulfilling both the environmental and individual needs of stakeholders during the change process. The researcher further noted that for change to be effective organizational leaders should provide adequate data in form of feedback, relevant tools, and some form of incentives.

Empowering employees through feedback, regular training, and flexible schedules is essential during organizational change. The findings of Campbell (2014) study contribute to the existing body of knowledge in the area of change management by providing evidence for change failures through a case study conducted in Circuit City—an

organization that experienced failures because of failing to provide employees with incentives. The researcher advocated for the need to empower the employees through feedback, regular training, and flexible schedules that motivate them into adopting the anticipated change. By using Gilbert's behavior engineering model, Campbell provided further theoretical evidence for the need to empower change stakeholders when implementing the change. However, further research is needed to provide evidence for Campbell's conclusions using other theoretical models of management.

Studies cited in much of the change management literature suggest the need to empower employees with incentives during the change process. Findings of the Campbell (2014) study are applicable to organizations experiencing organizational change, and provide further emphasis as to why leaders should account for both the environmental and individual needs of employees during the change process. Through the application of the findings of the study, organizational leaders can ascertain the needs of their employees, which may lead to successful change management.

The main reasons for change resistance include loss of power and status, uncertainty of the new process, and increased workloads. Yüksel (2017) examined the reaction of law enforcement officers in terms of resistance and receptivity after the implementation of a renowned planned organizational change. To conduct this study, sample data were collected through interviews and observation of the Compstat meetings and further analyzed using the grounded theory. Following the study, it was deduced that resistance was a dominate reaction in the initial stages of the model. Major reasons for

resistance included loss of power and status, uncertainty of the new process and increased workloads among others (Yüksel, 2017).

Resistance to change is prevalent during the initial stages of change implementation. The findings of Yüksel (2017) study indicated a reduction in the degree of resistance to the Compstat model over time and acceptance by police officers in the NPD in the subsequent years. Among the major reasons that triggered acceptance include the alteration in the tone and form of the meetings, perception of success of the model as well as continuous learning of the expectations of the upper echelon (Yüksel, 2017). However, to improve future study, researchers could differentiate between resistance to change as well as resistance to consequences of change. Yüksel's study might improve business practice by encouraging adoption of leadership styles that encourages officers adopt new procedures that increase change acceptance leading to positive outcomes.

Effective change management fosters organizational productivity. The findings of Yüksel (2017) study are applicable to the change management literature, because the researcher highlighted various change initiatives that could be adopted by organizations to address emerging challenges and opportunities. Effective management of the change process results into high productivity (Yüksel, 2017). Leaders should ensure effective change management to capitalize on the prevailing business opportunities while addressing organizational challenges.

Organizational Change Management

The success of a change program is contingent to the change management strategies adopted. Effective change management entails the use of effective methods that

redirect the use of resources, business process, budget allocations or other modes of operation that significantly change an organization (Navneet, Bhuvana, & Krishnaprasad, 2018). The researchers reviewed theories and approaches for managing change in modern era and concluded that changes play influencing factor in determining objectives, mission, vision, as well as policy statement of an organization. Leaders need to be fully behind any change initiative (Navneet et al., 2018). Before anyone changes in the organization, leaders need to themselves model the behaviors they wish their followers to embrace (Navneet et al., 2018). Top-level commitment for the change is vital to stimulating commitment from the employees (Navneet et al., 2018). Successful management of change is critical to the survival of any organization in the wake of the continuously evolving business environment.

Successful organizations are those that have the ability to adjust quickly to new conditions. Kuzhda (2016) explained the change management process and resistance to organizational change by examining the causes of resistance, diagnosing the reasons for the resistance, and establishing ways to address resistance to change. The methodological approach adopted in the study entailed an estimation of resistance by examining expert answer questionnaires. The researcher found that successful organizations are those that have the ability to adjust quickly to new conditions. Kuzhda highlighted that preparing for the change, managing the change through a resistance management plan and reinforcing change are the main components of the change management process. The researcher proposed a diagnosing model for identifying significant and weighty causes of resistance to change using the expert survey wherein the causes of resistance were ranked

according to their overall effect. The researcher established the causes of resistance to include habits, job's security, economic factors, fear of the unknown, selective information processing, and threat to interpersonal relations. Also, Kuzhda contended that assessing the change management process effectiveness is essential to offer quantitative evidence on the progress of the change initiative. The researcher identified the performance of the individual employee, overall project performance, as well as the change management activity as the primary metrics for measuring the effectiveness of change management process.

Identification of weighty causes of resistance to change provides a foundation for the establishment of effective change management strategies. The findings of Kuzhda (2016) study contribute to the existing body of knowledge in the field of change management by highlighting and ranking the possible causes of organizational resistance based on expert answer questionnaires. By identifying the significant and weighty causes of resistance based on expert surveys the researcher provided a framework by which organizational leaders can address the most significant issues impeding organizational change. Kuzhda also proposed metrics for measuring the effectiveness of organizational change process, which may enable organizational leaders to keep track of the progress made by their change management initiatives. However, the findings of the study were based on the perception of the experts involved in the survey, and issues such as bias could affect the outcome of the study. Further research is needed to establish an in-depth analysis of the factors contributing to resistance to change through a qualitative inquiry.

The initial step in change management is diagnosing the causes of the resistance and developing a change management plan to address issues that affect the progress of the change initiative. The findings of the study by Kuzhda (2016) provide conceptual evidence for the envisioned study that explores the strategies used by leaders to adapt to continuous environmental change to sustain business operations. As evident from the study, the first step in adapting to change is diagnosing the causes of the resistance and developing a change management plan to address issues that impede on the progress of the change initiative. Organizational leaders facing change resistance can adopt the findings of this study to establish the primary reasons why employees in their organizations resist to organizational change and thereafter adopt the relevant strategies for addressing the identified issues.

Organizational support and employee training are essential in successful organizational change. Asnan, Nordin, and Othman (2015) contended that government agencies adopt lean management to enhance efficiencies and provide quality services to their customers. However, Asnan et al. ascertained that a great percentage of public service organizations failed to fully implement and sustain lean operations as a result of resistance to change. Asnan et al. reviewed lean implementation in public service and the significance of change management in transition to lean through a review of the existing literature. They affirmed that change management is essential to attend to the resistance, provide employee support, and develop the required knowledge for adopting the change through training. They further stated that implementation of lean necessitates the transition phase to prepare change stakeholders in understanding and accepting change.

The findings of Asnan et al.'s study revealed that the absence of an appropriate change management plan, organizations implementing lean operations are likely to fail in their change initiatives. Asnan et al. proposed that a change initiative should begin by first preparing people to be ready to accept the change through an awareness program that empowers them with the relevant knowledge about the change initiative. A change initiative should invite the participation of all employees and the commitment of the top management in effecting the positive behavior throughout the change process (Asnan et al., 2015).

Lean transition requires effective change management. The results of Asnan et al. (2015) study contribute valuable knowledge for managing transitions during the implementation of lean operations in change management. The study may lead to an enhanced understanding on lean service and offer guidance on the application of change management in lean transition. The application of the findings of the study can therefore enable leaders of government agencies to effectively enhance change management in transition to lean implementation. The primary focus of the study was government agencies. Further research is required to explore the phenomenon of managing change during lean implementation within other service organizations such as the publicly traded business organizations.

An effective change management model is needed to develop effective change management strategies. The study by Asnan et al. (2015) relates to the conceptual framework adopted in the proposed study. In the envisioned study, I intend to explore the strategies used by leaders to adapt to continuous environmental change to sustain

business operations. Through the application of the change management model proposed by the researchers, I can develop a conceptual basis for the envisioned study resulting to the identification of effective strategies for change management. The study is also applicable to other contexts and can enable organizational leaders experiencing change management issues to develop effective interventions for transitioning through the change process devoid of resistance.

Effective organizational change requires strong information technology capabilities and change management tools for tracking the progress of the change process. Andrade, Albuquerque, and Teófilo (2016) highlighted that in the increasingly competitive and unpredictable business environment, organizations have given much attention to their IT sector because of its strategic capabilities. Andrade et al. sought to explore, through a case study, the benefits and outcomes obtained with the adoption of a process of managing and controlling changes in the information technology environment of a large government corporation in Brazil. The researchers used an integrated change control with a focus on project management that encompassed inputs, techniques and output for the change process. The researchers concluded that for organizations to be successful in their change initiatives, they need to strengthen their information technology capabilities and develop change management tools for tracking the progress of the change process. A process for managing and controlling change is essential to monitor and improve the change process by enhancing practices of continuous improvement.

Organizational dynamic capabilities enhance organizational change management. Andrade et al. (2016) advocated for the development of dynamic capabilities through the implementation of change management and control systems for tracking the progress of change initiatives. The application of the findings of the case study may enable organizational leaders to implement programs for controlling and managing change, which may eventually enable organizations to adapt to continuous environmental change. The study was conducted within an information technology company. Further research may be required to assess the implementation of systems for managing and controlling change outside an information technology environment.

Andrade et al. (2016) study relates to the conceptual framework of the proposed study in the sense that the researchers explored a change management model for managing and controlling changes within an organization. The findings of the study will provide literature evidence for the results established in the proposed study that seeks to explore strategies used by leaders to adapt. Organizational leaders facing organizational change issues can adopt the findings of the study and create a model for managing and controlling changes to ensure a smooth transition.

Successful organizational change requires an effective process, strategy, attitude, structure, culture, and technology to facilitate organizational development. Naveed, Jantan, Saidu, and Bhatti (2017) contended that organizational changes play a critical role in the development of organizations. The researchers argued that a plethora of studies have been carried out to explore the organizational change aspect descriptively but no attempt has been made to validate and develop an instrument to examine behaviors and

thoughts of employees pertaining to organizational change. In this study, the researchers identified and used six dimensions to measure organizational change wherein 380 bank managers participated in a self-administered questionnaire. To ratify the dimensions along with their contributions toward main construct, the researcher conducted first-order and second-order confirmation factor analysis by means of structural equation modeling using Amos software. The findings indicated that process, strategy, attitude, structure, culture, and technology are the main predictors of organizational change.

Naveed et al.'s (2017) study established a significant positive relationship between the main organizational change construct and its dimensions. Therefore, the organizational change construct along with the change dimensions developed in the study may be used as a reliable instrument for measuring organizational change. In this case, the researchers identified the aforementioned six dimensions of organizational change, prevalent within the banking industry. However, the study was limited to banking industry and therefore there is need for further studies about the application of dimensions of organizational change to be conducted in other related sectors of the economy other than the robust banking industry.

This research by Naveed et al. (2017) is related to the conceptual framework of the envisioned study, which encompasses the McKinsey 7S model. The McKinsey's 7S framework provides for effective change process through effective strategy, structure, systems, style, staff, skills, and shared vision. As evident, the six dimensions of change identified by Naveed et al. are in support of the key tenets presented by the conceptual framework of the envisioned study.

A negative correlation exists between perceived organizational support and resistance to change. Jabbarian and Chegini (2017) investigated the effect of perceived organizational support in the resistance to change among the official staff of Guilan municipalities. Using a sample of 254 staffs, the researchers utilized questionnaires to collect quantitative data. Jabbarian and Chegini established a negative relationship between perceived organizational support and resistance to change. Also, the researcher found a negative correlation between readiness for change and resistance to change among government employees in Guilan municipalities.

Jabbarian and Chegini (2017) provided quantitative evidence of the relationship between perceived organizational support and resistance to change. The findings of the study could fill the knowledge gap pertaining to the relationship between organizational support and effective change management, which is aimed at enhancing sustainability. However, there is need to develop an in-depth understanding of the role of organizational support on effective change management through a qualitative inquiry. The comprehensive findings of such a study might increase the awareness of organizational support during change initiatives.

Organizational readiness is a necessity for effective change implementation as it correlated negatively with resistance to change. Building from the findings of Jabbarian and Chegini's (2017) study, organizational leader should first create an environment conducive for change to thrive and offer the appropriate support to the employees to effect the change. It also follows from the findings of this study that, leaders should

embrace the change they desire from other in order to cultivate the culture of change among the stakeholders.

Organizational learning positively influences organizational change. Huang (2015) sought to explore the primary factors that could influence mobile learning outcome, and further explored the moderating effect of employee resistance to change (RTC) on mobile learning. Using a sample of 261 employees with mobile English learning experience, the researcher conducted quantitative research and utilized partial least squares to analyze the data. The researcher indicated that perceived playfulness, flexibility advantages, and self-regulated learning might have a positive implication on mobile learning satisfaction, which consequently could result to enhanced mobile learning continuance intention. Also, the researcher established that RTC might moderate the relationship between perceived flexibility advantages and mobile learning satisfaction, the connection between SRL and mobile learning satisfaction, along with the link between mobile learning satisfaction and continuance intention.

Even though a significant amount of literature explores the phenomenon of mobile and organizational learning, relatively there is limited research on the moderating effect of employee resistance to change on mobile learning within organizations (Huang, 2015). As mobile learning emerges as a key learning avenue, in order to reduce learning barriers, and further enhance adaptation to change among organizations, there is need for further research on the moderating effect of resistance to change in mobile learning. Effective organizational change requires enhanced organizational learning to respond to the changing environmental dynamics (Huang, 2015). The existing gap in knowledge on

the moderating role of resistance to change in mobile learning among organizations provide opportunities for further research, which could enable organizational leaders to unravel effective strategies to respond to environmental changes by means of mobile learning.

Organizational fairness is more important earlier on in change initiatives while supportive leadership is more important later on. Jones and Van de Ven (2016) examined whether relationships between change resistance and its effects and antecedents strengthen or weaken over time during an extended period of organizational change. Utilizing a sample of 40 health care clinics undergoing a 3-year period of organizational changes, the researchers established that resistance to change had increasingly negative relationships over time with two critical effects: employees' commitment to the organization and perceptions of organizational effectiveness. Jones & Van de Ven found that the aforementioned relationships became stronger over time suggesting soring effects of resistance to change. The researcher concluded that organizational fairness is more important earlier on in change initiatives whereas supportive leadership is more important later on.

Employee resistance should be addressed immediately it is identified. The main implication of Jones and Van de Ven (2016) study for practice is that it is important for change agents to address employee resistance as soon as possible because if left unchecked for a long period, the resistance can fester and increasingly impose more harm. Also, it emerges from the study that taking part in supportive leadership behaviors could be useful in addressing resistance to change at later phases of change processes.

However, it is unclear whether the findings from this health care context can apply to other business contexts, which calls for further research within non-healthcare organizations. The researchers affirmed the role of leadership in effective change implementation. Effective leadership fosters effective change management (Jones & Van de Ven, 2016). Therefore, organizational leaders must cultivate effective leadership skills that empower the employees through career support and a healthy operating environment.

Organizational changes are affected by interpersonal, political, and socioeconomic shocks. Mandják, Belaid, and Narus (2018) addressed the impact that environmental changes have on the behaviors of business actors. To determine this relationship, researchers conducted a study on a Tunisian spare parts company by comparing their performance for the past five years. The major reason for choosing Tunisia is that it provided a unique platform for studying the repercussions of political, socioeconomic and institutional changes. Mandják et al. found that the behaviors of key business actors are significantly impacted by interpersonal, political, as well as socioeconomic shocks. The major limitations of the study by Mandják, Belaid, & Narus (2018) included the emphasis on jobbers in the research leaving out other actors such as wholesalers, suppliers, and clients. Further, the research seems biased as it focused on most important jobbers. The emphasis on most important jobbers left out the views of new actors. Importantly managers should be keen on potentially harmful combinations of factors that may lead to destructive behaviors.

The political, socioeconomic, and institutional changes should be addressed for successful implementation of organizational change. Mandják, Belaid, and Narus (2018)

highlighted significant information of understanding an interactive business landscape. Understanding the effect of environmental changes especially, political, socioeconomic and institutional changes on business actors will effectively determine how an organization handles its change management process (Mandják, Belaid, and Narus, 2018). Additionally, this information provides industry players with useful insights on how best to effectively manage change in the dynamic environment.

Successful organizational change requires effective leadership. MacKillop (2017) contended that organizational change literature are dominated by macro as well as microexplanatory models that often tend to omit conflict, mess and power instead of giving prominence to universalistic steps, leadership, elements of successful change. Drawing on Laclau and Mouffe's political discourse theory along with its mobilization by leadership studies of organizational change, the researcher explores the most effective change management strategy. The author defines change leadership as an assortment of changing practices, pragmatically put in place by organizational players. MacKillop establishes that successful organizational change requires effective leadership that accounts for the needs of change stakeholders whilst minimizing conflicts of interests.

Effective organizational change management requires four dimensions of leadership. MacKillop (2017) study contributes to the critical explanations of organizational change politics by considering leadership as an assortment of changing discursive practices. The four dimensions of leadership presented by MacKillop include: leadership as a demand linking together a variety of contradictory demands across spaces, leadership as a subject position representing a particular organizational discourse,

leadership as a contested demand for gathering consent, and leadership as the practices of agency for identifying with new demands to enhance hegemony of a particular discourse (MacKillop, 2017). The researcher established that leadership is a constantly changing performance of power that addresses issues by mobilizing various practices under the appealing and hollowed-out demand of leadership. Therefore, the application of effective leadership toward change initiatives can facilitate effective transitions and deliver the desired outcome.

Change management requires a paradigm shift. Welbourne (2014) argued that change is escalating, and the existing models of change management do not seem to deliver the anticipated change results. Welbourne cited a report by Blanchard's team that illustrates that "up to 70% of the entire change management initiatives usually fail". Building from the aforementioned premise, Welbourne contends that the current change management approaches are outdated and more change initiatives are doomed to fail from the beginning. Welbourne ends up with a conclusion that leaders should quit regarding change as something negative, stop addressing change management as an event but rather a process, and utilize new approaches and move out of the ones associated with grief management.

A paradigm shift is necessary in the field of organizational change management to address the rising cases of resistance to change. Welbourne (2014) presents positive implications in the field of change management by recommending a paradigm shift in the way leaders perceive organizational change. Through the application of Welbourne's study findings, organizational leaders can start embracing change as a process and not an

event, leading to positive implications of change. Building from the findings of the study, employers should revisit their change management strategies to encompass advanced training among the employees to increase their competence on change initiatives.

Organizational change is not a negative experience. Gover and Duxbury (2017) conducted a qualitative study to explore the conceptual links amid two different approaches to managerial cognition, sense making, as well as bias in the context of organizational change. Interviews were supplied to 26 hospital employees and patterns associated with individuals' retrospective accounts as well as real-time assessments were identified. The findings of the study revealed that organizational change is not a negative experience for most informants, which contradicted the prevailing theme in the literature.

The researcher makes two contributions to the understanding of how people experience and make sense of organizational change over time. Little is known on the manner in which the process of change unfolds with time at a personal level, and extant research has not examined the degree at which people's retrospective sense making on organizational change reflects or deviates from their real-time assessments during change (Gover & Duxbury, 2017). On the broader perspective, the researcher presents insights and focused propositions pertaining to the use of retrospective data to gain knowledge of people's perceptions of circumstances that have happened.

Organizational change enables an organization to adapt to changing environmental conditions. Ouma (2017) tackled the core concepts and aspects of organizational change. Change ensues within an organization time-after-time depending on the short and long-term strategic organizational plans (Ouma, 2017). Without change,

an organization would be unable to cope with the dynamic environment of a market or industry, which could render a company irrelevant (Ouma, 2017). The management of an organization should adopt change strategies and models that conform to the standards or nature of the required change.

Different types of change exist within an organizational set up. The main types of shifts organizations experience in operations are transformational and incremental change, planned and unplanned change, developmental and remedial change, and subsystem and organization-wide change (Ouma, 2017). The researcher contended that, any type of change can ensue in an organization depending on the organizational requirement at any given time. Change cannot manifest alone but some situations or conditions are prerequisites, wherein they necessitate the change (Ouma, 2017).

Organizational change strategies are invaluable because change affects employees, processes, procedures, and policies. Some elements of change are usually adverse or perceived as negatively impactful to employees (Ouma, 2017). Therefore, sometimes workers resist change. In change strategies, organizations should formulate ways of managing resistance to change. Organizational leadership should be in a position to effect change (Ouma, 2017). Every organization undergoes change at some points of operations. It is inevitable. Managers and organizational leaders should be able to speculate change positively and develop effective strategies to initiate change.

Effective leadership supports employees during organizational change. Kellis and Ran (2015) determined the major causes of leadership failure in new public management-based reforms and identified effective leadership principles that ensure success in the

ever-changing public service environment. The researchers analyzed the impact of managerial philosophy of Dr. Berwick on centers for Medicare and Medicaid services performance. In their analysis, a single case was used to demonstrate that leadership principles can alter a situation of failure in the federal agency.

Effective leadership in the public service improves employees' performance. Effective leadership enhances agency morale, which ultimately facilitates improved agency effectiveness and performance (Kellis & Ran, 2015). The researchers provided insightful information that can be used to improve business practice. Organizational leaders can learn the significance of applying effective leadership principles to improve employee morale. Increased employee morale can be manifested in various traits including resilience, optimism and efficacy which are connected to organizational performance (Kellis & Ran, 2015).

Poor leadership impedes organizational change efforts. Kellis and Ran (2015) highlighted vital organizational change management strategies that can be applied in various businesses to improve performance. Deficiencies in leadership often results in leadership failure, which adversely affects organizational change (Kellis & Ran, 2015). Focusing on the principles of value based authentic and transformational leadership makes it easier for leaders to address challenges in complex organizational situations.

From 1980 to 2018, destructive leadership has received less attention regardless of the increased focus on the dark side of leadership. Neves and Schyns (2018) affirmed that much emphasis has been put on the type of employees that organizations are willing to hire, develop, and promote as opposed to those that they should avoid. Similarly, there

is much focus on issues such as bossing, negative leadership, and abusive supervision among others that characterize the negative side of leadership (Neves, & Schyns, 2018).

Destructive leaders derail the change process. Neves and Schyns (2018) examined that there is need to investigate the role of destructive leadership in an environment where change is more frequent, inevitable, and unpredictable as well as where there is low success rate in the change process. However, little focus has been put into how the changing context can lead to manager derailment or destructive leadership. The findings of the study provided vital information through its contribution to organizational change management strategies. Organizations should be aware that despite their determination towards having dedicated and positive leaders that help them in achieving a sustainable change process, there are destructive leaders who derail the change process (Neves & Schyns, 2018). Furthermore, there is a need for organizations to understand better how their leadership influences change management and employees.

Most organizations face difficulties implementing organizational change successfully. Mosadeghrad and Ansarian (2014) used systematic and meta-analysis review of the literature published from 1980 to 2011 to explore the primary reasons for organizational change failure. The researchers established that unsuccessful change initiatives were attributed to inadequate resources, insufficient education and training, inadequate management support, inappropriate organizational culture, poor leadership, inappropriate planning, insufficient customer focus, poor communication, and lack of a monitoring and measurement system. A well-designed and well-implemented change program enables organizational leaders to achieve desired change results (Mosadeghrad

& Ansarian, 2014). Identification of factors that contribute to success or failure of a change process enable change leader to develop effective strategies for enhancing the likelihood of attaining the desired change results (Mosadeghrad & Ansarian, 2014). Allocating the necessary resources is essential for the success of the change program (Mosadeghrad & Ansarian, 2014). Firms that are struggling financially face difficulties sustaining change programs (Mosadeghrad & Ansarian, 2014). Change involves cost, effort, as well as time, and failure to provide adequate resources to support change initiatives negatively affects the success of the change (Mosadeghrad & Ansarian, 2014). Organizational leaders should invest in change programs to achieve the desired results.

McKinsey 7-S Model and Organizational Change

The McKinsey's 7S framework advocates for effective strategy, structure, systems, shared values, style, staff, and skills during organizational change. Singh (2014) conducted a qualitative study on the role of Mckinsey's 7S framework in achieving organizational excellence. Singh used past literature, interviews and survey questions to establish how a leader can initiate and bring change by aligning with the McKinsey's 7S Framework. According to Singh, the social and psychological needs of the employees need to be understood to motivate them in completing the assigned responsibilities. Unless leaders entirely support the proposition that organizations ought to have a high propensity of communication to meet the employees' psychological needs, the organization is likely to remain stagnant. Failure to enhance communication may generate grapevines and conflicts that adversely impede the organizations' change management. Singh asserted that effective communication is imperative for the

management to create and sustain a significant competitive advantage for organizational performance and improvement. Transformational leaders have a remarkable influence on the workplace and the organization's culture (Singh, 2014). When leaders wish to instill change, their leadership styles must be strategically aligned to accommodate the organizational culture (Singh, 2014). Singh found that the McKinsey's 7S framework is essential in achieving organizational excellence because it takes into account the requirements for sustainable change that include strategy, structure, systems, shared values, style, staff, and skills.

The McKinsey's 7S framework is a suitable model for analyzing organizations and their effectiveness. The model presents seven critical components that make organizations successful during organizational change, which entail: strategy, structure, systems, shared values, style, staff and skills (Singh, 2014). Singh used multiple data sources that included past literature, interviews, and survey questions to establish the role of the framework in achieving organizational excellence, an aspect that enhanced data triangulation. However, the study solely relied on the McKinsey's 7S framework, and failed to compare its effectiveness in change management against other theories of management such as the Kotter's model of change, which calls for further research. The framework can be aligned with any organizational issue that needs to be addressed, and hence McKinsey's 7S framework is a perfect fit for organizational change. McKinsey's 7S model's alignment with multiple organizational changes enhances the applicability of the findings of the study to multiple business settings. Organizations seeking to embrace

change and create sustainable development can utilize the findings of the study to align their change initiative with the McKinsey's 7S model.

Successful change requires an effective change management strategy, such as cooperate social responsibility. Naipitin, Kojchavivong, Kowittayakorn, and Sakolnakorn (2014) studied the successful strategies and the guidelines for the management strategies of supply chain management of local SME construction shops in Thailand. The researchers used the McKinsey 7S model and provided 400 questionnaires to participants for data collection purposes. In addition to the quantitative inquiry, Naipitin et al. also used focus groups to carry out a qualitative exploration of the study to augment the findings of the quantitative methodology. The results of the study revealed that of the seven strategies (7S) in the framework (structure, systems, strategy, skills, styles, staff, and shared values), most entrepreneurs had high scores in strategy. However, the results indicated that most entrepreneurs had low scores in areas such as working with software applications due to lack of outside training. It was also evident from the study that a high percentage of entrepreneurs maintain command as the owner and do not provide authority to others.

Supply chain management, which also entails change management, is the systematic and strategic coordination of traditional business processes as well as tactics all over the entire business functions within a specific organization and across businesses within the supply chain for purposes of enhancing sustainable performance of individual organizations (Naipitin et al., 2014). The authors further asserted that effective supply chain management entails the entire activities of the business life cycle. Naipitin et al.

ended with a resolution that the main strategy promoting sustainable change is corporate social responsibility because through the strategy, the relationship between firms and society can create brand loyalty for customers.

Naipitin et al.'s (2014) study was carried out among SMEs within Thailand, and therefore it could prove valuable for future studies to consider researching the successful strategies from a multinational organization's point of view. Nevertheless, the researchers utilized both quantitative and qualitative methods, which increased the precision of the findings. Consequently, the researchers used a variety of data sources, which enhanced data triangulation, which is a key component of validity. A sample size of 400 respondents is sufficient to attain findings that can be generalized to the larger population of study (Naipitin et al., 2014). Organizations that face change management issues can therefore utilize the findings of the study to address areas that require attention for successful change implementation. The envisioned study seeks to establish the strategies that managers of parastatal organizations use to adapt to continuous environmental change to sustain their business operations. The application of the findings of this study can provide a conceptual basis for the envisioned study based on the McKinsey's 7S model.

Shared values support organizational change, and thus the tenet is at the heart of the McKinsey's 7S framework. Gyepi-Garbrah and Binfor (2013) sought to explore how the internal structures, vision and mission of commercial oriented research organizations can be strategically aligned for effective commercialization strategy. Gyepi-Garbrah and Binfor used the McKinsey 7S conceptual framework to ascertain ways of improving the

performance of research organizations and determine how best to implement a proposed study. Gyepi-Garbrah & Binfor alluded that the McKinsey 7S framework entails seven interdependent elements categorized as either “soft” or “hard.” The “soft” components of the framework include shared values, style, skills, and staff; whereas the “hard” components comprise of strategy, structure, and systems. The researchers further contended that although the hard components are easier to establish, the soft components are less tangible and mostly influenced by organizational culture. Gyepi-Garbrah and Binfor collected data by means of a qualitative case study through direct observation and organizational documents such as strategic plan and archival records. The results of the study indicate that both categories of elements have equal significance to organizational success amid prevailing challenges. Gyepi-Garbrah and Binfor indicated that “shared values” placed at the Centre of the model is a representation of how critical “values” are to the development of the other six elements.

The Gyepi-Garbrah and Binfor (2013) study includes recommendations for management consideration and policy formulation for effective delivery of value proposition to include internal market orientation, innovative governance, improving visibility, and enhanced leadership model such as use of transformational leadership. The strengths of the study lie on the researchers’ use of organizational documents as a foundation of data collection. Organizational documents provide valid proof for the latest position of organizations and thus they are a viable means of data collection. However, further research is needed to collect primary information from research participants by means of interviews in order to obtain the actual state of McKinsey 7S as experienced by

business leaders. The researchers make some strategic recommendations for consideration by policy makers within the public sector. The application of the findings of this study can enable leaders in the public sector to overcome the bureaucratic nature of public organizations and implement change that spurs sustainable development. Future studies, such as the envisioned study on the strategies that leaders of parastatal organizations use to adapt to continuous environmental change, can benefit from the findings from this study in terms of reference.

Eco-sustainability strategy supports organizational change. Teh and Corbitt (2015) observed that development in sustainability demands that businesses change their modus operandi. The researchers explored the degree and nature of eco-sustainability strategy and policy in the Australian Securities Exchange (ASX) using 200 companies. Teh and Corbitt demonstrated how the companies applied eco-sustainability strategy, policy, and the factors that influenced the extent of the strategy implementation. Organizational environmental sustainability is an indispensable global issue in which climate change and eco-sustainability are critical since they can influence private along with public companies' long-term success, market competitiveness, and strategic position (Teh & Corbitt, 2015).

Organizational leaders should address environmental concerns during organizational change. The findings of Teh and Corbitt (2015) study have theoretical and practical implications for managers. Managers have to ensure that they care about how their businesses affect the environment (Teh & Corbitt, 2015). Organizational leaders can improve the performance of the company by initiating changes that reduce waste and

implement strategic decisions that would support the growth of the organization in the future (Teh & Corbitt, 2015). Most businesses still do not understand the importance of making their businesses eco-sustainable. The findings of this study are relevant to the envisioned study because they illustrate how McKinsey's 7S framework can be used to improve the performance, assess the likely effects of changes in the future, align processes during acquisitions, and determine the best ways of implementing policies.

Organizational change requires innovation and creativity. Srivastava (2014) underscored the need for innovation in achieving successful organizational transformation. Leaders must think outside the box and realize that change should be flexible and should depend on the prevailing conditions (Srivastava, 2014). The researcher reviewed innovations in some 60 companies across the United States. Srivastava surveyed managers of the company regarding how they managed change. The findings from the study indicated that change requires innovation and creativity. Some of the ways of initiating change include talking to employees regarding change and obtaining their thoughts and fears (Srivastava, 2014). The change should be holistic and must address strategy, performance, and future changes, among other factors (Srivastava, 2014).

The significance of innovations cannot be overstated. Managers need to draw lessons from the McKinsey's 7S framework model in understanding that change involves all stakeholders (Srivastava, 2014). Leaders along with the employees need an understanding regarding the intended benefits of the change (Srivastava, 2014). The management should be responsive to the psychological needs of the employees during the

period of change (Srivastava, 2014). This study is relevant to the envisioned study as it draws valuable insights regarding transformational leadership styles that the managers participating in the study adopted. Leaders need to be innovative and look into issues such as shared values and skills as well as future changes and how the company plans to address them.

Leaders could facilitate organizational change by changing their leadership styles to reconcile with the changes preferred. Seah and Hsieh (2015) explored the influence of leadership on organizational adaptability and change using the Chinese business context. The researchers draw on case data and aims to unearth the factors that would compel the leaders of the family business to start and implement organizational transformation and adaptation. Seah and Hsieh relied on interviews from 16 informants from the case study. The researchers presented evidence in the form of interview extracts. The empirical findings demonstrate that the leaders could facilitate organizational change through changing their leadership styles to reconcile with the changes regarding the business environment.

Leaders must adjust their leadership styles according to the demands of the transforming business environment. Accordingly, future research could replicate the findings to other settings or samples. The practical implications are that to manage organizational change, leaders must be willing and able to adjust their leadership styles according to the demands of the transforming business environments (Seah and Hsieh, 2015). The research explores the issues identified in one case study setting, which could be a research limitation to the study. The findings from the study are relevant to the field

of change management, as they add insights to the current literature on organizational change and leadership. Leaders should be creative and relook ways of changing the business environment to match new expectations, current best practices, as well as bring on board all stakeholders.

Transformational Leadership and Organizational Change

The transformational leadership tenets enhance organizational change management. Al-Qura'an (2015) identified the impact of transformational leadership on organizational change management at Jordan Ahli Bank. The researcher adopted a standard questionnaire, which was adjusted and distributed to the population of the study involving 50 branch managers of Jordan Ahli Bank. Al-Qura'an established that transformational leadership tenets that include idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration affect organizational change management at the structural, technological, as well as the people level at a bank.

Effective leaders support employees during organizational change. The study by Al-Qura'an (2015) is beneficial because it aligns the concept of transformational leadership theory with change management. The researcher links transformational leadership with organizational change by providing reasons why effective leadership is essential during the change process. A sample size of 50 managers along with a response rate of 84% seems appropriate as a representative portion of the population of study (Al-Qura'an, 2015). However, reasons must be established as to why 16% of the sample size failed to respond to the standard questionnaire.

The purpose of the envisioned qualitative single case study is to explore the strategies some business leaders in parastatal companies use to adapt to continuous environmental change in order to sustain business operations. Al-Qura'an's (2015) study is applicable to the envisioned study because the researcher provides a link between tenets of transformational leadership theory and change management, and explains the reasons why effective leadership is essential during the change process. Transformational leaders take into account the individual differences of the employees, and lead by example to avoid potential conflict of interests, which in the long run reduces resistance to change.

Transformational leadership enhances followers' commitment to change. Abrell-Vogel and Rowold (2014) highlighted that followers' affective commitment to change constitutes a strong predictor of the success of change initiatives in organizations. Prior studies have shown positive effects of transformational leadership on followers' commitment to change. However, studies showing the direct implications of different components of transformational leadership behaviors on the followers' commitment to change and the moderating effects of leader's commitment to change on these relationships are limited (Abrell-Vogel & Rowold, 2014). For that reason, Abrell-Vogel and Rowold sought to identify leaders' commitment to change and their effectiveness in the change process. Through a cross-sectional multilevel quantitative design based on data from 38 teams from various organizations with a total of 177 participating team members, the researchers established that transformational leadership behavior of individual support has a significant positive influence on the followers' affective

commitment toward change. Also, Abrell-Vogel and Rowold established that the transformational leadership behavior of providing an appropriate change model contributed positively toward followers' commitment to change when the leaders' own commitment toward change was high.

The leaders' own commitment to change enhances change among the employees. Abrell-Vogel and Rowold (2014) contribute to the existing literature by providing insight for researchers as well as practitioners into the effectiveness of transformational leadership during the change process by exploring the impact of various transformational leadership tenets affecting followers' commitment to change. Also, Abrell-Vogel and Rowold contribute additional knowledge pertaining to the relevance of leaders' own commitment to change as a moderator of effective leadership in the change process. However, owing to the multilevel and multisource data, the sample size of the study is relatively small, which limits the external validity of the results. Besides, future research should lay emphasis on the longitudinal replication of relationships. Research pertaining to the leaders' and followers' commitment to change should continue to explore more complete models of interacting influence factors.

Leaders ought to provide individual support to their followers to guide them throughout the entire change process. For organizational leaders, results of the Abrell-Vogel and Rowold (2014) study underscore the significance of individual support for followers. Abrell-Vogel & Rowold highlight the need for leaders to be cognizant of their commitment toward change, and in moving forward need to establish a positive relationship with the change agents for them to act as successful role models.

Transformational leadership facilitates a healthy culture during organizational change. Middleton, Harvey, and Esaki (2015) explored how leaders approach trauma-informed organizational change. The researchers adopted a qualitative methodology and utilized the grounded theory to discover the requirements of a successful change management. The results of the study indicated that transformational leadership facilitates an infrastructure that influences organizational factors, processes, and expectations for the primary purpose of promoting the sustainability of evidence-based practices. Middleton et al. suggested that leaders in social service agencies committed to trauma-informed organizational change by means of the sanctuary model manifest transformational leadership style. Moreover, leaders with a wealth of experience in implementing the model cited being able to clearly determine unique elements of organizational culture in their agencies such as levels of safety, were able to envisage culture as not only being an obstacle to organizational change, but also a driver to trauma-focused organizational change. The four transformational leadership tenets involving idealized influence, inspirational motivation, intellectual stimulation and individualized consideration are essential when implementing organizational change (Middleton et al, 2015).

A positive culture enhances organizational change while an unhealthy culture impedes organizational change. Middleton et al. (2015) contribute to the existing literature in the area of change management by adding the cultural dimension to the concept of change management. Prior studies have given prominence to leadership as an essential component of successful change implementation. However, Middleton et al.

highlighted the dual role played by culture as an impediment and driver of organizational change. Through the qualitative methodology, the researchers were able to obtain primary information regarding to how leaders approach trauma-focused organizational change. The findings of this study are based on a healthcare organization and might not be applicable in other settings such as a business organization.

The study by Middleton et al. (2015) is relevant to the envisioned research that seeks to establish the strategies used to explore strategies some business leaders in parastatal companies use to adapt to continuous environmental change in order to sustain business operations. Rapid environmental change is turbulent just like in the case with the trauma-focused organizational change, thus; stressing the need to adopt a transformational perspective to the change with the aid of a sanctuary model of operation.

Organizational change is independent of the transformational behavior of the change agent. Panava and Sehic (2014) investigated the role leaders of change agent play in implementing organizational change. The researchers focused on micro-aspect of change, particularly the influence of changes in the workforce as well as their behaviors and attitudes that directly affect the success of change. The researchers used a Bosnian Company for the research, employing observation, questionnaires and interviews for the methodology. The empirical results indicated that transformational behavior of the agent of change is not uniformly relevant and efficient according to three organizational changes applied in the organization.

The implication of Panava and Sehic (2014) study is that organizational change is independent of the transformational behavior of the change agent. Instead, it largely

depends on the attributes of the changes made and relate to the cause and depth of the intervention as well as the anticipated results of the change regarding the organizational culture. A major limitation of the study is that it falls short of explaining the conceptual models used in the study. The study is significant for managers looking to implement changes in their organizations since it illustrates that organizational change depends on the willingness of employees to accept change. Accordingly, change agent leaders should come with interventions to manage likely conflicts and define transition strategies.

Transformational leaders provide shared information during organizational change, which enhances organizational change. Shin, Seo, Shapiro, and Taylor (2015) aimed to determine ways of maintaining the commitment of employees in an organizational change. It applied the methodology of longitudinal assessment of organizational change. The findings suggested that later commitment of employees to change in normative and affective forms is higher when they feel more commitment to the change. The employees committed more when change was sustainable and perceived their leaders to have observed more informational and transformational justice behaviors among team works (Shin et al., 2015).

Sufficient change information is required for successful organizational change. The findings from Shin et al.'s (2015) research provide valuable insights for managers as it establishes that employees need time to adapt. Consequently, change agents should ensure they provide information and explain the process of transformation (Shin et al., 2015). The main limitation of the study is that it does not state sample size, so the findings may not represent the bigger scope of the topic under investigation.

The findings from Shin et al. (2015) study have theoretical and practical implications for managers. There is need to develop longitudinal study that would facilitate the study of human behavior and response to change. For managers, the researchers draw significant insights from the results regarding the change process, wherein change has to be gradual. Employees should understand the motivation for change and be part of the transformation process for effective implementation of organizational change.

Transformational leadership influences innovative behaviors among the employees. Feng, Huang, and Zhang (2016) examined how transformational leadership influences innovative behaviors in teams. The researchers hypothesized that transformational leadership affects group innovative behavior as a group-level construct that is moderated by two-phased organizational change that symbolize organization-level resources. Moreover, the researchers identified incremental change and situational variables-radical change and explored their impacts on group innovative behavior. Feng et al. collected data from permanent employees working in teams and drawn from 43 companies. Each respondent was a middle or senior level manager who participated through a web-based survey, wherein 192 managers as well as 756 subordinates drawn from 112 groups completed the survey. The findings established that transformational leadership positively relate to group innovative behavior (Feng et al, 2016). The findings of study have implications for implementing a suitable leadership style that motivates innovative behavior and encourages dual organization change that boosts innovative

behavior. Besides, the findings present the innovative behavior needed for transformational leadership during a radical change.

Transformational leadership entails four of the tenets required for sustainable change management that include consciousness, connectedness, continuity, and creativity. Tiedman, Arts, and Zandee (2013) recommended a new type of leadership style may be valuable to develop sustainability necessary for creating a sustainable organization. The new world-view of organizations encompasses a phenomenon in which business, the economy, the environment and society are interconnected and inseparable. Hence, a new paradigm for business leadership needs to arise to spur successful organizational change. Tiedman et al. established a literature review comparing prior studies on leadership styles against the qualities required for sustainable leadership and exposed six qualities needed for an individual to be regarded a sustainable leader, which include consciousness, context, connectedness, continuity, collectiveness, and creativity. Tiedman et al. revealed that transformational leadership already entails four of the tenets needed for sustainable change management, which are consciousness, connectedness, continuity, and creativity.

The employees' willingness to change is required for successful implementation of organizational changes. Stoffers and Mordant-Dols (2015) explored transformational leadership and professional's willingness to change by conducting a multiple case study in project management organizations. The multiple case studies were conducted in three project management organizations that had recently adopted new business information systems. The researchers contended that professional's willingness to change is a great

necessity for successful implementation of organizational changes. The qualitative investigation explored that through leading by good example, transformational leaders have a positive influence on their employees' willingness to change. Also, the findings of the study indicated that the most critical factors of employees' willingness to change are timing, involvement, necessity, emotions, and added value.

Change leadership contributes to the employee's commitment through the provision of change communication and employee participation in the change implementation process. Voet (2015) examined the association between change leadership and public sector organizational change by examining the interactions of transformational leadership style and red tape. The researcher asserted that recent works have highlighted the significance of leadership in change processes within public organizations, but only limited empirical evidence exists. The impact of change leadership in organizational change is most likely dependent on specific features of public organizations (Voet, 2015). Through a quantitative inquiry, the results indicated that change leadership contributes to the change recipients' commitment to change by offering high-quality change communication as well as stimulating employee participation in the implementation of the desired change. The results also suggest that red tape perceptions of change recipients along with little reliance on transformational leadership style inhibit the prospects of change leadership to allow employee participation in the adoption of change.

Effective leadership has a positive influence on organizational performance. Lega, Prenestini, and Spurgeon (2013) sought to examine the importance of strong management

in healthcare practices and carried out a literature search to ascertain the link between the performance of healthcare organizations and management leadership, practices, as well as characteristics. After a comprehensive literature search, Lega et al. (2013) retrieved and analyzed 37 journals with the keywords entailing management, management impact, management practice, healthcare services, healthcare organizations, quality, and healthcare performance. The findings of the study revealed that strong management was related to decreased risk of mortality as well as financial performance (Lega et al., 2013). In their study, Lega et al. contended that management entails planning, organizing, staffing, and controlling, whereas, leadership involves guidance, direction, motivation, and alignment of followers. Effective change management requires an effective leadership framework (Lega et al., 2013). The researchers identified that, management leadership, practices, characteristics, styles, and cultures closely relate to indicators of performance, and are all necessary to successful management of organizational transition. The findings of the study indicated that there is a positive effect of strong management on organizational change and hence healthcare performance (Lega et al., 2013).

Transformational leaders exhibit emotional intelligence that drives organizational change. Metcalf and Benn (2013) investigated how leadership characteristics relate to successful implementation of corporate sustainability. The findings of the study revealed that leadership for sustainability necessitates leaders of extraordinary attributes who can assess and predict through complexity in turbulent organizational change and have superior emotional intelligence. Metcalf and Benn uncovered the leadership attributes essential for successful change management. The researchers established that emotional

intelligence is a critical contributor to the human capacity to lead through various organizational complexities associated with change management. Transformational leadership has the capacity to drive organizational change by creating sustainable solutions through its key tenets that include idealized consideration, intellectual stimulation, idealized influences, and inspirational motivation (Metcalf & Benn, 2013).

Transformational leadership enhances corporate organizational performance. Flemming (2017) aimed to investigate the relationship between corporate organizational performance and types as well as transformational leadership methods in 16 public organizations. The research employed the methodology of Multifactor Leadership Questionnaire and the Organizational Culture Assessment Instrument to gather data. Seventy-five directors filled the information on leadership culture types and leadership traits. Two hundred employees from sixteen public organizations participated in the measures on culture and leadership. The findings suggest that there is a correlation between organizational culture and transformational leadership styles.

Leadership traits influence the organization's cultural values that support organizational change. Flemming (2017) observed that leaders from the Caribbean Diaspora have asserted that no documented evidence exists to support the association among three essential pillars of public organization that include performance, leadership and culture. Consequently, many studies have arisen because of the cross-culture leadership (Flemming, 2017). The aim of the researcher was to conceptualize the phenomenon of leadership culture. The main issue was that public organizations in the Caribbean had high instances of dysfunctional leadership, and limited evidence exists to

explain the inadequacy. The study is applicable to the topic of transformational leadership and change management as it offers invaluable insights regarding the influence of leadership traits and cultural values. Transformational leadership as well as corporate organizational culture has constructive effects in facilitating performance and managing change (Flemming, 2017).

Stakeholder management and transformational leadership facilitate successful organizational change. Sucozhañay, Siguenza-Guzman, Zhimnay, Cattrysse, Wyseure, Witte, and Euwema (2014) evaluated the role of library leaders as agents of change when applying Library 2.0. The researchers used stakeholder management and transformational leadership approaches. They performed a case study in Latin American Library. Experiences gained in six years were assessed, during the time that three library managers managed the change. The researchers collected qualitative data from interviews, observations, and documents. They then used qualitative data analysis techniques to obtain comprehensive knowledge of the process of change. Results indicate that absence of stakeholder management and transformational leadership is recipe for limited and delayed implementation of innovations.

Effective leadership strategies and stakeholder management proficiency are essential during organizational change. Whereas library managers understood the importance of various stakeholders in implementing changes, they failed to apply the proactive and systematic strategies to identify and manage them (Sucozhañay et al., 2014). A major limitation of the study is that it does not specify the sample size and does not perform longitudinal assessment of the issue. The findings from the study are

applicable to the field of change management as they underscore the need to train managers as change agents.

Organizational leadership spurs innovation during organizational change. Paulsen, Callan, Ayoko, and Saunders (2013) sought to establish how transformational leaders affect the research and development (R &D) team outcomes by being innovative. Specifically, it aims to concentrate on the role of collective identification in reconciling innovative results. The methodology involved 104 participants drawn from a massive Australian R & D organization. They were surveyed two times in a year during a major change and reconstruction. The study drew matched respondents from 29 dissimilar teams. The researchers established that perceived support for innovation and group identification affected team innovation and transformational leadership. The empirical findings from the study show that innovation and transformational leadership are important elements in reconstruction and change within organization.

The ability of leaders to influence innovation through collective approach raises intriguing alternative possibilities. The findings of Paulsen et al. (2013) study have practical implications for the topic of change management. The findings underscore the role transformational leadership style plays on influencing team identification and climate, and consequently innovation at least in the context of scientific research and development teams. The transformation leadership style generates better outcomes during change management (Paulsen et al, 2013).

Transformational leaders are innovative to manage change accordingly. Brand, Croonen, and Welsh (2016) observed that organizational change requires

transformational leadership. While companies need to be innovative with their products and services, it is also critical that they are innovative regarding leadership (Brand, Croonen, & Welsh, 2016). Today, web-based technology seems to have taken over. Powerful players such as Alibaba, Amazon, Google, and Netflix are redefining distribution methods and sector boundaries. The lessons companies learn is that they have to be innovative and adapt to changes accordingly. According to the study, managing change is a major challenge that affected 48% of businesses polled.

When organizations fail to respond fast to their environment, their survival is threatened. Effects of improper organizational change have been demonstrated by other studies, thus underscoring the need by companies to manage change effectively (Brand et al, 2016). While this study uses other reviewed literature to make a strong case, it does not state methodology, sample size and conceptual framework the study adopted. The findings from the study have theoretical and practical implications for managers. Managers need to prepare adequately for organizational change by being innovative and ready to adapt to new market forces (Brand, Croonen, & Welsh, 2016). This source is relevant to the topic since it reaffirms that transformational leadership is integral for driving change.

Transformational leadership reduces resistance to change. Appelbaum, Degbe, MacDonald, and Nguyen-Quang (2015) demonstrated that transformational leadership is fundamental to organizational change. Subsequently, organizations have to react rapidly to the changing environments by participating in change, right from the small adjustments to the radical transformation. However, many challenges exist in trying to

achieve positive organizational results. Some of the obstacles include resistance that reduces mobilization level that is important for successful transformation (Appelbaum et al, 2015). For the methodology, the researchers used many published practitioner and empirical research to analyze the correlations in trying to find the variables that impact resistance during significant organizational change. The researchers proposed an overall model that establishes the causal relationships among elements that influence organizational outcomes. The findings from the research revealed that leadership is an integral component in multiple levels of organizational change and influence organizational outcomes directly and indirectly. The model should be tested in other empirical article to gauge its effectiveness. The study is relevant to the envisioned study since it describes how to deal with resistance and facilitate change. Leaders must have the aptitude to explain the change process and be patient during organizational change (Appelbaum et al., 2015).

While organizational innovation is fundamental for competitive advantage, much is unknown regarding the relationship between organizational leadership and innovation. Prasad and Junni (2016) examined the influence of chief executive officer in transformational and transactional leadership. Prasad and Junni investigate the arbitrary role of environmental dynamism. The researchers gathered survey-based data from high-level management teams in 163 companies drawn from different sectors in the USA. The employed multiple regression analyses to test the research hypotheses. The empirical findings suggest that CEO transactional and transformational leadership actions positively affect organizational innovation.

Companies benefit from transformational leadership when in dynamic environments. Prasad and Junni (2016) reiterated the role CEO leadership behavior plays in the search for organizational innovation. Overall, the researchers demonstrated that both transactional and transformational leadership can improve organizational innovation. Nonetheless, the effectiveness of these tenets largely depends on the environmental dynamism. The results from the study can be applied in companies that seek to introduce changes. The CEO leadership should be able to influence the innovation within the organization in various environmental conditions. The findings from the study offer valuable insights into what real leadership and management entail.

Transformational leadership requires environments that are ready to change for the better.

Employees' reactions to change are often determined by how transformational leaders prepare and motivate them to act in support of the change. However, it is not clear on how organization leaders affect employees. Faupel and Süß (2018) explained the knowledge gap that exists between leaders and employees by analyzing work engagement and the perceived consequences of change as motivational factors that elaborate the influence of transformational leaders on employees' behavior. To achieve clarity, the researchers conducted research where they engaged a sample of employees who were experiencing organizational change. The findings of the study revealed that transformational leadership increases employee engagement in the change process.

Transformational leadership plays a significant role in influencing employee behavior during the change process. Transformational leaders evoke employee behavior in support of change by increasing their work engagement and perceptions of positive

change consequences (Faupel & Süß, 2018). However, though transformational leadership encourages acceptance of change by employees; it is unclear whether it can improve employee valence during the process (Faupel & Süß, 2018). The findings of the study are significant in the organizational change management literature since they provide information about the mediating links between transformational leadership and employee's behavior. The findings of the study can sensitize organizational leaders on how they can influence employees in the change process.

Change implementation in public organizations is considered a major challenge that should be effectively managed to become successful. Van der Voet (2016) affirmed that, recent research highlights the significance of leadership in the change process. The researcher examined the relationship between direct change leadership and the recipients of change. The findings of the study revealed that leaders have a significant influence on the recipients' commitment to change. The researcher provided significant information that can help organizations through the change implementation process. Leaders can motivate employees in the change process by communicating with them about the change and stimulating their participation in the implementation process (Van der Voet, 2016). However, despite its positive contribution, the findings of the study indicated the negative perceptions of employees and low reliance of leaders on a transformational leadership style which may further affect employee participation.

Commitment is considered a vital condition for successful implementation of the change process. The findings of Van der Voet (2016) study provide essential information that can help managers in implementing change. Effective leadership improves

communication and hence enhances employee participation in the change implementation process (Van der Voet, 2016). Employee participation during the change process reduces resistance to change.

Transformational Leadership and Sustainability

Transformational leadership practices positively influence employee sustainable performance. Jiang, Zhao, and Ni (2017) examined the impact of transformational leadership on employee sustainable performance with the mediating role of organizational citizenship behavior. A total of 389 questionnaires were collected from contractors from Chinese construction companies and analyzed by means of the structural equation modeling. The results of the quantitative inquiry revealed that transformational leadership practices positively influence employee sustainable performance. Jiang et al. further established that the employees' sustainable performance is mediated by their organizational citizenship behavior. The researchers affirmed that transformational leadership focuses on the significance of social exchange between the leader and the follower in the form of a psychological contract, which stimulates organizational citizenship behavior.

Project managers should pay close consideration to transformational leadership tenets to nurture organizational citizenship behavior, and eventually improve employees' sustainable performance (Jiang et al., 2017). While prior studies have laid emphasis on the direct relationship between transformational leadership and employee sustainable practices, studies on the mediation of organizational citizenship behavior in the correlation between transformational leadership and employee sustainable performance

are rare. The study by Jiang et al. adds new knowledge to the existing literature in the field of organizational change. Although a sample size of 389 is sufficient to warrant reliable results, a larger sample size would enhance the applicability of the results to other organizational contexts other than construction organizations. Also, the study lacks control variables such as personal characteristics of employees or organizational characteristics, which would have affirmed standardization in the study.

Varying environmental conditions affect organizations differently. Most organizations experience different organizational changes, which are as a result of the varying environmental landscape (Jiang et al, 2017). The study is applicable to other contexts because it proposes feasible transformational leadership skills that organizational leaders can adopt to navigate through changes they encounter and enhance business sustainability. To the envisioned study, Jiang et al. provide a new aspect of organizational citizenship behavior in the success of organizational change management, which enables organizations to adapt to the changing environmental conditions.

Environmental issues require a collaborative, participatory, and transformational approach. Ardoin, Gould, Kelsey, and Fielding-Singh (2014) argued that the environmental sector faces massive problems that are ever changing and hard to define because they are caused by multiple factors and affect various parties, which makes them lack a clear solution. Drawing upon data collected by means of narrative interviews with 12 leaders from different sectors in the San Francisco Bay region of California, Ardoin et al. adopted a leadership typology to explore the role played by the

collaborative, participatory, and transformational leadership styles in addressing the changing environmental issues to enhance sustainable operations. The researchers found that environmental issues require a collaborative, participatory, and transformational approach that focuses on key components that include bridging difference, reframing discourse, as well as unleashing human energies. Besides, Ardoin et al. emphasized the need for building positive relationships, creating trust through mutual understanding between leaders and followers, and learning the environment in order to create solutions that address the existing issues and enhance sustainable development.

Transformational leadership is likened to collaborative leadership. Ardoin et al. (2014) used interviews to attain in depth responses from the study participants about the role of collaborative and transformational leadership in addressing the changing environmental issues. Most prior researchers have explored the role of transformational leadership in organizational change. However, the study by Ardoin et al. provides new insights about collaborative leadership in the changing environmental issues that affect organizations. The fact that the study was conducted within different sectors of the San Francisco Bay Area makes the findings sufficient to be adopted in various sectors of the economy. The main limitation affecting the narrative design is the researcher biases, which may affect the validity of the study.

The envisioned study seeks to establish the strategies that some business leaders use to adapt to environmental change in order to sustain their business operations and existence. For organizational leaders to adapt to environmental change and create sustainable developments, they need to embrace organizational change management

practices (Ardoin et al., 2014). Also, addressing environmental issues through a collaborative leadership framework reduces resistance to change from the relevant stakeholders (Ardoin et al., 2014). The study by Adrian et al. provides a foundation upon which organizations can address the varying environmental issues and develop viable organizational change strategies to increase sustainability.

Transformational leadership influences sustainable development through change. Dartey-Baah (2014) reviewed the aspect of leadership as practiced in the West and in Africa, and established a link between the two approaches with regard to sustainable development in Africa. The researcher assessed the implications of the approaches used by the West in the attainment of sustainable development within the African continent through a developed leadership-impact-effect conceptual model. Dartey-Baah used a literature review approach to explore the leadership orientation in the West (especially as it relates to effective leadership) against the prevalent leadership situation in Africa to ascertain their implication on sustainable development. Dartey-Baah established massive disparity between the leadership situation in Africa and the achievement of sustainable development. The researcher revealed a link between effective leadership approaches, such as the transformational leadership style, and the realization of sustainable development.

Leaders can attain economic empowerment through transformational leadership. Dartey-Baah (2014) demonstrated the relevance of transformational leadership in creating sustainable development in Africa, and as an instrument for embracing effective transitions. The study entailed a review of multiple prior literatures, which ensured that

the conclusion reached is firmly founded on credible evidence. The comparison of the leadership situation between the West and the African continent provides noteworthy insights how African leaders can attain economic empowerment through transformational leadership. However, the study solely relied on published material to make inferences to the topic of study. The lack of primary source of information in the study could be a limitation to the findings of the study. The envisioned study will be conducted in Zambia, a country in the African continent. The positive relationship between effective leadership and sustainable development provides a source of evidence for the envisioned study that seeks to explore the strategies used by some business leaders to adapt to environmental change in order to sustain their business operations.

Relational leadership accelerates the attainment of strategic sustainability initiatives. In their study Kurucz, Colbert, Ludekc-Freund, Upward, and Willard (2016) explored the role of leadership in enabling and accelerating the impact of strategic sustainability initiatives. First, Kurucz et al. identified the central integration challenges that strategic sustainability presents through an examination of the five levels of the Framework for Strategic Sustainable Development (FSSD). Then, the researchers identified the importance of relational leadership for strategic sustainability or the ongoing process of meaning-making and reflection within a nested system of the biosphere and society.

The success of sustainable initiatives is dependent on the leader's support for the change. The primary contribution of the study is that Kurucz et al. (2016) developed a conceptual model of relational leadership for strategic sustainability, grounded in

practice, which described specific practices and capabilities to support the FSSD in achieving its transformational potential. The researchers also examined two innovations advancing strategic sustainable organization management; the Strongly Sustainable Business Model Canvas and the Future-Fit Business Benchmark. Kurucz et al. considered how these practices and capabilities embody relational leadership for sustainability, and how they help to support and measure success in the FSSD. This study is important when examining the role of leaders in business sustainability as it highlights tenets of leadership for strategic sustainability.

The macro and micro organizational factors should be considered during organizational change. Galpin and Whittington (2012) explored how a previously developed multilevel model of employee engagement can be leveraged to implement a comprehensive sustainability strategy. The researchers used a narrative synthesis approach to integrate extant empirical and practitioner literature spanning various disciplines in order to apply a comprehensive model for leading sustainability efforts. The findings of the study revealed that the path to successful sustainability efforts hinges on both macro and micro organizational factors (Galpin & Whittington, 2012). Combining the macro and micro organizational factors provides management with a powerful approach that engages a workforce in sustainability endeavors, resulting in positive employee-level and organizational-level sustainability performance (Galpin & Whittington, 2012). Despite the observations into what needs to be done around sustainability, many organizations do not quite seem to know how to do it. This study by Galpin and Whittington is therefore important because the model presented by the

authors provides a roadmap that can be used to structure management's approach to sustainability endeavors.

Effective Communication and Change Management

Internal communication is an essential element in any change process and a primary requirement of the change. Gadolin (2014) conducted a qualitative study on a change project of a large industrial company, and sought to explore the role of internal communication on effective change implementation while highlighting the complexities of the change process. Gadolin found that effective internal communication is a basic requirement in the success of large change management projects. Effective internal communication ensures that employees are involved and consulted during the change process, which reduces conflict of interest and resistance to change. Change management requires regular feedback from the management in an attempt to engage the employees in the change process, which results in employee motivation to the change (Gadolin, 2014).

Leaders should create an effective communication plan during organizational change. Gadolin's (2014) study contributes to our understanding of communication in change management projects with its description and analysis of the creation of project communication at the company and the managers' along with other employees' perception of it. Therefore, Gadolin advances the empirical and practical change management research, and offers feasible ways of embracing change through prompt effective internal communication. The researcher conducted the study in a large robust industrial company, and even though the findings may be applicable in other large

organizational settings, the question of whether the results are applicable in small organizations that are less robust may pose significant limitation to the study.

Further, the Gadolin (2014) study contributes to the body of knowledge in the field of business administration by identifying the role played by internal communication in successful implementation of change projects in organizations. The current study explores strategies that some business leaders in parastatal companies use to adapt to continuous environmental change in order to sustain their business operations. The findings of Gadolin's study are applicable to the current study because the results expose internal communication as a contributing factor to successful organizational change and provide sufficient evidence for reference.

Commitment among employees is a crucial component for enhancing their performance within organizations. Marchalina (2017) contended that employees' commitment is important in the decision making process of any organization in an attempt to prevail over business competition and adapt to the forces of change. The researcher further argued that communication is a requirement in raising awareness among employees' commitment to change. Based on the above premise, Marchalina conducted a quantitative investigation of the effect of internal communication in influencing employees' commitment to change. The researcher conducted a survey of structured questionnaire on 550 employees working in Malaysian large organizations. Through multivariate regression, Marchalina revealed a significant positive relationship between internal communication and employees' commitment to change. To further argument the findings, the researcher contended that internal communication positively

affects the collective employees' commitment to change of affective continuance, as well as normative commitment based on empirical analysis. Internal communication strengthens the employees' trust by enhancing their feelings based on feedback provided by leaders toward the employees.

Effective communication enhances sustainable organizations. A sample size of five-hundred and fifty from different large organizations in Malaysia seems an appropriate representative portion for the population of study, which increases the applicability of the findings of Marchalina (2017) to other organizational contexts. Marchalina brings in a new dimension to organizational change by providing a link between internal communication and employee commitment to the organization, and to the change process. The discussion of how leaders can communicate the change effectively to their followers and influence their approach to commit to change provides noteworthy lessons for the development of sustainable organizations. Due to the quantitative inquiry, the researcher did not capture the in-depth experiences of the research subjects pertaining to the effect of internal communication to the change process, which may prompt the need for further research.

Organizational leaders should focus on strengthening internal communication capabilities to address potential management challenges. From a practical perspective, Marchalina (2017) encourages organizations to explore more their internal communication practices effectively to be successful in their organizational change. The researcher presents interesting opportunities and benefits among organizations to develop adequate measures for strengthening internal communication in order to prevail

over potential challenges related to organizational change. Marchalina's study is applicable to the current study because the researcher proposes internal communication as a key strategy of mitigating resistance to change; therefore, the study is appropriate for reference.

Regular feedback reduces resistance to change among the employees. Minhas and Zulfiqar (2014) presented an improved framework for requirement change management in global software development, which they termed by the acronym RCM_GSD. The purpose of the improved framework was to manage the change in requirement, particularly in global software development in an effective manner that is devoid of pitfalls. The researchers conducted a systematic literature review to explore relevant studies, and discovered that the change in requirements becomes more complicated in distributed environments as a result of the lack of communication as well as collaboration among internationally dispersed stakeholders. The improved framework involved three phases that include change initiation, change evaluation, and voting process (Minhas & Zulfiqar, 2014). The unique component of the framework is the element of feedback that is pegged on every phase. Through constant feedback in all phases, the employees are involved and their concerns are addressed in an all-inclusive process (Minhas & Zulfiqar, 2014).

Effective communication is essential among globally dispersed change stakeholders. Minhas and Zulfiqar (2014) study explains the necessity of effective communication among globally dispersed stakeholders in a change process. The researchers underscored the need for collaborative team work during the change process,

and contribute relevant information on how to enhance internal communication through feedback throughout the change process. The researchers based their study solely on a literature review of prior sources, and the lack of primary information in the study could be a limiting factor to the findings of the study.

Leaders should ensure employee collaboration for effective teamwork during change management. In the context of the current study, Minhas and Zulfiqar (2014) research complements prior articles cited herein on the need for effective communication in the change process. The study proposes a new framework that takes into account employee collaboration for effective teamwork during change management. The global software development is a robust process that entails a series of changes right from the initiation to the completion phase of the project management (Minhas & Zulfiqar, 2014). The process can be compared to an ever changing business environment that requires effective strategies to adapt to the change and reduce resistance to change. The results of the study are applicable to the current study, and will therefore be used as reference.

Effective communication enhances stakeholder participation during organizational change. Butt, Naaranoja, and Savolainen (2016) conducted an action-based qualitative case study to explore how the project communication routines impacts stakeholder engagement during change management process and stimulate project culture. Through an inductive design, this research studies changed communication practices in two differing case contexts. The findings of the study underscore the fact that effective communication enhances stakeholder participation during change management initiatives through teamwork and empowerment (Butt, Naaranoja, & Savolainen, 2016).

Also, the researchers established that a lack of communication routines results in a rational and straightforward project culture in which task efficiency and performance are given more prominence than stakeholder involvement. Theoretical findings indicate that project communication planning necessitates keen attention on the know-how of stakeholders than the existing stakeholder evaluation models instruct.

Project change communication ensures stakeholder engagement during project culture changes. Butt et al. (2016) made notable contributions to the project change management, stakeholder management, and communication literature. The application of the study draws attention to the need of project change communication that ensures getting stakeholder engagement during project culture changes. The researchers demonstrated real-world project change communication routines and provided a discussion of their utility by means of a generic model for change management learned during the review of literature. However, the main limitation of the study is that real-time empirical data could not be gathered for the study but were only compiled from the researchers' retrospective observations along with case project repositories. Therefore, future studies with real-time data recording from some other cases will be instrumental in verifying and extending the implications of the study.

In the proposed study, I seek to explore the strategies that Parastatal leaders use to adapt to continuous environmental change to sustain business operations. Butt et al. (2016) explained the relationship between effective communication and successful change implementation. As evident, this study provides key information on the effective change management strategies, and may therefore be applicable to the envisioned study.

Successful change requires change leadership, effective communication, employee engagement, and employee commitment. Makumbe (2016) compiled and analyzed significant writings on change management in order to ascertain key variables in effective change management. The researcher established that although there are a variety of models that have explained the stages involved in adopting successful change management, a synthesis of the basic variables that form the bedrock of effective organizational change is still missing in literature. Therefore, Makumbe conducted a literature review to provide a summary of the change management models with the aim of explaining the primary predictors of effective change management. The researcher found that change leadership, communication, employee engagement and employee commitment are key variables in successful organizational change implementation. Apparently, change managers need to manage the four components to realize uttermost benefits of organizational change.

Makumbe (2016) recommends further research to empirically test the influence of the four variables on change management. Additional research should therefore lay emphasis on how the variables identified in the framework influence employee attitudes toward change in organizations. In the envisioned research, I seek to explore the strategies that Parastatal leaders use to adapt to continuous environmental change to enhance business operations. The integrated model developed in the study may provide literature evidence in support of the proposed topic on change management. The study may also create avenues for further research thus contributing additional knowledge to the field of organizational management.

Effective communication facilitates the operations of an organization's strategy. Mirela (2014) underscored the significance of communication in changing a firm's organizational strategy. The author argues that strategic communication contributes overwhelmingly to changing the behaviors and attitude of members in an organization. In the perspective of change, managerial communication ought to be transformative so that it adapts according to the new environment. Accordingly, communication and interaction has to occur at every level and be visionary, assertive, and empathetic so that it maintains the health of an organization (Mirela, 2014). Change begins with shifting the human element (Mirela, 2014). Every type of change—planned or unplanned—is critical to harmonizing the measures of transformation between various elements. Transformative leadership and communication are also important in the implementation of new strategies (Mirela, 2014).

Effective communication and transformative leadership sustain change within an organization. People are an integral part of the change process; therefore, change must auger well with the employees as well as the work environment (Mirela, 2014). The study is relevant to the topic of change management as the researchers offer deep insights into why leaders should communicate changes in an interactive and participatory manner so that everyone is involved. When people are involved, the chances of resistance to change diminish (Mirela, 2014).

Effective communication helps in creating a positive perception toward the change. Saruhan (2014) argued that researchers have always explored employee resistance to change as well as how to have foresight regarding the aversive behaviors

during the change process in an organization. Some employees see organizational change as detrimental even when the change efforts result in suitable consequences (Saruhan, 2014). The process of communication has a critical impact on how employees perceive change (Saruhan, 2014). Several studies reiterate the function of perceived justice in a company during organizational change. The researchers investigated the influences of communication as well as perception of justice on the conduct of employees during the change process and the role of communication regarding resistance to change through the perception of organizational justice. The research methodology comprised interviews of 583 Turkish employees. The outcome of the regression analysis demonstrated that the perspective of organizational justice is critical to bridging communication and resistance.

Leaders have to communicate in a timely manner and respond to any emotional issues that may arise. The Saruhan (2014) study findings provide useful insights into the role of leaders in effectively communicating change in a way that convinces all concerned. The study is relevant to this study as it emphasizes the role of corporate communication as well as how employees perceive justice. With effective communication, it is easy to mitigate or manage resistance.

Corporate Social Responsibility and Organizational Change

Corporate social responsibility supports organizational change. Appelbaum, Calcagno, Magarelli, and Saliba (2016) conducted a study on the relationship between corporate sustainability and organizational change. The researchers reviewed empirical and practitioner research papers to examine the meaning and approaches to corporate social sustainability and analyze the manner in which organizational change initiatives

can best be used to enhance organizational transformational. Appelbaum et al. established that there is no consensus on the meaning of corporate sustainability, but rather there continues to be an evolution of concepts and theories that shape the development of corporate social responsibility. The researchers found out that the implementation of any kind of corporate sustainability necessitates that leaders understand their objective along with the psychological bottlenecks of organizational change. Appelbaum et al. highlighted that better engagement with the individuals undertaking organizational change in addition to a clear articulation of the change's purpose is essential in the success of the change initiatives. Leaders must develop strategies that conform to the changing environmental landscape to be successful in their business operations.

An enhanced understanding of organizational change theories, practices, as well as procedures is of great essence to organizational leaders who strive to attain corporate sustainability. Organizational leaders should create shared value and mutual benefit to society in order to enhance positive social and environmental change (Appelbaum et al., 2016). However, the study tends to inhabit one of the two spheres, either corporate sustainability or change initiatives. More ties between these two concepts in addition to empirical research of the effectiveness of organizational change strategies for corporate sustainability are required. Appelbaum et al. (2016) drew stronger linkages between corporate sustainability and organizational change, emphasizing that the two aspects are inter-dependent. In the envisioned study, I will seek to explore the strategies that leaders of parastatal companies use to adapt to continuous environmental change to sustain their business operations. The researchers provide noteworthy insights on the need for

stakeholder engagement when implementing organizational change, which provides a critical strategy, which leaders of parastatal organizations can use to adapt to environmental change.

Strong human resource development practices support sustainable development. Sheehan, Garavan, and Carbery (2014) sought to provide an analysis of the issues surrounding sustainability, corporate social responsibility, and human resource development. The researchers ascertained that although issues of sustainability and CSR have emanated as an important research topic, studies on this topic in the field of human resource development are limited. In order to address the gap in research, Sheehan et al. laid emphasis on sustainability and CSR issues in HRD. The researchers provided a summary of the conceptualization of sustainability and corporate social responsibility along with their significance in sustainable human resource development. Sheehan et al. then outline the contributions of the authors of the six studies that make up the special issue. The study by Sheehan et al. contributes to the existing literature by establishing the research gaps within the field of human resource development.

Human resource development should be given emphasis in creating sustainable developments and enhancing positive social and environmental change through corporate social responsibility. The researchers introduced a special issue on sustainability, CSR, and HRD, wherein they showed that this is an area that is under-researched. Sheehan et al. (2014) proposed that organizational leaders should focus on sustainability and CSR in order to advance the field of HRD and contribute positive change within organizations. The findings of this study are applicable to the proposed research because they envision

the need for strong human resource development practices in the establishment of a sustainable organization through corporate social responsibility practices.

Corporate social responsibility enhances sustainable development. Vlantinov (2013) drew upon the systems-theoretic arguments of Luhmann and Boulding in order to illustrate how sustainability is enhanced through corporate responsibility practices. Systems become unstable when they develop their complexity to a point that overstrains the carrying capacity of the environment (Vlantinov, 2013). According to the theory, systems can enhance their sensitivity to the environment and restrain their own complexity. Corporate social responsibility is a functional equivalent to the vertical integration from the perspective of Williamson's transaction economy (Vlantinov, 2013).

The environment should not be overstretched to what it cannot harbor, hence the need for moderation when using resources. Vlantinov (2013) provides a theoretical foundation of sustainability based on the systematic-theoretic perspectives of Luhmann and Boulding, which gives a practical representation of the role of corporate social responsibility on sustainability. From the findings of study, organizational leaders can learn on the adversities of overusing resources to a point of depletion, which affects sustainability.

Effective organizational change requires sustainable developments. The sustainability of a system can be enhanced through corporate social responsibility (Vlantinov, 2013). However, the study solely relied on the theoretical perspectives of Luhmann and Boulding, and failed to include primary sources of information to strengthen the argument, which prompts the need for further research. Building upon the

aforementioned premise, the findings of this study are applicable to the envisioned research because Vlantinov portrays corporate social responsibility as an essential strategy for organizational change and sustainability.

Change experts facilitate the organizational change process. Vildåsen and Havenvi (2018) advanced knowledge by investigating the classical stakeholder theory focusing on major insights from IMP perspective. The study, therefore, leads to an extensive conceptualization of interactive corporate sustainability issue. In their research to illustrate their arguments, the researchers developed a framework through an abductive research design based on the concept of resources, actors, and activities. Further, they based their study on the initiative for plastic bag recycling. Their findings indicated that major technological changes can be achieved through recycling solutions. Further, technological challenges can be solved by third-party stakeholders since they possess critical knowledge and competence. Research and development projects play a vital role in developing stakeholder relationships.

To remain competitive in the market, it is essential for organizations to take advantage of the changing climate. Evolving and adapting to any changes in the market enables them to achieve a competitive advantage (Vildåsen & Havenvi, 2018). The study is relevant as it emphasizes the importance of engaging business activities to achieve corporate sustainability. The major implication of Vildåsen and Havenvi (2018) study involves the introduction of IMP concepts to the corporate sustainability debate which provides evidence on emerging information related to the issue. Further, extensive research is required particularly on the significance of non-business actors that play a

major role in initiating social and environmental change in traditional business networks. The findings can be applied in the analysis of reasons why some stakeholders turn into actors in organizational relationships as opposed to others.

Corporate social responsibility supports strategic organizational change. Ingham and Havard (2015) examined the application of Corporate Social Responsibility (CSR) programs to position a company strategically. The researchers looked into the matter particularly through public utility organizations. The researchers focused on a specific organization: Groupe La Poste, where CSR practices and issues link to specific missions of public servicing that define and structure its CSR programs explicitly. The researchers provided insight on how to go about specific organizational challenges and developed a conceptual framework that links CSR programs to strategic organizational change.

Companies commonly undergo change from time-to-time to keep abreast with the dynamics of both internal and external organizational environments. Organizations experience increasing incentives and pressure from internal and external stakeholders, especially to integrate both environmental and social concerns in their operations (strategic core activities; Ingham & Havard, 2015). The integration requires the development of corporate social responsibility programs, which imply strategic organizational changes (Ingham & Havard, 2015). Through organizational changes, CSR has evolved to CSP (corporate social performance) (Ingham & Havard, 2015). The researchers identified the four elements and theories of CSR as instrumental, political, integrative, and ethical. Positive organizational changes should ensure high performance when a company performs corporate social operations (Ingham & Havard, 2015).

According to the researchers, the CSP integrates, bridges, and compliments the corporate social responsibility with corporate social responsiveness to ensure efficiency.

Effective Organizational Culture and Successful Organizational Change

Lack of communication and employee participation involvement contributes to resistance to change. Canning and Found (2015) sought to investigate the factors contributing to resistance to change, and to examine the relationship between organizational culture and employee resistance in organizational change programmes, such as lean. The researchers divided the methodology of the study into three parts. First, Canning & Found conducted a systematic review of prior studies relating to resistance to change. Secondly, the researchers carried out a case study encompassing an anonymous survey along with semistructured interviews to test the assumptions drawn from the literature. Lastly, Canning and Found merged the findings of the literature review and case study to present a new framework of resistance. Shared understanding plays a critical role in a healthy organization culture (Canning & Found, 2015). The researchers highlighted through the findings that lack of communication and participation involvement during change are contributing factors to resistance, and that they both relate to organizational culture.

The application of the findings from Canning and Found (2015) study can offer organizational leaders and change practitioners with clear insight into the issues surrounding organizational culture prior to implementing large-scale change initiatives. However, while the secondary sources of information offer evidence in support of the case study, the results of the study relied on a single case study; thus, caution should be

observed prior to developing generalizations from the data. Through the findings of the study, the researchers provided a new framework, the “resistance model” that highlights the interconnected issues impacting the employees’ attitude to accept organizational change. The study is applicable to other contexts because the researchers underscored the need for effective communication and employee engagement in organizational change. As organizations experience change as a result of continuous environmental change, there is need for organizational leaders to ascertain effective interventions for enabling effective transition (Canning & Found, 2015). The findings of the study can therefore facilitate the adoption of organizational change.

Organizational culture creates a favorable climate for organizational change to thrive. Iljins, Skvarciany, and Gaile-Sarkane (2015) sought to investigate the impact of organizational culture on organizational climate in the process of change. Organizational culture is a system of shared assumptions, values as well as beliefs that enable individuals within an organization to understand which behaviors are and are not appropriate within the organization (Iljins et al., 2015). After examining the impact of organizational culture on organizational climate by means of distinguished cultural factors, the researchers explored the importance of those factors based on the research of two Latvian medium-sized firms. The research design was based on Yin (1994) methodology and entailed two phases, wherein in the first stage, the researchers conducted an expert evaluation to investigate impact and emphasize the importance of organizational cultural factors on the organizational climate. Secondly, the researchers verified the results by conducting mathematical calculations and a case study. Iljins et al. confirmed that at the time of

change, organizational culture impacts organizational climate through specific factors. Job satisfaction, reward system, empowerment, team orientation, core values as well as agreement are essential cultural factors influencing organizational change within the change dimension (Iljins et al., 2015).

Employees' satisfaction is essential when implementing changes because unsatisfied employees do not support change but instead choose to resist (Iljins et al., 2015). The quantitative inquiry of the impact of organizational culture on the organizational climate during change offered empirical evidence based on expert evaluation of the problem. The study contributes positively to the existing body of knowledge by providing specific cultural factors that enhance the organizational climate for change. However, future research should pay more emphasis on the analysis of each cultural parameter on the firm's climate and resistance to change along with their correlation among factors. The envisioned study seeks to establish the strategies that leaders in parastatal companies use to adapt to continuous environmental change to sustain their business operations. The findings of this study are relevant in exploring the change management strategies because they provide secondary evidence that will be used to validate the primary information obtained from the study.

Stakeholder Engagement and Organizational Change Management

Project management practices play an essential role in a variety of industries and sectors. Project management is a critical component of organizational strategy, which leads innovation and creates value thereby turning vision into reality (Rajablu, Marthandan, & Yusoff, 2014). Rajablu et al. identified, in spite of the significance of

projects and project management in an organization's success, the high rate of failures and challenges in the implementation of projects is a primary concern for both the industry workplace and the field of academia. Rajablu et al. established that among the reasons that affect project results includes stakeholder influential attributes, especially their understanding and effective utilization of their abilities. The researchers utilized the body of knowledge within the field of project management together with stakeholder theory coupled with various complementary theories to achieve the objectives of the study. Rajablu et al. analyzed the quantitative survey using the structural equation modeling statistical techniques and procedures to produce the findings of the study. The researchers identified a new typology of stakeholder influential attributes along with a stakeholder-based project management model that facilitates managing for stakeholders' strategy as well as principle. Rajablu et al. identified the six stakeholder influential variables to include power, interest, urgency, legitimacy, proximity, and network.

For an organization to achieve project success the stakeholder must be involved through identification, communication, engagement, empowerment, and risk control. Rajablu et al. (2014) examined the direct impact of the six key stakeholder influential attributes along with their mediating effects on project success through the five managerial processes. The findings resulted in two frameworks including typology of stakeholder influential attributes and stakeholder-based project management model, which enhance managing for stakeholders' principles in project management. The frameworks are expected to offer a community of researchers as well as practitioners with enhanced insight on their project and stakeholder management responsibilities.

With regard to the limitations of the study, survey studies often employ a mono-method that is primarily based on the respondents' perceptions with the possibility of common response bias. As a result, the study might be subject to mono-bias, which may affect the credibility of the results.

Stakeholder engagement is essential during organizational change. Rajablu et al. (2014) opened a new window for researchers and practitioners to move beyond the traditional power-based approach and map the six key influential attributes and examine their effect through other social theories, for instance, the theories of social conflicts. Consequentially, the researchers provided a foundation for future studies that can examine the typology of stakeholder influential attributes and stakeholder-based project management model by means of longitudinal research studies. The envisioned study seeks to explore the strategies that administrators in parastatal companies use to adapt to continuous environmental change to sustain their business operations. The research by Rajablu et al. provides stakeholder engagement as being an essential element during the change process. Leaders should take into account the needs of all stakeholders to reduce resistance to change.

Stakeholder engagement leads to positive change outcomes. Mayfield (2014) sought to illustrate what would happen if we were to ignore relationships when leading change. The researcher conducted a literature review to establish the role of relationships during the change process. Organizational change will always cut across various business functions, boundaries, as well as across silos of working (Mayfield, 2014). As a

consequent, Mayfield concluded that stakeholder engagement leads to successful change outcomes.

Stakeholder engagement fosters positive relationships that enhance organizational change. Mayfield (2014) presented a new phenomenon of “relationships” in the change process, whereby the author emphasized on the need to establish positive relationships that foster peaceful coexistence during the change process. Therefore, the researcher provides information on how organizational leaders can reduce resistance to change through the development of positive relationships. However, the study is based on secondary information, and therefore a lack of primary research may present limitations to the results of the study. The application of the study to business practice can enable change practitioners to lead the change process by developing relationships that enhance stakeholder engagement. By exploring the need for positive relationships with stakeholders during the change process, the study by Mayfield is applicable to the envisioned study that seeks to establish the strategies used by leaders of parastatal companies to adapt to continuous environmental change.

Stakeholder engagement fosters sustainable development. Rhodes, Bergstrom, Lok, and Cheng (2014) determined the key factors and processes for multinational companies to design an effective stakeholder engagement and sustainable development (SD) model. The researchers used a qualitative multiple-case approach along with a triangulation method encompassing interviews, archival documents, and observations to gather data from three global firms. Rhodes et al. interviewed nine senior executives, whereby three were sought from each global firm. The researchers also conducted a

preliminary literature review to explore possible practices and factors to sustainable development through a deductive approach. Rhodes et al. analyzed the data using the Nvivo software to acquire appropriate nodes as well as themes for the framework. Thereafter, the researchers conducted a comparison of the findings from interview data and archival data to establish factors and themes to develop the final framework through the inductive approach. Stakeholder engagement is a primary mediator between “stakeholder network” (internal and external factors) and outcomes that encompass corporate social responsibility, social capital, shared value, as well as sustainable development (Rhodes et al., 2014). Also, the researcher identified key internal factors that included capital/talent, technology, culture, leadership and processes like collaboration, knowledge sharing, as well as co-creation of value with stakeholders.

Organizational leaders should consider internal and external factors when engaging stakeholders for successful organizational change. Rhodes et al. (2014) established that the identified internal factors and processes must be integrated and aligned with external factors such as political, social, cultural and environmental factors to attain effective stakeholder engagement for sustainable development. The study has captured the insight of the manner in which multinational companies developed their sustainable development strategies. Accessing internal data from multinational companies is a challenge; however, the researchers were able to conduct in-depth qualitative study to acquire the underlying strategies, processes and meaning to sustainable development. In terms of the limitation, the study was focused on

multinational companies that are often well structured and robust, and therefore, the findings might not be applicable to small and medium sized organizations.

Effective organizational change fosters sustainable development (Rhodes et al., 2014). The study provides great insight for researchers and practitioners on how to attain sustainable development through stakeholder engagement. The findings of the study provide more evidence why stakeholder engagement should be fundamental in transitioning through a change process. The study is applicable to the envisioned study that pertains to change management because it offers a foundation by which sustainable development is founded through stakeholder engagement.

Dynamic Capabilities and Organizational Change

Dynamic capabilities enhance organizational change. Hansen and Moller (2016) sought to conceptualize dynamic capabilities in Lean production by identifying what they are and how they develop. The researchers addressed the need for developing long-term learning abilities in Lean production through dynamic capabilities. In spite of Lean's remarkable popularity, the implementation efforts usually focus on short-term efficiency over developing robust capabilities essential for sustainable organizational success. The authors advanced the understanding of dynamic capabilities in Lean based on a longitudinal in-depth case study at a manufacturing company. Hansen & Moller established that dynamic capabilities develop through the development of an organizational setting for improvement activities, which is referred to as the improvement system. The researchers further ascertained that improvement system's effectiveness is

characterized by coherence between participants, technology, management, as well as organization, and between the improvement system and work system.

The strength of Hansen and Moller (2016) study is based on the choice of in-depth case study for collecting data within a manufacturing context, characterized by rapid structural changes. Lean production entails robust change processes and thus the researchers successfully attained the purpose of the study by conducting the research in an environment prone to environmental changes. However, even though the results of the study are applicable to manufacturing firms, the findings might not be applicable to small organizations that are characterized by less robust systems.

An organization's capacity to respond adequately to rapid environmental changes depends on the congruent fit of the improvement process, participants, organization, as well as technology (Hansen & Moller, 2016). The findings of the study implied that dynamic capabilities stemmed from the coherence between operational level activities and organizational improvement system, which together enhance the organization's sustainability and spurs competitive advantage. The study is applicable to the proposed study because it offers more evidence on what organizational leaders should do to adapt to continuous environmental change in order to remain relevant in the market.

Dynamic capabilities enhance organizational sustainability. Jones, Ghobadian, O'Regan, and Antcliff (2013) conducted a single case study to examine factors behind the sustainability of a sixth-generation family firm referred to as Bibby Line. Jones et al. drew upon the dynamics capabilities theory to investigate a long standing family business to ascertain the relationship between multi-generational ownership, entrepreneurial

cognition as well as dynamic capabilities. The main dynamic capabilities associated with the success of the multigenerational ownership firm included leveraging existing resources, creating new resources, accessing external resources, and releasing underperforming assets (Jones et al., 2013). Jones et al. also established that the wealth of knowledge and experience gained over the years of the organization's operations is a critical resource that spurs strategic change.

The distinctive nature of Bibby as a multigenerational family business is associated with unique resources such as flexible governance structures and the capacity to mobilize social and human capital. Findings of the Jones et al. (2013) study can be used to explain how organizations can adapt to rapidly changing business environments by building on dynamic capabilities. A single case study was appropriate to establish the link between multi-generational ownership, entrepreneurial cognition, and dynamic capabilities because the researcher obtained primary information from the firm and acquired knowledge about its sustainable practices. The sixth-generation family firm is an icon of sustainable business practices as evident from its multi-generational ownership, which makes it an appropriate target population for studies addressing strategic organizational change (Jones et al, 2013). However, the results of the study might not be applicable in other organizational settings because the researchers only conducted a single case study. Further research should be conducted on several organizations of such kind to validate the findings of this study.

Dynamic capabilities enhance the provision of agile services. Raman and Bharadwaj (2017) established a scale for measuring agile service by means of dynamic

capabilities to add to the available research an offer a framework by which organizations can evaluate and enhance their agile service capabilities. The researchers defined agile service as a form of service provided proactively as a response to changes in the business environment to attain the unanticipated needs of the target segment. After analyzing prior research, the researchers conducted in-depth interviews, which gave rise to eight dimensions of dynamic capabilities. Ranman & Bharadwaj then developed a 12-item scale for agile services reflecting 32 capabilities within the identified eight measurement properties, which resulted to agile services for customers. To assess the validity of the measurement properties, the researchers administered the scale to 56 service organizations in the telecommunication, health, and travel sector. The researchers confirmed through the finding that agile services are attained by leveraging the eight dimensions of dynamic capabilities.

Organizations facing rapid environmental change can ensure sustainable development through the adoption of dynamic capabilities. The strength of the study by Ranman and Bharadwaj (2014) is based on the scale that the researchers developed to measure agile service by the use of dynamic capabilities. The primary advantage of the study is that future studies on the role of dynamic capabilities in other service organizations might benefit from using the scale. Also, the researchers tested the scale on various organizations, which validated the credibility of the instrument in diverse contexts. However, the findings of the study might not be applicable in non-service organizations, which may be a limiting factor to the study's results. The findings of the study are applicable to the envisioned study because the researchers provide strategies for

adapting to continuous environmental change through the establishment of agile services by means of dynamic capabilities.

Organizational change requires new ways of thinking. Boylan and Turner (2017) emphasized the importance of moving from the ineffective traditional responses and adapting new ways of thinking in organizations. The existing complex and uncertain environment calls for adaptability in leaders and organizations to achieve success (Boylan & Turner, 2017). Adaptability in organizations can be assessed by their response to the changing situations especially by how they assess the situation and develop feasible actions to succeed (Boylan & Turner, 2017).

Organizational success cannot be achieved solely by individual adaptability. Organizational leaders need to develop overall organization adaptability by providing a supportive climate that allows acceptance of risks, reception and consideration of new ideas, and typical collaboration, as well as rewarding individual adaptability by becoming part of the organization culture (Boylan & Turner, 2017). The findings of this study could improve business practice by encouraging organizations to be receptive to new change processes.

Dealing with the human element is a major component in organizational change process. Organizations should tie changes to strategic and emotional benefits (Boylan & Turner, 2017). In addition to change of actions, leaders should encourage behavior shifts to adapt to changes introduced in an organization (Boylan & Turner, 2017).

Organizational leaders should understand that to remain competitive in the current dynamic environment, it is crucial for businesses to evolve.

Innovation and Change Management

Creativity enhances innovation that facilitates change management. Chen and Adamson (2015) integrated random variation and creative synthesis to develop a new framework of innovation that takes into account the phenomenon of group creativity. The integration resulted in an evolutionary synthesis model, which the researchers developed based on the work of Harvey (2014) who invented the creative synthesis model that made use of dialectical reasoning in group creativity. Chen and Adamson contended that creative synthesis takes into consideration collective attention, enacting ideas and building on similarities, which are indicative of the manner in which groups can be successful in creative initiatives. Chen and Adamson concluded that evolutionary synthesis integrates the collection of idea inputs in random variation with collective construction of a shared space, which enhances radical innovation.

The evolutionary synthesis model counters incremental innovation that was the center of focus for the random variation, wherein the synthesis promotes radical innovation that is fundamental in consumer innovativeness. The evolutionary synthesis presented by Chen and Adamson (2015) may elicit interests for new research leading to generation, evolution, and renewal of knowledge, theory, organization, innovation and entrepreneurial opportunity. However, because the concept of evolutionary synthesis is still a new area of study, further research needs to be conducted with the use of other research methods to gain an in-depth understanding of the phenomenon as it applies to modern-day organizations.

The application of the findings from Chen and Adamson (2015) study may motivate more scholars and practitioners in the field of change management to balance and integrate both evolutionary and dialectal reasoning in further research and practice, particularly on creativity, innovation, and organizational change. Organizational leaders can make use of the evolutionary synthesis model to address puzzles in management, such as negotiation, conflict, ambiculturalism, as well as contradiction. Making use of the model in business can enhance group creativity leading to enhanced innovation.

Organizational decline should prompt the need to innovate and create new solutions. McKinley, Latham, and Braun (2014) sought to ascertain what happens in an organization subsequent to a period of organizational decline. In unraveling the answers to the question of study, the authors explored two propositions. The first proposition was that organizational decline is a catalyst for adaptive and innovative ideas while the second proposition considered organizational decline as an impediment to adaptation and innovation (McKinley, Latham, & Braun, 2014).

Organizational leaders should be willing to take risk and adopt changes to address the existing organizational challenges. McKinley et al. (2014) took consideration of four scenarios that emerge when firms either innovate or respond rapidly to organizational decline. The scenarios presented encompass downward spirals and turnarounds. Turnarounds through innovation as well as downward spiral through innovation are in support of “necessity is the mother of invention” and thus they enhance innovation (McKinley et al., 2014). However, downward spirals through rigidity along with turnaround through risk avoidance comply with the assertion that “necessity if the mother

of rigidity.” In order to address organizational decline, leaders need to be prepared to take risks and embrace innovations that are within their budgetary limits. Nevertheless, further research is needed to explore the issue of organizational decline through other models to gain further understanding of the phenomenon.

Organizational leaders can address challenges in the organizational change process through sustainable innovations. McKinley et al. (2014) contribute additional knowledge in the field of change management by recommending viable strategies for responding to organizational decline through sustainable innovations. The authors fill the gap in knowledge pertaining to the two paradigms that either consider organizational decline as an opportunity for invention or an opportunity for rigidity. Therefore, through the application of the findings, organizational leaders can address organizational decline by first considering it as an opportunity for invention.

Innovation is change. Euchner (2013) contended that innovation involves creating something new, which requires a change of state from the previous to the current. Euchner suggested that organizational leaders need to utilize the Kotter’s seven step model of change management to overcome resistance and manage radical innovations. The seven steps involve creating a sense of urgency for the change, developing a powerful coalition, creating a vision for the future, communicating the change, empowering broad based action, developing short-term wins, and refusing to let up ensuring the change sticks (Euchner, 2013). The author comes into a conclusion that change management is a key facet of successful innovations.

The adherence to Kotter's change model may enable organizational leaders to address issues related to resistance to change leading to successful change transitions (Euchner, 2013). Through a review of the existing literature, the author established a connection between effective change management strategies and successful innovations. However, the Kotter's change model has been criticized for its absolute focus on the change of the behavior of followers and not that of leaders (Euchner, 2013). Further research is therefore needed to explore the association between effective change management and successful innovations using other modes such as the McKinsey's 7S framework.

Conducting a situation analysis before adopting change is important. Mustafa (2017) focused on core forces that determine organizational success that include effective leadership, innovation, and change initiatives. The researcher provided a report that focused on Shiraz Industries on how it has practiced leadership, innovation, and change initiatives to position the company in the market strategically. When initiating an organizational change, it is crucial to understand the current situation of the organization through SWOT (strengths, weaknesses, opportunities, and threats) analysis (Mustafa, 2017). The management needs to consider the strengths and weakness in the internal environment of the company, and the threats and opportunities externally (Mustafa, 2017).

From Mustafa's (2017) study, two models or conceptual frameworks can be used in innovation and change to implement organizational change. The models work through change management practices and adoption of innovation, in a manner that leads to a new

initiative (Mustafa, 2017). The innovation genome model informs and enables the management to understand that employees should have more freedom during change initiative. Besides, the team act should be based more on autonomy.

The management should create strong cohesion among employees through effective communication (Mustafa, 2017). According to the researcher, when an organizational change is caused by innovation, the management should communicate the purpose of the innovation effectively. The innovation model is applicable on setting the organization's strategy of innovation and gives the ideas, prioritization, and the implementation of the change process (Mustafa, 2017).

Human Resource Management and Organizational Change

Human resource development supports organizational change. Poell and Van der Krogt (2017) conducted a qualitative inquiry of why organizing human resource development (HRD) was so problematic. The authors contended that developing employees is usually regarded as a tool to enhance internal labor market and support organizational change. Poell and Van der Krogt alluded that organizing HRD is often a problematic affair with regard to training effectiveness, participant motivation, as well as added value. In light of this, the researchers affirmed that effective organizing human resource entails the provision of training courses and instruction sessions for employees to develop their career and acquire knowledge to respond effectively to organizational change.

Organizational learning supports organizational change. By the learning-network theory, Poell and Van der Krogt (2017) indicated that organizing HRD should take into

consideration learning experiences that employees can acquire from taking part in work as well as career development; besides formal training. The researchers presented positive implications to research and human resource development by proposing the need for employee support in terms of learning opportunities during change. However, there is need to explore the phenomenon by means of other theoretical models to increase the authenticity of the findings. Through the findings of the study, organizational leaders can enhance organizational change by providing organizational learning opportunities to the employees.

Human resource managers play a crucial role in altering employee behavior to support change during the organizational change process. Maheshwari and Vohra (2015) contended that human resource managers usually influence employees by encouraging practices that support change. As a result, employees change their perception towards the change process (Maheshwari & Vohra, 2015). The researchers provided a conceptual framework that highlights essential HR practices that support organizational change. The researchers conducted extensive literature review on a macro level to identify the fundamental practices desired by members during the change process. The findings of the study indicated that HR practices, especially in areas such as leadership, communication, and culture among others, are crucial in influencing employee perception hence reducing resistance to change (Maheshwari & Vohra, 2015).

This study is vital as it can guide frame and model empirical research for researchers and practitioners particularly in studying the essential human resource

practices during the change process. The desired organizational practices identified can help employees be receptive to the change process.

Human resource managers play a significant leadership role in leveraging change management. To ensure a successful change process, organizations should ensure they successfully lead employees through the adoption of change, and this can be done by human resource managers (Maheshwari & Vohra, 2015). The HR plays a vital role in engaging employees, communicating the change and minimizing resistance to change.

Organizational support motivates employees to embrace organizational change. Smollan (2017) presented and explored a model of support by means of different phases of stressful organizational change. The researcher conducted a qualitative case study involving 31 participants from a public healthcare authority in New Zealand to explore the phenomenon. Providing employees with support, both inside and outside the organization is essential in helping them to cope with the stress associated with organizational change (Smollan, 2017). Organizational leaders should provide emotional, instrumental, informational, and appraisal support during organizational change to ensure the change does not undermine the staff well-being (Smollan, 2017).

Individual wellbeing is essential in successful organizational change. The study by Smollan (2017) has implications for research and human resource development (HRD) wherein it calls for the provision of forms along with sources of support that enhance individual wellbeing as well as the possibility of successful change. However, further research is needed to explore barriers to providing and accessing employee support during organizational change. The findings of the study provide invaluable

insights to HRD professionals and change agents to offer peer support, supervisory, and mentorship initiatives that mitigate stressful change within the context of a supportive organizational culture.

Employees' surveys enable organizational leaders to obtain feedback and create relevant strategies to address change issues. Town (2015) presented a case study of the use of people surveys to implement change in human capital organization and practices in a university library. The researcher covered seven years of people surveys and consequently enacted interventions to adopt the change based on evidence gathered. By means of a mixed methods approach involving surveys, focus group discussions, and desk research on human capital measurement along with emotion in the workplace, the researcher described the staff's lived experiences, resulting to innovation and intervention in management strategies, structures, as well as policies. People surveys during change enable organizational leaders to put in place relevant strategies and structures for successful implementation of change programmes (Town, 2015). The researcher reflects on understanding the needs of the people prior to the implementation of a change initiative.

The development of a people strategy based on acquired evidence from surveys examines the effectiveness of interventions, thus leading to the development of refined solutions that are in tandem with the people's lived experiences (Town, 2015). The study was conducted in a university library; therefore, further research is needed to establish the applicability of the findings within a business organizational context. The findings of this study provide a unique long-term case study of people surveys, strategy, and structure in

an academic research library. The application of the findings of this study could enable parastatal leaders to use people surveys in putting in place effective strategies and structures for adapting to continuous environmental changes.

Organizational Learning and Change Management

Knowledge transformation enhances effective learning and collaboration, which supports organizational change management. Dee and Leisyte (2017) provided an understanding of the boundary factors that inhibit an effective flow of knowledge during organizational change in higher learning institutions. The researchers argued that the ability of managers to maintain an uninterrupted flow of information is a major determinant of effective organizational learning in higher education institutions. To investigate this relationship, the researchers sampled 51 academicians and 40 managers from the selected university. Their findings indicated that managers who focused on knowledge transformation enhanced effective learning and collaboration.

Change management in any institution requires an effective flow of information. Major implications in this research are that managers and academicians may view organizational change as part of the learning process (Dee & Leisyte, 2017). Furthermore, the organizational change process may require the development of new structures and use of communication strategies that require a given level of expertise (Dee & Leisyte, 2017). For effective change management, particularly in higher learning institutions requires change agents to play a key role in disseminating information (Dee & Leisyte, 2017). The absence of boundaries provides a channel that allows easy flow of ideas enabling the attainment of strategic changes.

Knowledge management strategies support organizational change. Imran, Rehman, Aslam, and Bilal (2016) argued that recent technological advancements have triggered the service sector to embrace real-time mechanisms to provide adequate services to their customers. To achieve these requirements, most organizations are focused towards changing their end-user operating systems despite the low success rate (Imran et al., 2016). The researchers addressed the indirect effects of knowledge management strategies, codification, and personalization towards the introduction of change through learning. The researcher further highlighted how the detrimental effects of organizational change can be minimized through learning and change readiness to achieve a successful change process. Imran et al. conducted a study to obtain the appropriate responses from the targeted population in two stages. The researchers obtained 206 responses from the Pakistan banking sector affirming that knowledge management strategies influence the success of organizational change. The findings of the study are beneficial, especially in the organizational change process. The researchers introduced a useful model which encourages the use of personalization and codification strategies to develop a learning environment and readiness for change in organizations.

Being ready to change and learning are crucial to reducing resistance. Imran et al. (2016) provided insightful information to enhance organizational change management strategies. In some instances, change may not be readily welcomed in organizations (Imran et al., 2016). However, the process becomes easier when organization readiness and learning is high. In this case, members will feel committed to implement change.

Organizational leaders need to know the environment in which they operate prior to developing a competitive strategy for the organization. Cancellier, Blageski Junior, & Rossetto, (2014) explored the interaction between the organizational strategy and the environment of small firms. The researchers sought to analyze the relationship between the scanning of environmental information, strategic behavior and performance using a survey-type quantitative approach. The researchers used questionnaires to collect data whereby the findings revealed that environmental scanning positively influenced performance during environmental changes. Environmental scanning enables organizational leaders to identify environmental changes along with the strategies adopted by their competitors (Cancellier et al., 2014). Environmental scanning facilitates the development of an effective organizational change strategy.

Strategic Planning and Organizational Change

Successful organizational change requires strategic planning to mobilize the energy for change. Stouten, Rousseau, and De Cremer (2018) integrated the management practice and scholarly literatures to explain evidence based steps for managing planned organizational change. The ten steps for planned organizational change included assessing the opportunity or problem motivating the change, selecting and supporting a guiding change coalition, formulating a clear compelling vision of the change, communicating the vision, mobilizing energy for change, empowering others to act, developing and promoting change-related knowledge and ability, identifying short-term wins for use as reinforcement of the change process, monitoring and strengthening the change process over time, institutionalizing change in company culture, practices and

management succession (Stouten et al., 2018). Stouten et al. contended that effective organizational change necessitates mobilizing energy for change, which implies planning the actual implementation across various levels of the organization. Planning enables leaders to align individual, work group, as well as organizational goals in the context of change leading to a successful organizational change process (Stouten et al., 2018). The findings of this study reveal that strategic planning supports the organizational change process.

Effective planning is essential for successful organizational change. Dobrovič and Timková (2017) sought to verify the existence of a statistically significant relationship between selected factors and the success of organizational changes in Slovak firms. The researchers analyzed the variables affecting the outcome of change taking place in organizations. Dobrovič and Timková distributed questionnaires to 287 respondents who were employees from different types of organizations where organizational changes occurred. The researchers used the Spearman's correlation coefficient to test the hypothesis of the study whereby the findings revealed that planning changes, checking upon changes, as well as the time required to implement changes determine the success or failure of change in an organization. Inadequate planning of the change strategy is an impediment to successful organizational change. Poor planning leads to poor decision making that contributes to failures in the anticipated change. According to Dobrovič & Timková (2017), a strategic plan is a critical element for successful organizational change as it provides a well-defined strategy outlining the procedures and processes to be

followed during the change process. Organizational leaders should utilize strategic planning to ensure the organization stays prepared for the changes being adopted.

Strategic planning enhances continuous organizational improvement. Banutu-Gomez and Banutu-Gomez (2016) explored the importance of organizational change and development. The researchers established that devoid of the willingness to adapt to changes in technology, society, and worker needs, an organization is likely to miss major opportunities. Successful organizations are those that accept and adapt to the change process. Banutu-Gomez and Banutu-Gomez contended that when organizations fall behind they need to adapt their plan to make the firm more efficient. The researchers further explained that organizational change is a process of continuous improvement in which strategies are planned, implemented, evaluated, improved, and monitored. The researchers concluded that strategic planning is essential during organizational change as it enables all stakeholders to keep the vision moving in a positive direction. Organizational leaders should provide a strategic plan outlining how the organization intends to achieve its vision.

Summary and Transition

In Section 1, I outlined the foundation of the study. The section entailed foundations of the study, the problem and purpose statements, research questions, the conceptual framework, operational terms, the significance of the study, as well as a review of the professional and academic literature. I presented the purpose of the study, which was to explore the strategies some business leaders in parastatal companies use to adapt to continuous environmental change to sustain their business operations. The

conceptual framework for this study is the McKinsey's 7S framework whose tenets for sustaining strong organizations include strategy, structure, systems, shared values, style, staff, and skills. I explored how the McKinsey's 7S framework enhances the understanding of strategies to adapt to continuous environmental change. The literature review indicated that about 70% of change initiatives fail to succeed owing to resistance to change. Building from the literature review, the strategies for adapting to continuous environmental change include transformational leadership, effective communication, healthy organizational culture, stakeholder engagement, innovation, human resources management, organizational learning, and strategic planning.

Section 2 encompasses the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instruments, data organization technique, data analysis, reliability and validity, along with transition summary. In Section 3, I will present the findings of the study, the application to professional practice, and implications for social change. Also, I will provide recommendations for action and for further research. Finally, I will reflect on my own experiences within the DBA Doctoral Study process and offer a summation of my research conclusions.

Section 2: The Project

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies some business leaders in parastatal companies use to adapt to continuous environmental change to sustain their business operations. The population for this study consisted of four business leaders of parastatal companies in Lusaka, Zambia, who had successfully implemented strategies to adapt to continuous environmental change, and had evidence of sustainable business operations through their strategies. The application of the findings from this study may lead to positive social change by enabling parastatal leaders to invest in business-driven social change practices, which, in turn, may improve the living standards of people and their communities.

Role of the Researcher

My role as a researcher included collecting and analyzing data from the research participants. According to Kavoura & Bitsani (2014), the role of the researcher is to guarantee the presentation of varying perspectives emanating from the research. My interest in the research topic started while working as a manager in a multinational firm in Lusaka, Zambia. During my time in the country, I experienced varying business conditions, mostly attributed to constantly changing environmental forces. Building on the harsh economic experiences I went through while managing the firm amid these environmental conditions, I developed an interest in pursuing the research topic and exploring the strategies that parastatal leaders use to adapt to continuous environmental

change to sustain their business operations. However, I had no relationship with the participants or their parastatal organizations.

To collect data for case study research, Yin (2014) explained the necessary five skills: (a) asking good questions, (b) being a good listener (avoiding the effect of preexisting ideologies), (c) staying adaptive (remaining eager and able to identify opportunities), (d) understanding the issues under study, and (e) avoiding bias (being sensitive to contrary opinions emerging from the study).

Another part of the researcher's role is to uphold ethics in research to protect participants from harm (Yin, 2014). I upheld ethical standards during research as outlined in the *Belmont Report* (Connolly, 2014). The three foundational principles of the *Belmont Report* include respect for persons, beneficence and nonmaleficence, and justice (Schrems, 2014). Respect for persons entails respecting and protecting the human participants by allowing them to exercise their autonomy. The researcher should furnish the research participants with the purpose of the study and use the informed consent to ensure that they willingly agree to participate (Wessels & Visagie, 2015). Beneficence and nonmaleficence encompass maximizing the benefit of research while minimizing harm to the participants (National Institutes of Health, 2014). Justice involves ensuring equal treatment for everyone (Schrems, 2014). The application of the five skills for conducting case study, as presented by Yin (2014), along with strict adherence to ethical principles as outlined in *The Belmont Report*, strengthened the basis of this study.

Yin (2014) affirmed that the researcher should mitigate bias and avoid viewing data through a personal lens or perspective by using an interview protocol, ensuring

member checking, and attaining data saturation. I used the interview protocol to outline the ethical procedure for conducting the interviews. I adhered to the interview protocol by providing an informed consent form to participants, ensuring the participants satisfy the eligibility criteria, arranging a place for the interview, providing relevant information about interview process, and ensuring confidentiality during the data collection process. Roulston and Shelton (2015) argued that the use of an interview protocol minimizes bias and ensures reliability in a case study. Member checking entails providing the research participants with interpreted summaries of their interview responses for confirmation (Fusch & Ness, 2015). I conducted member checking by providing the participants with interpreted summaries of their interview responses to confirm the accuracy of the information recorded. Data triangulation involves collecting data from different sources to guarantee confirmability of the results (Marshall & Rossman, 2016). I used multiple data sources that included the participants' responses, participant observation, and publicly available organizational documents to triangulate the study. Bracketing is a technique for mitigating personal biases associated with the study, which increases the rigor of the research (Yin, 2014). I used bracketing by taking notes during the data collection and analysis process to ensure my personal bias did not affect the study. In addition, I was sensitive to contrary evidence emerging from the study in order to avoid viewing the data through a personal lens.

Participants

The research participants included four business leaders of parastatal companies located in Lusaka, Zambia. The researcher should ensure the participants align with the

overarching research question by interviewing only those participants who satisfy the eligibility criteria for inclusion (Yin, 2014). I interviewed parastatal leaders who met the inclusion criteria to participate, which included only those who had successfully implemented strategies to adapt to continuous environmental change, and had evidence of sustainable business operations, such as sustained profitable growth through their strategies.

I obtained details of the parastatal leaders from the Industrial Development Corporation (IDC) corporate website or the website of the organization and contacted them through call or mail to establish confirmation of interest to engage them in the research. IDC is mandated and authorized on behalf of Zambian government to oversee the performance and accountability of SOEs. I requested the parastatal leaders to provide me with publicly available organizational documents, such as strategic planning documents and the organizational change management plan that demonstrated the strategies for adapting to continuous environmental change, and selected only those with evidence of sustainable business operations through their strategies. Yin (2014) contended that researchers should cultivate a healthy working relationship with the participants to enhance their willingness to participate in the study. I developed a healthy working relationship with the participants by sending a copy of the informed consent form demonstrating my plan to uphold privacy and confidentiality in data collection and recording. I scheduled the interviews at the participant's convenient time to allow for adequate time for reading, acknowledging and consenting to the interviews prior to beginning the interviewing process. During the interviews, I provided the participants

with a relaxed atmosphere, and encouraged them to feel free to ask for clarification in case of ambiguities in the interview questions.

Research Method and Design

Research Method

The three applicable research methods include qualitative, quantitative, and mixed methods (Antwi & Hamza, 2015). I chose the qualitative methodology because of the explorative nature of the research question (Yin, 2014), and because qualitative research focuses on the context, and is mostly interpretive (Marshall & Rossman, 2016). Qualitative researchers utilize open-ended questions to ascertain what is happening or what has happened (Antwi & Hamza, 2015). The qualitative method is suitable when the researcher intends to explore business processes, the manner in which individuals make sense as well as meaning, and what the experiences of the population of study are like (Antwi & Hamza, 2015). In contrast, quantitative researchers utilize closed ended questions to conduct hypothesis tests (Cronin, 2014). The quantitative research method is suitable when investigating the relationship between variables by measuring and analyzing numerical data by means of statistical techniques (Cameron, Sankaran, & Scales, 2015). I did not choose the quantitative approach because my study entails no variables, and I will not be testing hypothesis. A mixed methods study includes the components of both quantitative and qualitative methods (Cameron et al., 2015). The mixed methods approach was inappropriate for my study because it involves the quantitative inquiry for the proposed study. Hence, the qualitative research method was more suitable for this study than quantitative and mixed-methods.

Research Design

I considered ethnographic, phenomenological, and case study research designs for my study. Ethnographic researchers describe and interpret group cultures (Merriam, 2014). I did not select the ethnographic design because I was interested in exploring a business organization and not a social-cultural system. Phenomenological researchers describe the essence of a lived phenomenon (Merriam, 2014). I did not select the phenomenological design because I am not interested in a lived phenomenon within an organization but rather the strategies its leaders employ. Researchers who use a case study design might offer an in-depth understanding of complex social along with technical phenomena associated with the improved practice of an organization (Yin, 2014). I chose the qualitative case study design because it would enable me to conduct the in-depth exploration and analysis required for the envisioned study.

Population and Sampling

The population for this study consisted of four business leaders of parastatal companies in Lusaka, Zambia. I acquired details of the parastatal leaders from the IDC corporate website or the organization's website and contacted them through call or mail to establish confirmation of interest to engage them in the research. I adopted purposeful sampling to target those leaders who met the inclusion criteria to participate in the study. A purposive sample encompasses a nonprobability sample selected based on the characteristics of a population alongside the objective of the study (Yin, 2014). Through purposive sampling, I ensured that the study participants had adequate knowledge of

change management strategies to provide appropriate responses to the interview questions.

Merriam (2014) advocated for adjusting the sample size until reaching a point of data saturation. Data saturation entails continuing to interview participants until the addition of new data reveals no new information; at which point, the interviewing process stops (Yin, 2014). A sample size of four parastatal leaders offered the right scope of experiences and opinions as well as knowledge of the strategies parastatal leaders use to adapt to continuous environmental change to sustain their business operations. I continued to recruit new participants for the interviews until the study reached a point of data saturation.

The inclusion criteria for the participants included (a) only those at the senior leadership of the parastatal, and (b) only those who had successfully implemented strategies to adapt to continuous environmental change, and had evidence of sustainable business operations, such as sustained profitable growth through their strategies. I interviewed only those participants at the senior leadership of the parastatal because they had administrative power to engage in the study without necessitating authorization from any higher authorities.

I used multiple data sources that included the participants' interview responses, participant observation, as well as publicly available organizational documents to triangulate the study. Data triangulation encompasses collecting data from multiple sources to ensure confirmability of the findings (Marshall & Rossman, 2016). Data triangulation enhanced a deep understanding of the strategies to adapt to continuous

environmental change to sustain business operations. Upon participant authorization to record the face-to-face interview, I recorded the responses by means of the Livescribe Echo pen. My backup recording device was the iTunes SpeakEasy Voice Recorder. Lumpkins (2015) affirmed that the Livescribe Echo pen enables users to take notes when conducting the audio recording of the interview process, thus, ensuring confirmability of the recorded information.

Ethical Research

According to Wessels and Visagie (2015), ethical research necessitates protecting the participants from harm. I adhered to the IRB ethical standards to ensure no harm was inflicted on the research participants. I sought approval from the Walden University IRB to guarantee the data collection instruments and procedures did not contravene the rights of the participants. I acquired details of the parastatal leaders from the IDC website or the website of the organization and contacted them through call or mail to establish confirmation of interest to engage them in the research. Through my initial contact with the parastatal leaders, I identified only those leaders at the senior leadership of the parastatal, who had successfully implemented strategies to adapt to continuous environmental change, and had evidence of sustainable operations through their strategies. I interviewed only those participants at the senior leadership of the parastatal because they had administrative power to engage in the study without necessitating authorization from any higher authorities.

I supplied the participants with a copy of the consent form expressing my interest to engage them in the study. The consent form included my contact information, the

Walden University IRB contact email along with phone numbers. In the consent form, I presented the overarching research question, sample interview questions, as well as the research procedures. After reading through the consent form, the participants needed to confirm participation by replying with a statement of consent through mail. Also, I acquired consent from the participants to take an audio recording of the interview. According to the IRB's ethics procedures, research participation is voluntary (Connelly, 2014). I informed the participants that participation in the study is voluntary, and that they have a right to withdraw from the study freely without any consequences. In the consent form, I notified the participants that participation in the study would attract no compensation or financial benefits.

To protect the privacy of the participants, I explained my plan to protect their identities by using pseudonyms in places of names. For instance, I referred to the first participant as P1, the second participant as P2, the third participant P3, and so on in that manner. To enhance confidentiality, I notified the participants that all data would be stored in a safe, locked location for 5 years, after which I will destroy the data by erasing all electronic records and physically destroying any removable hard disks used to store the data. I will destroy paper records by burning the written material. After the study, I will supply the parastatal organization with a copy of the results. Also, I will share the study with other stakeholders by publishing the findings of the study. Walden University's IRB approval number for this study was 09-20-19-0630461.

Data Collection Instruments

I was the primary data collection instrument in the study. According to Sutton and Austin (2015), the researcher acts as an instrument in the data collection process. I used semistructured open-ended interviews as my data collection instrument. I used semistructured open-ended interviews to allow the participants to provide in-depth information pertaining to the strategies to adapt to continuous environmental change to sustain business operations. Semistructured interviews provide the participants with the flexibility to express their views freely leading to detailed exploration of the research question (Marshall & Rossman, 2016). I used Livescribe Echo pen along with iTunes SpeakEasy Voice Recorder as backup, notebook, and pen to record my observations during the interviews. Alongside the interview transcripts, I used participant observation, notes recorded during the interviews, and publicly available organizational documents from the parastatal to enhance validity through triangulation of the data. Triangulation entails collecting data from multiple sources to validate the findings (Yin, 2014). During the interviews, I requested the participants to provide publicly available organizational documents that conveyed the strategies that the organization uses to adapt to continuous environmental change.

I meticulously adhered to the data collection procedures as illustrated in the interview protocol (see Appendix A) to administer six interview questions (see Appendix B). I conformed to the interview protocol and provided an introduction along with a concise summary of the research process. Upon gaining approval from the participants to engage in the research, I performed an audio recording of the face-to-face interviews.

After the interviews, I conducted member checking by providing the participants with summaries of their interview transcripts to confirm the accuracy of the information recorded. According to Lee (2014), member checking enhances conformability, which adds validity to the results.

Data Collection Technique

I used face-to-face interviews to ask six open-ended semistructured questions (See Appendix B). Marshall and Rossman (2015) contended that using face-to-face interviews enables the researcher to see, feel, and hear the interviewee's expressions through participant observation. The interview process begun with equipment set-up and testing, a concise introduction and summary of the research process, after which I conducted the interview. The whole interview process took about 30 minutes, and included any follow-up questions. I used the Livescribe Echo Pen along with the iTunes SpeakEasy Voice Recorder as backup to take audio recording of the interviews, which would aid in confirming the accuracy of the information recorded through member checking. In addition to the interviews, I used participant observation to observe the participant's expressions during the interviews. Participant observation is an additional method for validating the results of the study (Jamshed, 2014).

The interview protocol entails a list of interview questions along with a step-by-step procedure guiding the interviewer through the interview process (Lee, 2014). I meticulously adhered to the interview protocol (see Appendix A) to ensure the rights of the participants were protected throughout the face-to-face interview process. The advantage of using the face-to-face interview for a case study is pegged on the fact that

the face-to-face interview enables the researcher to gain in-depth understanding of the research phenomenon (Yin, 2014).

The disadvantage of using face-to-face interviews to collect data is that there is a likelihood of bias (Lee, 2014) and the researcher might manipulate the interview results, leading to inaccurate conclusions. Also, through the use of the face-to-face interview as the data collection technique, the interviewee might be tempted to please the interviewer by offering personal opinions instead of providing objective feedback (Lee, 2014). However, Yin (2014) argued that being aware of personal bias enables a researcher to be mindful of their own misconceptions thus mitigating influencing the results of the interviews. A researcher can mitigate personal bias by means of member checking. Member checking entails providing the interview participants with summaries of their interview responses to confirm the accuracy of the information recorded and the credibility of the results (David, Hitchcock, Ragan, Brooks, & Starkey, 2016). I used member checking to mitigate my personal bias from influencing the results and increase the trustworthiness of the findings.

I used triangulation to enhance the validity of the findings. Triangulation involves using multiple sources of data to ensure research validity (Marshall & Rossman, 2016). The data collection technique involved semistructured interviews, participant observation, and the examination of publicly available organizational documents that demonstrated the organization's change management practices. I conducted the interviews in a neutral public location chosen by the participant, such as at a private room in a public library. Since the purpose of the study was to explore the strategies that

parastatal leaders used to adapt to continuous environmental change to sustain business operations, the open-ended semistructured interview was appropriate for gaining in-depth understanding of the topic. I emailed summaries of the interview transcripts to the participants a week after completing the interviews, asking them to review and respond within a week subsequent to their receiving of the email.

Data Organization Technique

The use of multiple data collection techniques requires appropriate data organization technique to avoid confusion and enhance proper presentation of findings (Lee, 2014). The data collection entailed a copy of the consent form, the interviews, the participant's responses as well as notes recorded during the interviews. I took an audio recording of the interview process, after which I backed up the data in an external drive as well as Google cloud drive. Google drive is a popular means of backing up data that ensures easy retrieval when needed (Quick & Choo, 2014). Also, I used a pen and notebook to take note of my observations during the interviews. I assigned the participants identifying codes to conceal their identities and protect their privacy. In this case, I used pseudonyms in places of names, wherein, I referred to the first participant as P1, the second participant as P2, the third participant as P3, and the fourth participant P4.

I organized the data into units of information according to the patterns, categories, and themes that emerge from the study. Organizing data into information units enables a researcher to investigate the themes emerging from a study (Roberts, 2015). I interpreted the qualitative data using Microsoft Word and coded the information using the color coding technique. By comparing the coded information with the conceptual framework

and findings of the literature review, I ascertained the main themes surfacing from the interview transcripts. The data organization technique in the study improved the presentation of the results leading to easy understanding of the main themes. Data will remain stored in a safe, locked location for 5 years, after which I will destroy the data by erasing all electronic records and physically destroying any removable hard drives used to store the data.

Data Analysis

The data analysis plan entailed member checking of interview summaries, data transcription, traditional text analysis, coding, development of themes, data triangulation, and comparison of findings to the conceptual framework theory. Data analysis involves examining the raw data to identify meaningful information that can be used to answer the research question (Yin, 2014). Methodological triangulation involves using and comparing multiple sources of data (Fusch & Ness, 2015). Collecting data from multiple sources such as interviews, direct observation, participant observation, and documents enhances the validity of the findings (Yin, 2014). I used the participant's interview responses, notes taken during the interviews, and the examination of publicly available organizational documents that included company artifacts to triangulate the study.

For audio recorded interviews, the first step in data analysis entails transcribing and managing the qualitative research data (Yin, 2014). I began by transforming data from the spoken text to written form for analysis. When transcribing the data, I encrypted all identifying information to guarantee the participant's confidentiality. In this case, I

used pseudonyms, such as P1, P2, P3, and P4 in places of names for the first, second, third, and fourth participant respectively to conceal their identities and guarantee privacy.

During data analysis, the raw data from the interviews requires coding to establish the emerging themes relating to the conceptual framework of the study (Stringer, 2014). The themes may lead to an understanding of the strategies that parastatal leaders use to adapt to continuous environmental change to sustain their business operations. My data analysis tool involved the use of Traditional Text Analysis (TTA), which entailed placing the raw data into various categories to generate themes without necessitating the use of automated software. The TTA does not require the use of automated computer software, which leads to human interpretation of the data (Stringer, 2014). Yin (2014) contended that traditional text analysis technique allows for humans, as opposed to specialized computer software, to interpret meaning from the data. However, the disadvantage of using traditional text analysis is based on the fact that the method could lead to skewed results because of incorrect categorization of data (Lee, 2014). I did not make assumptions when conducting the TTA to avoid biased judgment that could skew the results.

Moving from raw data to evidence-based interpretations necessitates preparing transcripts for the coding process (Singh, 2014). I interpreted the qualitative data using the color coding system. The color coding system is an alternative way of highlighting key themes emerging from the participant's responses by means of a color coded text leading to easy interpretation of data (Colorafi & Evans, 2016). Moreover, I applied thematic text analysis to interpret and triangulate the data. Yin (2014) argued that

triangulation increases the validity of the study due to the incorporation of multiple sources of data. After the coding process, I sorted, categorized, and organized the coded words to ascertain emerging themes. Theme analysis entails establishing repeated patterns of words from the coded text (Percy, 2015). I used repeated words and new keywords to identify relevant themes.

I grounded the data analysis process on the conceptual framework by strictly conforming to the data analysis techniques and procedures devoid of making biased analysis. I reviewed the emerging themes as they relate to the McKinsey's 7S framework, the literature review, and publicly available organizational documents or artifacts. Analyzing the data from multiple perspectives provided a holistic approach for identifying the strategies that leaders of parastatal companies use to adapt to continuous environmental change to sustain their business operations. The last phase of data analysis included the development of a concise summary of the research results. Building upon methodological triangulation of transcribed data, I verified the emerging themes. Also, I provided citations of the participants' opinions supporting the identified themes.

Reliability and Validity

Reliability

Reliability of a qualitative research entails the extent at which research is consistent (Yin, 2014). Reliability is the ability of a study to be repeated and still provide similar findings (Leung, 2015). Also, Lee (2014) contended that reliability implies how the researcher will address dependability. The researcher can ensure dependability of the study through member checking, transcript review, expert validation of the interview

questions, triangulation, using the interview protocol, and reaching data saturation (Yin, 2014).

The researcher can ensure the reliability of a research by asking appropriate interview questions and appropriately documenting the processes along with the logic behind the decisions reached during the research process (Lee, 2014). The interview protocol provides a list of guidelines that enable the researcher to adhere to the data collection procedures and avoid bias during the interview process (Grossoehme, 2014). I aligned the interview questions with the overarching research question as well as the conceptual framework, and also avoided speculative questions during the interviews.

According to El Hussein, Jakubec, and Osuji (2015) rigor in qualitative research implies attaining an appropriate and unbiased representation of the participants' responses and situations. The researcher could enhance rigor in qualitative research by means of triangulation (Marshall and Rossman, 2016). Yin (2014) defined triangulation as a strategy for collecting data from multiple sources. I ensured triangulation of the study by using different sources of data that included interviews, review of publicly available organizational documents and artifacts, and my own observation during the interviews. Triangulation enabled me to gain an in-depth understanding of the strategies that parastatal leaders use to adapt to continuous environmental change to sustain business operations. Also, to ensure dependability of the study, I conducted member checking. Marshall and Rossman (2016) defined member checking as a process in which the researcher provides the research participants with summaries of their interview transcripts to confirm the accuracy of the information recorded.

Data saturation entails continuing to interview new participants until the addition of new data reveals no new information to the study (Yin, 2014). I continued to interview new participants until I reached the point of data saturation; thus enhancing the dependability of the findings. My other plan to enhance the reliability of the study included storing data in a secure locked location to enhance participant confidentiality, and destroying the data after 5 years according to the Walden university requirements for keeping research data.

Validity

Qualitative validity entails the credibility, transferability, as well as confirmability of the results (Yin, 2014). Attaining data saturation helped guarantee the credibility, transferability, and confirmability of the findings. Gibbins, Bhatia, Forbes, & Reid (2014) affirmed that data saturation is the point at which the researcher obtains no new information even after the addition of more participants to interview. I continued to interview new participants until the addition of new data revealed no new information to the study, at which point the interviews ended.

A researcher can ensure credibility by member checking of the data interpretation, triangulation, participant transcript review, and using the interview protocol (Fusch and Ness, 2015). I conducted member checking by providing the participants with summaries of their interview transcripts to confirm the accuracy of the data interpretation. I adhered to the interview protocol by staying focused and unbiased during the interview process to ensure valid results. Marshall and Rossman (2016) contended that demonstrating qualitative credibility guarantees the reviewers that the researcher is addressing the

results from the participants' perspective. Also, I used multiple sources of data to enhance triangulation leading to credible findings.

A researcher can ensure confirmability by ensuring that the findings can be confirmable or supported by others (Singh, 2014). I guaranteed the confirmability of the findings by probing during interviews to enhance clarification of concepts, conducting follow up member checking of the interview interpretations, using multiple sources of data to triangulate the study, as well as questioning from different perspectives to gain in-depth responses. I enabled others to ascertain the transferability of the results by meticulously observing the data collection and analysis techniques for the case study design, reaching a point of data saturation, and using interview protocol to stay focused and unbiased.

Summary and Transition

Section 2 entailed an in-depth discussion of the various aspects of the research project. The aspects included discussions on (a) role of the researcher, (b) participants, (c) research method and design, (d) population and sampling, (e) ethical research, (f) data collection instruments, (g) data organization technique, (h) data analysis, (i) reliability and validity, and (j) transition and summary. The most suitable research method and design were the qualitative single case study to explore the strategies that leaders in parastatal companies use to adapt to continuous environmental change to sustain their business operations. The data collection technique was by means of semistructured face-to-face interviews, an examination of publicly available organizational artifacts, and participant observation.

In Section 3, I will present the findings of the study, the application to professional practice, and implications for social change. Also, I will provide recommendations for action and for further research. Finally, I will reflect on my own experiences within the DBA Doctoral Study process and offer a summation of my research conclusions.

Section 3: Application to Professional Practice and Implications to Social Change

Introduction

The purpose of this qualitative multiple case study was to explore the strategies some business leaders in parastatal companies used to adapt to continuous environmental change to sustain their business operations. In this section, I provide the findings of the research, which included the themes established from the interviews: effective leadership/transformational leadership, strategic planning, and employee training. I also explain the applications to professional practice along with the implications for social change and present recommendations for action and further research. At the end, I provide a reflection on my experience during the study and a description of the research conclusions summarizing my study.

Presentation of the Findings

The overarching research question for the study was as follows: What strategies do leaders of parastatal companies use to adapt to continuous environmental change in order to sustain their business operations? Through face-to-face interviews with parastatal leaders who had successfully implemented strategies to adapt to continuous environmental change, and had evidence, based on their strategies, of sustainable operations, I identified three main themes, five skill sets, and two resources essential for adapting to continuous environmental change, which I present in this section. The conceptual framework of the study was McKinsey's 7S framework as developed by Peters and Waterman (1984). Peters and Waterman lay emphasis on interactions and fit of the seven critical tenets that sustain strong organizations: strategy, structure, systems,

shared values, style, staff, and skills. I provide a discussion of how the findings confirm, diverge, or contribute new knowledge, and link the findings to McKinsey's 7S framework. Moreover, I present an assessment of the findings obtained from the publicly available organizational documents along with my observations during research to ensure methodological triangulation. The three themes that emerged from the study were as follows: (a) effective leadership (b) strategic planning, and (c) employee training.

Effective leadership, such as transformational leadership, provides a sense of direction, inspiration, as well as guidance to followers (Abrell-Vogel & Rowold, 2014). The skill sets for effective leadership/transformational leadership were (a) effective communication, (b) organizational culture that entail shared organizational values (Canning & Found, 2015), and (c) employee engagement/stakeholder engagement.

Strategic planning, which involves the process of defining a visionary change goal and making decisions on resource allocation to pursue the goal (Stouten et al., 2018), entailed skill sets such as (a) technological innovation, (b) research/organizational learning, and resources that included (a) funding and (b) qualified staff. Strategic planning enables leaders to align individual, work group, and organizational goals in the context of change, leading to a successful organizational change process (Stouten et al., 2018). Employee training, which involves the continuous efforts of an organization to boost the performance of its employees in their current job roles (Imran et al., 2016), enhances skills acquisition among staff. All four parastatal leaders interviewed provided consistent answers to the interview questions, which ensured data saturation by four participant

interviews. After the data analysis, I linked the themes with the literature review findings, conceptual framework, and the findings from the methodological triangulation.

Table 2

Themes, McKinsey 7S Tenets, Number of Responses, and Percentage of Respondents

Themes	McKinsey 7S tenets	Number of respondents	Percentage of respondents' agreement
Effective leadership	Style	4	100
Strategic planning	Structure	4	100
Employee training	Skills	4	100

Table 3

Skill Sets and Resources, McKinsey 7S Tenets, Number of Responses, and Percentage of Respondents

Skill sets and resources	McKinsey 7S Tenets	Number of respondents	Percentage of respondents' agreement
Effective communication	Systems /Style	4	100
Organizational culture/Shared values	Shared values	4	100
Employee/stakeholder engagement	Structure	4	100
Technological innovation	Systems	4	100
Research/organizational learning	Systems	4	100
Funding	Systems	4	100
Qualified staff	Staff	4	100

Theme 1: Effective Leadership/Transformational Leadership

All four participants noted that effective leadership provided a sense of direction in the organization, enabling all stakeholders to have a shared vision that facilitated successful organizational change. P1 reported that “those who are not doing well, we find out what is the problem and give them support from our end.” P1 continued: “so top management is on top of that”. The statement by P1 is in line with the findings of Al-Qura’an (2015) that effective leaders support employees during organizational change. Al-Qura’an argued that the transformational leadership tenets enhance organizational change management. P1’s explanation aligns with the findings of Navneet et al. (2018) that top-level commitment for the change is vital to stimulating commitment from the employees. The success of sustainable initiatives is dependent on the leader’s support for the change (Kurucz et al., 2016). Transformational leaders provide shared information during organizational change, which enhances the change (Shin et al., 2015). Transformational leadership enhances followers’ commitment to change (Abrell-Vogel & Rowold, 2014).

Organizational leaders initiate change. P2 affirmed “the change starts with the board, then senior management.” P2 further explained that “these are the people who drive change in the institution. Of course, change did not come alone and is not static.” P2’s statements confirm the findings of Abrell-Vogel and Rowold (2014), that the leaders’ own commitment to change enhances change among employees. Abrell-Vogel and Rowold concluded that leaders ought to provide individual support to their followers to guide them throughout the entire change process.

Effective organizational change requires strong leadership. P3 noted “we ensure that actually the governance system is strong, and here we talking about the board.” P3 further reported “we would want to know whatever fears they have so that those are actually addressed.” P3’s statement is in tandem with the findings of Voet (2015) that strong change leadership contributes to the employee’s commitment through the provision of change communication and employee participation in the change implementation process. Transformational leadership influences innovative behaviors among the employees (Feng et al., 2016).

Visionary leadership promotes effective change management. P4 stated that “just to mention, it also requires visionary leadership from organization.” P4 further explained that “change has become so in this business days it has become such an important thing to plan for and it requires effective leadership to do that.” P4’s ideas align with the findings of Jones and Van de Ven (2016) that effective leadership fosters effective change management. The application of effective leadership toward change initiatives can facilitate effective transitions and deliver the desired outcome (MacKillop, 2017). Leadership traits influence the organization’s cultural values that support organizational change (Flemming, 2017). Transformational leadership facilitates a healthy culture during organizational change (Middleton et al., 2015).

The transformational leadership style aligned with the *style* tenet of the McKinsey’s 7S framework, which is the conceptual framework of this study. Style implies to the type of leadership adopted in the organization (Singh, 2013). Singh concludes that style represents the way the organization is managed by the organizational

leaders, how the leaders interact with followers, the actions they take in leadership, and the symbolic value the leaders hold in the organization.

The primary tenets of the transformational leadership theory include individualized consideration, intellectual stimulation, idealized influence, and inspirational motivation (Burns, 1978). Burns affirmed that according to the individualized consideration tenet of the transformational leadership theory, each follower has specific needs and desires. According to the individualized consideration facet of the transformational leadership theory, each employee has specific needs and expectations. Some employees are motivated by financial rewards whereas others are motivated by nonfinancial rewards, such as career development (Northouse, 2016). Burns indicated that intellectual stimulation demonstrates that transformational leadership values creativity and autonomy among followers.

With regard to the idealized influence tenet of the transformational leadership theory, transformational leaders act as role models, which encourages followers to replicate the leader's behavior (Northouse, 2016). Transformational leaders build trust among their followers, who also develop confidence in the leader (Burns, 1978). Inspirational motivation entails the leader's ability to instill trust as well as respect among followers, which also encompasses the leader's ability to excite and offer a shared vision (Burns, 1978).

In my examination of P1's organizational website, I located a board chair person's statement demonstrating leadership support "unwavering commitments to shareholder, customers, team members and communities" in which the organization

operates. A corporate brochure located in P1's organizational website indicated "the board provides administrative oversight and policy direction." The annual report of P1's organization, which was located on the organization's website indicated "the bank adheres to high standards of corporate governance and acts under the highest ethical standards and ensures strict compliance with the best practice as well as to comply with all the stipulated regulator's guidelines.

Skill set 1: Effective communication. All four parastatal leaders interviewed were of the view that effective communication enabled all stakeholders, including the employees to be aware of their roles in achieving the organization's vision, which increased their commitment to the vision, leading to reduced resistance to change. P1 explained that

The strategy is being also communicated both at managerial level, both at middle management level, both at junior officers level so that everybody is on the same knowledge and understanding of where we would want to drive this institution to.

The statements by P1 are in tandem with the findings of Gadolin (2014) that internal communication is an essential element in any change process and a primary requirement of the change. Gadolin recommended that change management requires regular feedback from the management in an attempt to engage the employees in the change process, which results in employee motivation to the change.

Communication creates awareness of the change initiative. P2 pointed out that, "so, as management, our key role is to identify those who are willing to drive change and use them as influencer to communicate the change." P2's explanation reaffirms the

findings of Marchalina (2017) that communication is a requirement in raising awareness among employees' commitment to change. Internal communication strengthens the employees' trust by enhancing their feelings based on feedback provided by leaders toward the employees (Marchalina, 2017).

Effective communication during the change process reduces resistance to change. P3 noted that "the manpower must be synced to understand that the change that is coming is not meant to be adverse to them, but for the betterment of the institution." P3's strategy is in line with the findings of Marchalina (2017) that organizational leaders should focus on strengthening internal communication capabilities to address potential management challenges during continuous environmental change. According to Minhas and Zulfiqar (2014), regular feedback reduces resistance to change among the employees. Minhas and Zulfiqar explained that through constant feedback in all phases of change, the employees are involved and their concerns are addressed in an all-inclusive process.

Effective communication enhances stakeholder engagement during organizational change. P4 discussed that "our communication with clients has become more effective than before, because through this system we are able to interact with clients." P4 added "as management we had to be listening from the employees side, their concerns, and also we had to find a way of communicating our vision." The statements by P4 agreed with the findings of Butt et al. (2016) that effective communication enhances stakeholder participation during organizational change. Makumbe (2016) noted that successful change requires change leadership, effective communication, employee engagement, and employee commitment. The effective communication skill set supports the findings of

Mirela (2014) that communication and interaction has to occur at every level and be visionary, assertive, and empathetic so that it maintains the health of an organization. Mirela concluded that effective communication facilitates the operations of an organization's strategy.

The effective communication skill set resonated with both *systems* and *styles* tenet of the McKinsey's 7S framework, which is the conceptual framework of this study. The appropriate communication systems enable organizational leaders to communicate the change and involve all stakeholders in the change process resulting in successful organizational change (Teh & Corbitt, 2015). The parastatal leaders use the assertive communication style that promotes open communication in which they express their desires and ideas while also considering the needs of followers. According to Saruhan (2014), effective communication helps in creating a positive perception of the change.

In my examination of P4's organizational website, I found statements such as "the corporate affairs department is the strategic corporate communications hub of the organization, which formulates and implements well-coordinated corporate communication activities." The documents further stated "the department assists in the creation and sustenance of positive relations with customers, the media, the community, as well as all relevant stakeholders." Also, I requested the participants to share with me any publicly available organizational documents that communicated the organization's mission and vision. The mission and vision statements of the respective organizations provided to me were well articulated and outlined the objectives, purpose, and functions of the organizations in a way that was easy to understand. Through my own observation

of the organizations, I established that employees were well equipped with basic information technology systems including computer, internet, as well as phone connection. I noticed that the organizations had well developed computer network infrastructure that facilitated communication and provided an environment favorable for daily working responsibilities.

Skill set 2: Organizational culture/shared values. All four parastatal leaders interviewed contended that building a positive organizational culture as part of the parastatal's strategies to adapt to continuous environmental change enables leaders to create a shared vision among the company's stakeholders leading to successful organizational change. P1 reported that "everybody is on the same knowledge and understanding of where we would want to drive this institution to." Organizational culture is a system of shared assumptions, values as well as beliefs that enable individuals within an organization to understand which behaviors are and are not appropriate within the organization (Iljins et al., 2015). Shared understanding plays a critical role in a healthy organization culture (Canning & Found, 2015). The statements by P1 are in line with the findings of Iljins et al. (2015) that organizational culture creates a favorable climate for organizational change to thrive. Change is a team-based activity that brings leaders, managers, and employees together to enhance innovative practices in the organization. Organizational leaders need to develop overall organization adaptability by providing a supportive climate that allows acceptance of risks, reception and consideration of new ideas, and typical collaboration, as well as rewarding individual adaptability by becoming part of the organization culture (Boylan & Turner,

2017). A positive culture enhances organizational change while an unhealthy culture impedes organizational change (Middleton et al., 2015).

Shared values support effective change management. P2 noted that “this strategy was not made in a vacuum, it was made in the mind of people, it was made in the mind of our customer, it was made in the mind of stakeholders.” P2’s sentiments are in tandem with the findings of Canning and Found (2015) that lack of communication and participation involvement during change are contributing factors to resistance, and that they both relate to organizational culture. P2 further reported “these strategies have been cascaded from the board to the last person in the organization and we have linked them to the performance contract.” Canning and Found explained that as organizations experience change as a result of continuous environmental change, there is a need for organizational leaders to ascertain effectively interventions for enabling effective transition through a sound organizational culture.

Successful change management requires a culture of persistence. P3 contended: “we must ensure that we remain true to why the institution exists.” P4 reinforced the organizational culture skill set by discussing the culture of persistence in the organization by stating that “it calls for a lot of persistence and perseverance from management, and consistence in the approach to implementing of change.” P4 further explained that

As we speak we have employees that are very positive when it comes to addressing issues of change they look at them as challenges that they must face and overcome and to us it is a big plus because it is a motivating factor to all

employees as they are all embracing it and we are all looking forward together as a team, and not only the team, but as a winning team.

The organizational culture skill set resonates with the findings of Iljins et al. (2015) that job satisfaction, reward system, empowerment, team orientation, core values as well as agreement are essential cultural factors influencing organizational change within the change dimension. Employees' satisfaction creates a favorable organizational culture and is essential when implementing changes because unsatisfied employees do not support change but instead choose to resist (Iljins et al., 2015). Mosadeghrad and Ansarian (2014) found that unsuccessful change initiatives were attributed to inappropriate organizational culture. Rhodes et al. (2014) identified key internal factors influencing organizational change to include effective organizational culture, leadership and processes like collaboration, knowledge sharing, as well as co-creation of value with stakeholders.

The organizational culture skill set aligned with the *shared values* tenet of the McKinsey's 7S framework. Shared values are at the heart of the McKinsey's 7S framework (Singh, 2013). Shared values imply to the norms along with standards that guide the employees' behavior as well as the organization's actions and therefore are the foundation of the organization's culture. Shared values entail the core values of the organization as outlined in the organization's corporate culture and work ethic (Teh & Corbitt, 2015). The organizational leaders use the appropriate strategy, structure, systems, skills, staff, and styles to achieve a shared vision with the stakeholders. By considering and developing organizational culture as part of corporate sustainability efforts,

organizational leaders are able to better integrate these sustainability-related initiatives into daily business activities. Using organizational culture as part of the parastatal's strategies to adapt to continuous environmental change, organizational leaders are able to create a shared vision among the company's stakeholders. When all leaders, managers and staff as well as other stakeholders have a clear sense of their shared culture, it builds social order, continuity, collective identity, commitment, as well as a common vision while reducing organizational uncertainties.

P3 shared a physical artifact that highlighted the core values of the organization, which included "integrity, collaboration, accountability, respect, and excellence." In my examination of P4's organizational website, I recognized the core values of the organization to include "commitment to the nation, commitment to highest level ethical moral standards, commitment to our customers, commitment to our communities, and commitment to professionalism." I also examined the annual report located in P1's organizational website in which the chair of the board noted "our outstanding performance in 2017 was anchored on strict adherence to our core values and a growth strategy which leverages the bank's strong balance sheet."

Skill set 3: Employee engagement/stakeholder engagement. All four participants pointed out that stakeholder engagement, which included employee engagement, reduced resistance to change enabling the organization to adapt to continuous environmental change. P1 noted "we have quarterly budgetary meetings in first quarter of the year with all the branch heads, give them their targets." P1 further explained "questions are sent to all staff members only, almost all the parameters in terms

of what are the challenges they are facing.” The sentiments by P1 are consistent with the findings of Rajablu et al. (2014) that for an organization to achieve project success the stakeholder must be involved through identification, communication, engagement, empowerment, and risk control. Rajablu et al. further noted that stakeholder engagement is an essential element during the change process.

Stakeholder engagement during change enhances the stakeholders’ commitment to the change. P2 contended “how do we adapt to this continuous change where we have got this other players coming up... we have now started engaging the councils.” P2 further reported “we would now be linking this strategy with the member of the staff.” The employee engagement/stakeholder engagement strategy is consistent with the findings of Mayfield (2014) that Stakeholder engagement leads to positive change outcomes. Mayfield concluded that stakeholder engagement fosters positive relationships that enhance organizational change.

All stakeholders should be involved for change to be successful. P3 explained: “we have actually leveraged on ensuring that from top to the lowest person in the institution, they must understand the business of the institution.” P3 added “because if you talk of change, you can’t just change from the top management, you need the staff to help you to change.” P3’s explanation is consistent with the findings of Makumbe (2016) that change leadership, communication, employee engagement and employee commitment are key variables in successful organizational change implementation.

With regard to employee engagement/stakeholder engagement, P4 reported: “change requires sensitization of staff members.” P4 further explained “in terms of our

communication with other stakeholders in our business, we are able to engage them to embrace the idea and the vision that we have as an organization going forward in terms of preparing for the changes that are to come.” The employee engagement/stakeholder engagement skill set aligns with the findings of Rhodes et al. (2014) that stakeholder engagement is a primary mediator between stakeholder network (internal and external factors) and outcomes that encompass corporate social responsibility, social capital, shared value, as well as sustainable development. Stakeholder engagement is fundamental in transitioning through a change process (Rhodes et al., 2014).

The employee engagement/stakeholder engagement skill set aligned with the *structure* tenet of the McKinsey’s 7S framework. Structure involves the manner in which business units are organized in the firm, which includes the information of who is accountable to whom (Teh & Corbitt, 2015). Teh and Corbitt explained that Structure entails the organizational chart of the organization. The structure tenet identifies how various departments coordinate activities and define how team members organize and align themselves (Singh, 2013). Dee and Leisyte (2017) asserted that the organizational change process may require the development of new structures and use of communication strategies that require a given level of expertise. Stakeholder engagement in the organization implies that decision-making is decentralized, which facilitates organizational change (Mayfield, 2014).

In my exploration of P3’s organizational website, I found statements such as “the scheme is administered by a tripartite authority in which the board comprises of members drawn from government, employees and employers’ representatives as well as other

independent entities.” One of the strategic goals found in the corporate strategic plan of P4’s organization was “to enhance good corporate governance structures by December 2020.”

Theme 2: Strategic Planning

All four participants agreed that strategic planning was effective for the organization to adapt to continuous environmental change. Each of the four participants affirmed that strategic planning provided a roadmap for the organization to respond to the changing dynamics of the business environment. P1 noted: “the bank prepares its strategy we have five year strategy which we put in place, that five year strategy is also broken up into one year strategy.” P1 further explained that “so we always have a focus of where we want to be in the next five years where we want to take the bank in the next one year.”

The strategic planning theme is in tandem with the findings of Stouten et al. (2018) that effective organizational change necessitates mobilizing energy for change, which implies planning the actual implementation across various levels of the organization. Stouten et al. concluded that planning enables leaders to align individual, work group, as well as organizational goals in the context of change leading to a successful organizational change process.

With regard to strategic planning, P2 pointed out: “one thing I can tell you, coming up with a strategy is just as good as implementing the strategy.” P2 further reported that “from our society point of view, what is making our strategy being successful is corporate planning where we are in charge of strategy.” The theme confirms the findings of Dobrovič and Timková (2017) that planning changes, checking upon

changes, as well as the time required to implement changes determine the success or failure of change in an organization. Dobrovič and Timková concluded that inadequate planning of the change strategy is an impediment to successful organizational change.

Strategic planning provides a roadmap for attaining the change goal. P3 affirmed: “the other issue that we have is the issue of having a systematic way of driving the mandate because parastatals are state owned, they have a mandate, which is given to them.” P3 further explained that “using a strategic plan, then we are able to break down the relevant strategies now, which are able to help us to respond to change because before you come up with all these strategies, you scan the environment.” The account by P3 is consistent with the findings of Banutu-Gomez and Banutu-Gomez (2016) that organizational change is a process of continuous improvement in which strategies are planned, implemented, evaluated, improved, and monitored. Banutu-Gomez and Banutu-Gomez concluded that strategic planning is essential during organizational change as it enables all stakeholders to keep the vision moving in a positive direction.

Strategic planning enables leaders to prepare for the change. P4 shared the following:

As to the strategies that as a business we use initially, let me start by pointing out that it starts right from the top, which as the leadership we have to have a vision of where we want to go in preparing for the change that would come and also we need to prepare in terms of the resources that would be required to handle the changes as they come because you know the changes that come.

The statements by P4 confirms the findings of Franklin and Aguenza (2016) that

ineffective change management team, lack of resources and planning, poor support by the firm's management, as well as lack of communication are the primary obstacles to effective organizational change. Additionally, P4 described that "one of the major strength is our preparedness as a team and also having to put in place a system that would work to get us reach the vision that we have as an organization." P4's explanation is consistent with Naveed et al. (2017) that process, strategy, attitude, structure, culture, and technology are the main predictors of organizational change. A well-designed and well-implemented change program enables organizational leaders to achieve desired change results (Mosadeghrad & Ansarian, 2014).

The primary tenets of the McKinsey's 7S framework, which is the conceptual framework of this study, include strategy, structure, systems, shared values, style, staff and skills (Teh & Corbitt, 2015). The strategic planning theme aligned with the *strategy* tenet of the McKinsey's 7S framework. Strategy entails a plan developed by a firm to attain sustained competitive advantage and successfully compete in the changing business environment (Singh, 2013). Singh alluded that an effective strategy is the one that is clearly articulated, long-term, aids in achieving competitive advantage and is supported by a strong vision, mission, and values. Therefore, the strategic planning theme aligned with the McKinsey's 7S model.

I examined organizational websites to obtain additional data for purposes of methodological triangulation. While examining publicly available documents in P3's organizational website, I came across a newly developed corporate strategic plan for a five-year period highlighting strategic initiatives that will aid in the achievement of the

organization's vision.

Skill set 1: Technological innovation. All four participants described that leveraging technology was important in the wake of continuous environmental change as it enabled organizational leaders and employees to embrace innovation and create feasible solutions to organizational challenges. P1 argued “together with this strength of the two countries, we use that as one of our strategies in order to capitalize in terms of technology and that is key.” The skill set of technological innovation confirms the findings of Andrade et al. (2016) that effective organizational change requires strong information technology capabilities and change management tools for tracking the progress of the change process.

Technological innovation enhances business sustainability. P2 reported: “then we are also looking about, what kind of other bridging product, we can offer as a bridge to mortgage.” P2 added that “we are embracing technological change.” The statements by P2 are consistent with the findings of Chen and Adamson (2015) that creativity enhances innovation that facilitates change management. According to McKinley et al. (2014), organizational leaders should be willing to take the risk and adopt changes to address the existing organizational challenges. McKinley et al. concluded that organizational leaders can address challenges in the organizational change process through sustainable innovations.

Technological innovation promotes sustainable development. P3 explained that “we give so much leveraged on innovation.” The technological innovation skill set aligns with the findings of Ranman and Bharadwaj (2014) that organizations facing rapid

environmental change can ensure sustainable development through the adoption of dynamic capabilities. Organizational change requires new ways of thinking (Boylan & Turner, 2017).

Technological innovation aids in the provision of agile services. P4 pointed that “to invest heavily in the IT sector and the IT sector I am talking about the computer software, which has helped us so much as an organization in terms of our efficiency and delivery system to our clients.” The statements by P4 are in tandem with the findings of Hansen and Moller (2016) that dynamic capabilities enhance organizational change. Dynamic capabilities enhance the provision of agile services (Raman & Bharadwaj, 2017).

Organizations cannot survive continuous environmental change without adopting technological innovations. P4 further noted: “the other area is the area of innovation, without innovation this business environment which is ever changing can easily swallow a business, it can lead into business going into problems, so we have a team of innovative leaders.” P4’s argument aligns with McKinley et al. (2014) that organizational decline should prompt the need to innovate and create new solutions. An organization’s capacity to respond adequately to rapid environmental changes depends on the congruent fit of the improvement process, participants, organization, as well as technology (Hansen & Moller, 2016).

The technological innovation skill set is consistent with the *systems* tenet of the McKinsey’s 7S framework. Systems encompass the processes and procedures of the firm, which reveal business’ daily activities and the way decisions are made (Singh, 2013). The

use of technology in the parastatal organizations provides the systems required to develop innovative solutions to change issues.

Also in my examination of P1's organizational website, I came across an innovations document outlining the consumer innovative products and services offered to customers, such as the provision of "short term loans through the banking division loans and friendly loans for customers without security documents." Also, in the examination of P2's organizational documents, I found statements such as "we have full integration of an efficient and effective information technology." Moreover, the corporate brochure of P3's organization indicated that "the directorate provides information technology systems and solutions to enhance efficient operations of the Authority." The corporate brochure also indicated that "the Authority has integrated its systems to ensure that most of its operations are performed online, thereby reducing turnaround time."

Skill set 2: Research/organizational learning. All four parastatal leaders interviewed explained that research/organizational learning was important during continuous environmental change as it enabled leaders to scan the business environment and adopt strategies used by other well performing parastatal organizations facing continuous environmental change. P1 reported: "we would look at what has happened in the past." P1 further explained that "we look at the trend, which has happened in the past, how we performed in the past, what has been our growth in all those segments." The research/organizational learning skill set resonates with the findings of Dee and Leisyte (2017) that knowledge transformation enhances effective learning and collaboration, which supports organizational change management.

Research/organizational learning enables leaders to scan the environment and adopt the right changes. P2 affirmed: “we scan the environment and see what is happening then we bring those changes.” In line with the statements by P2 is Cancellier et al. (2014) who affirmed that organizational leaders need to know the environment in which they operate prior to developing a competitive strategy for the organization. Environmental scanning enables organizational leaders to identify environmental changes along with the strategies adopted by their competitors (Cancellier et al., 2014). Identification of factors that contribute to success or failure of a change process enable a change leader to develop effective strategies for enhancing the likelihood of attaining the desired change results (Mosadeghrad & Ansarian, 2014).

Research aids in factual decision making during organizational change. P3 explained: “there is also need of having decisions driven by research.” P3 further explained “so every time, there is information in the environment which affects change, whether it is global, regional, or just national we interrogate those and see what impact it can have on our strategies.” P3’s statement is reaffirmed by the findings of Cancellier et al. (2014) that environmental scanning facilitates the development of an effective organizational change strategy. P4 reinforced the research/organizational learning skill set by asserting “we employed one of the tools of management strategies which is business environment scanning.” The statements by P4 are consistent with the findings of Mosadeghrad and Ansarian (2014) that unsuccessful change initiatives is attributed to a lack of monitoring and measurement systems. The research/organizational learning skill set echoes the findings of Imran et al. (2016) that knowledge management strategies

support organizational change. Imran et al. explained that being ready to change and embracing organizational learning are crucial to reducing resistance to change.

The research/organizational learning skill set resonated with the *systems* tenet of the McKinsey's 7S framework. Systems are the area of the organization that defines how business is conducted and is thus the primary focus for leaders during organizational change (Singh, 2013). The use of the appropriate systems, such as research/organizational learning tools enables organizational leaders to analyze the external environment, which aids in developing strategies that facilitate successful organizational change.

In my examination of P1's organizational websites, I found a statement that stated "the cross-border knowledge workshop aims to create a knowledge forum for policy makers to discuss the challenges faced by the regulation of mobile financial services across borders." In P3's organizational website, I viewed statements such as "we boost over enhanced operations systems and structures that ensure efficient and effective social security administration and extension of coverage."

Resource 1: Funding. All four parastatal leaders interviewed noted that continuous environmental change is a resource intensive process necessitating adequate funding. P1 reported "so all banks would want to grow their low cost deposits because, through the low cost deposits, we are able to acquire funds from the market at low cost and lend out to the public." P1 continued "with a good capital base, we are able to take up projects in terms of financing big tickets, because with your capital base you are able to lend in the market." The statements by P1 align with the findings of Franklin and Aguenza (2016) that organizational change requires adequate resources, such as financial

input. Effective change management entails the use of effective methods that redirect the use of resources, business processes, budget allocations, or other modes of operation that significantly change an organization (Navneet et al., 2018).

Funding the change initiative enhances acquisition of the required resources. P2 affirmed: “the biggest strategy we are talking about is the funding strategy.” P2 added “we are now talking to our international partners who are also willing to invest in low to middle income by giving us funding at a low discount rate.” The sentiments by P2 resonate with the findings of Jones et al. (2013) that the success of the multi-generational ownership firm included leveraging existing resources, creating new resources, accessing external resources, and releasing underperforming assets. Firms that are struggling financially face difficulties sustaining change programs (Mosadeghrad & Ansarian, 2014).

Sustaining business operations during continuous environmental change is resource intensive, and requires adequate funding. P3 pointed out that “the other challenge to do with change it relates to cost.” P3 explained: “so you must find the best way of achieving the same results at an optimum cost.” P3’s statements are consistent with the findings of Andersson (2015) effective organizational change requires sound use of organizational resources. The environment should not be overstretched to what it cannot harbor, hence the need for moderation when using resources (Vlantinov, 2013).

P4 explained that “IT infrastructure was another challenge that we had to face but like I said it also called for us to invest quite heavily into the system.” The statements by P4 confirm the findings of Mosadeghrad and Ansarian (2014) that allocating the

necessary resources is essential for the success of the change program. Mosadeghrad and Ansarian explained that change involves cost, effort, as well as time, and failure to provide adequate resources to support change initiatives negatively affects the success of the change.

The funding resource aligns with the *systems* tenet of the McKinsey's 7S framework, which is the conceptual framework of this study. Systems are the formal and informal methods of operation and procedures in an organization (Teh & Corbitt, 2015). Organizational systems enable leaders to determine the financial requirements of an organization in the wake of organizational change. Teh & Corbitt explained that organizational leaders use a funding strategy to outline how they are going to raise money and resources in order to execute the change objectives of the organization.

In P1's organizational website, I found statements such as "we tap into global presence of our shareholding banks to make your foreign business swift." In my examination of P4's organizational website, I found statements such as "we invest in various portfolios in order to add value and gain positive return so that the organization can pay meaningful benefits when they fall due."

Resource 2: Qualified staff. All four participants noted that at the helm of successful organizational change is qualified staff who are able to provide the necessary labor required to respond to the changing business environmental dynamics. P1 reported "it brings in together qualified professionals from both governments." P1's statement confirms the findings of Poell et al. (2017) that qualified staff provide the manpower necessary to implement the change initiatives successfully.

Qualified staffs possess the skills needed to drive the change initiative. P2 affirmed that “as management our key role is to identify those competent staff who are willing to drive change and use them as influencer.” According to Maheshwari and Vohra (2015), a qualified workforce provides the skills required to influence organizational change throughout the organization.

A qualified workforce is able to resonate with the leaders’ change vision. P3 reported “having the right people in right positions.” P4 noted: “it needs competent staff who would be able to work and to anticipate the changes which are coming and to also prepare in the same manner as the leadership.” The qualified staff resource resonate with the findings of Huang (2015) that qualified employees provide the right mix of skills required for successful organizational change.

The qualified staff resource aligned with the *staff* tenet of the McKinsey’s 7S framework, which is the conceptual framework of this study. The staff element deals with the employees along with their general capabilities (Teh & Corbitt, 2015). Teh and Corbitt explained that staff tenet also covers the manner in which the employees are recruited, trained, motivated and rewarded. Continuous environmental change requires a qualified staff base that can provide the human skills required to implement effective organizational change programs.

In my examination of P1’s organizational website, I established statements such as “we have continued to build and invest in a strong foundation for future growth by continuously working on enhancing human resource capabilities.” I also came across a document in P2’s organizational website highlighting the organization’s operations that

included “property valuation by qualified surveyors.” Moreover, P3’s corporate brochure indicated “our human resources directorate employs, develops and ensures that the authority has adequate staff to execute its mandate.” P1’s organizational website indicated “our board of directors comprises of experienced professionals with decades of experience and excellence in the Banking and Financial sectors.”

Theme 3: Employee Training

All four parastatal leaders interviewed reported that providing the employees with training enhanced the employees’ knowledge base and expertise to address challenges faced during continuous environmental change. P1 affirmed that “we’ve put on training calendars, where now everybody in the institution is.” The employee training theme is consistent with the findings of Poell and Van der Krogt (2017) that human resource development supports organizational change. Poell and Van der Krogt concluded that effective organizing human resource entails the provision of training courses and instruction sessions for employees to develop their career and acquire knowledge to respond effectively to organizational change.

Employee training enhances skills acquisition. P2 contended “So we pick those group, we enable them learn through the change, then we release them to go and communicate.” The statements by P2 are in line with the findings of Maheshwari and Vohra (2015) that human resource managers usually influence employees by encouraging practices that support change. To ensure a successful change process, organizational leaders should ensure they successfully lead employees through the adoption of change, by utilizing human resource managers to influence the change among employees

(Maheshwari & Vohra, 2015). P2's statements confirm the findings of Smollan (2017) that human resource development professionals and change agents offer peer support, supervisory, and mentorship initiatives that mitigate stressful change within the context of a supportive organizational culture.

Employee training empowers employees during organizational change. P3 pointed: "what we did was we ensured that all categories of staff had actually presentation made to them to understand why we are changing." P3's statements are consistent with the findings of Campbell (2014) that empowering employees through feedback, regular training, and flexible schedules is essential during organizational change. Asnan et al. (2015) established that organizational support and employee training are essential in successful organizational change.

Employee training equips the employees with the right knowledge needed to address potential challenges during organizational change. P4 argued: "we are doing our own training to the staff members informing them the benefits that would accrue and also on the challenges and the risks that were going to be faced." The participant continued "we had to undertake a lot of in-house training." The statements by P4 confirm the findings of Asnan et al. (2015) that a change initiative should begin by first preparing people to be ready to accept the change through an awareness program that empowers them with the relevant knowledge about the change initiative. P4 further explained that "engaging experts can really help to change the mindset of the employees." The above statement by P4 confirms the findings of Vildåsen and Havenvid (2018) change experts facilitate the organizational change process. The theme of employee training aligns with

the findings of Mosadeghrad and Ansarian (2014) that unsuccessful change initiatives are attributed to insufficient education and training as well as inadequate management support.

The employee training theme aligned with the *skills* tenet of the McKinsey's 7S framework, which is the conceptual framework of this study. Skills refer to the employees' abilities and competencies at work (Singh, 2013). The organization requires skilled employees to reinforce the new strategy (Teh & Corbitt, 2015). Employee training empowers the workforce with the skills required to transition through continuous environmental change. Teh and Corbitt explained that a skill is a learned capacity to perform pre-determined results. For successful organizational change to occur, employees need to demonstrate the right mix of skills and knowledge, which can be acquired through training.

In my examination of P1's organizational website, I found statements such as "the organization has continued to impart training in general banking operations and specialized functions to the staff at all levels on an ongoing basis." In my examination of the organizational website, I came across a newly developed human resources booklet that highlighted the human resources practices that included career development opportunities. The booklet contained statements such as "we offer career advancement opportunities to our staff to increase their knowledge base and expertise." The booklet also indicated "organization employs and develops talent through training to execute its mandate."

Applications to Professional Practice

The findings of the study could prove valuable to the current and future parastatal leaders for implementing effective strategies to adapt to continuous environmental change. Other organizational leaders could find strategies that parastatal leaders use to adapt to continuous environmental change to sustain business operations useful. The finding encompassed three main themes: (a) effective leadership/transformational leadership, (b) strategic planning, and (c) employee training. The skill sets for effective leadership/transformational leadership were (a) effective communication, (b) organizational culture/shared values, and (c) employee engagement/stakeholder engagement. Strategic planning entailed skill sets such as (a) technological innovation, (b) research/organizational learning, and resources such as (a) funding and qualified staff. The application of the findings from this study could enable leaders to implement change adoption strategies in an effective way for parastatals along with other organizations to produce sustainable developments and prevail over continuous environmental change. Through their reading of the research, organizational leaders might choose to develop creative solutions to enhance business sustainability to realize and grow shareholders' value in their organizations. Tideman, Arts, & Zandee (2013) contended that sustainable business practices are essential in the development of long-term shareholder value in an increasingly resource-constrained environment. The application of the study findings could enable leaders to ensure their parastatals contribute positively to the fiscals of their governments through sustainable business operations. The sustainability of parastatal

organizations would translate into superior revenue returns along with enhanced social and economic development.

According to Peters and Waterman (1984), McKinsey's 7S framework, which is the conceptual framework of this study, effective organizational change requires an alignment of seven primary tenets that include strategy, structure, systems, shared values, style, staff and skills. The themes identified in this study could enable organizational leaders to adopt the appropriate strategy, structure, systems, shared values, style, staff, and skills in order to adapt to continuous environmental change to sustain business operations.

Implications for Social Change

The application of the findings from this study may lead to positive social change by enabling parastatal leaders to invest in business-driven social change practices to adapt to continuous environmental change, which may improve the living standards of people and communities in their societies. Organizational leaders engage in business-driven social change practices to ensure the conduct of their business operations are ethical, society friendly, and beneficial to community in terms of development (Dyllick & Muff, 2015). Through the use of findings from this study, leaders of parastatal companies might provide sustainable services to the public, which could improve the social well-being of people in their societies.

Recommendations for Action

The purpose of this qualitative multiple case study was to explore the strategies some business leaders in parastatal companies use to adapt to continuous environmental

change to sustain their business operations. Based on the results of this study, I propose several actions that the current as well as future parastatal leaders and business leaders can adopt to adapt to continuous environmental change to sustain their business operations. The parastatal leaders along with other organizational leaders need to understand three key strategies enhancing their success in adapting to continuous environmental change: (a) effective leadership/transformational leadership, (b) strategic planning, and (c) employee training. Also, the leaders need to execute five skill sets enhancing their success in adapting to continuous environmental change that include: (a) effective communication, (b) organizational culture/shared values, (c) employee engagement/stakeholder engagement, (d) technological innovation, (e) research/organizational learning, (f) and incorporate resources such as (a) funding and (b) qualified staff.

Building from the main themes, skill sets, and the resources identified, I have 10 recommendations for further actions based on the results of this study. First, organizational leaders should lead using an effective leadership *style*, such as the transformational leadership style, to provide a sense of direction in the organization enabling all stakeholders to have a shared vision that facilitates successful organizational change. Leaders ought to provide individual support to their followers to guide them throughout the entire change process. Organizational leaders should lead by example, communicate the organization's vision openly, and be impartial to the employees throughout the change process. Leaders can lead using the transformational leadership style by exercising individualized consideration, intellectual stimulation, idealized

influence, and inspirational motivation (Burns, 1978). With regard to individualized consideration, organizational leaders should provide each employee different but equal treatment and act as an advisor by mentoring, coaching, and teaching the employees during the change process. Business leaders can enhance intellectual stimulation by encouraging employees to consider multiple perspectives when dealing with change issues, create feasible solutions, and implement innovative ideas. The leader should empower followers to respond to change issues with a unique perspective. Leaders can ensure inspirational motivation by instilling trust as well as respect among employees in order to create shared vision. Inspirational motivation entails the leader's ability to instill trust as well as respect among followers, and also involves the leader's ability to excite and provide a shared vision (Burns, 1978). Pertaining to idealized influence, business leaders should act as role models by upholding high ethical values and demonstrating adherence to the organization's change vision and mission.

Second, business leaders should enhance effective communication by outlining the mission and vision of the organization while ensuring regular feedback for the employees concerns. Business leaders can ensure effective communication by adopting the appropriate communication *systems* and *styles* to communicate the change and involve all stakeholders in the change process, which would result in successful organizational change. Business leaders should use open communication to express their desires and ideas while also considering the needs of followers. To ensure unbiased communication with the employees, business leaders should manifest transparency in their leadership practices. Apart from face-to-face discussions, business leaders should

adopt effective communication channels such as memos, brochures, email, zoom calls, as well as organizational website, among several other communication channels that demonstrate the vision of the organization.

Third, leaders should adopt a positive organizational culture in order to create a shared vision among the company's stakeholders leading to successful organizational change. Business leaders can build a positive organizational culture/*shared values* by cultivating positive organizational norms that guide the employees' behavior as well as the organization's actions. Organizational culture entails an assortment of values, expectations, as well as practices that guide and inform the employees' actions (Canning & Found, 2015). Organizational leaders should align their structure, systems, skills, staff, and styles with their organizational change strategy, which entails a visionary change goal to achieve a shared vision for the organization among all stakeholders.

Fourth, business leaders should ensure employee engagement/stakeholder engagement to reduce resistance to change and enable the organization to adapt to continuous environmental change. Business leaders can facilitate employee engagement/stakeholder engagement by implementing an effective organizational *structure* that outlines the manner in which business units are organized in the firm, which includes who is accountable for what results.

Fifth, business leaders should implement strategic planning to provide a road map for the organization to respond to the changing dynamics of the business environment. Strategic planning entails an organization's process of defining its change goal and making decisions on resource allocation to pursue the goal (Stouten et al., 2018).

Business leaders can ensure strategic planning by implementing an effective strategy that is clearly articulated, long-term, aids in achieving competitive advantage and is supported by a strong vision, mission, and values.

Sixth, leaders should leverage technology to embrace innovation and create feasible solutions to the existing organizational challenges. Business leaders can enhance the use of technology in their organizations by creating the appropriate systems for developing innovative solutions to change issues. Seventh, business leaders should use research/organizational learning to scan the business environment and adopt strategies used by other well performing parastatal organizations facing continuous environmental change. Organizational learning implies to the process of creating, retaining, as well as transferring knowledge within an organization (Imran et al., 2016). Leaders can facilitate research/organizational learning by instituting the appropriate systems to aid in developing strategies that navigate successful continuous organizational change.

Eighth, leaders should provide adequate funding to support resource allocation during the organizational change process. Leaders can ensure the appropriate funding for organizational activities by incorporating financial analysis and projection *systems* for determining the financial requirements of an organization in the wake of organizational change.

Ninth, leaders should provide regular employee training to enhance the employees' knowledge base and expertise to address the challenges faced during continuous environmental change. Business leaders can ensure regular employee training

by empowering the workforce with the skills required to transition through continuous environmental change.

Tenth, organizational leaders should use qualified staff who are able to provide the necessary labor required to respond to the changing business environmental dynamics. Leaders can ensure a qualified staff by investing in human resource capabilities to improve the manner in which the employees are recruited, trained, motivated and rewarded. Organizational leaders should promote the recruitment of highly qualified individuals and support continuous employee training to develop a strong workforce of skillful and experienced individuals.

All the aforementioned recommendations for action are focused on adapting to continuous environmental change to sustain business operations through the alignment of seven critical tenets that include strategy, structure, systems, shared values, style, staff and skills. I intend to publish the findings in several academic business journals and share the finding with business leaders in forums in which business leaders discuss strategies to adapt to continuous environmental change to sustain business operations.

Recommendations for Further Research

I conducted a qualitative multiple case study on the strategies some business leaders in parastatal companies use to adapt to continuous environmental change to sustain their business operations. The population of the study consisted of four business leaders of parastatal companies located in Lusaka, Zambia who had successfully implemented strategies to adapt to continuous environmental change, and had evidence of sustainable business operations, such as sustained profitable growth through their

strategies. The small sample size is a key limitation of the study. Also, the study is limited to one geographic location. Thus, to generalize the findings, future researchers should decide on a different location, such as a different region or country. In addition, future researchers should consider conducting the study in a different business environment, such as in non-parastatal business organizations to ascertain whether the findings can be generalized to other settings. As well, future researchers can conduct quantitative research to test the three themes established from this research on a larger sample size. Future researchers can develop hypotheses and use quantitative research methods to test the correlation between themes identified and the sustainability of business operations. Moreover, future researchers could consider interviewing the employees regarding their views and experiences with the strategies to adapt to continuous environmental change. Finally, the McKinsey 7S model is an internally focused tool that fails to consider the external environment. Therefore, future researchers should conduct similar research using other conceptual frameworks that consider the influence of the external environment.

Reflections

In this study, I explored the strategies that some parastatal leaders used to adapt to continuous environmental change to sustain their business operations. I had a wonderful opportunity to conduct the study and address the business problem. During the study, I acquired invaluable skills and experience from my interaction with business leaders.

Gaining consent from the research participants proved to be a challenging process because some of the participants did not agree to engage in the study due to various

reasons, such as unavailability attributed to busy schedules. However, for the participants who consented to undertake the study, building a positive relationship was important to facilitate member checking. Before the interviews, I spent significant time explaining to the parastatal leaders their rights as research participants and assured them about measures taken to ensure confidentiality. My assurance to the participants that all identifying information will be encrypted enhanced trust and encouraged honesty during the interviews without fear of being incriminated.

I conformed to the interview protocol and asked the same questions to each research participant to ensure the consistency of the responses. However, the follow-up questions differed depending on the participant's individual answers. I reached data saturation after interviewing four participants and there having been no new information emerging from the addition of more participants, I stopped the interviews. Though it appeared interesting, I had not anticipated that the transcription of audio recordings from the interviews would be as tedious as it turned out to be. I initially thought I would complete the transcription process within a short period but from my experience, I realized that transcription of the interviews requires adequate time.

I was greatly inspired by the participants' answers, as I did not have the knowledge of the strategies that successful parastatal leaders use to adapt to continuous environmental change to sustain their business operations. I have gained invaluable experience from the entire research process, which has enhanced my resolve to be a successful business leader. I intend to share the knowledge gained along with my

research experiences with other business leaders who might be experiencing continuous environmental change challenges.

Conclusion

All organizations are affected by changes in their business environment prompting the need for strategies to adapt to continuous environmental change to enhance sustainability (Sheehan et al., 2014). Failure to change and adapt to changing conditions can result in organizational stagnation, which may lead to imminent business extinction (Al-Qura'an, 2015). Adaptability is a key challenge for business leaders in most parastatal companies; more than 50% of these firms fail to achieve profit margins beyond five years as a result of resistance to environmental change (Auditor General, 2017).

Parastatal leaders must actively implement strategies to adapt to continuous environmental change to sustain their business operations. Specifically, the parastatal leaders should apply (a) effective leadership/transformational leadership, (b) strategic planning, and (c) employee training. In order to implement the three main strategies identified above effectively, the leaders need to ensure skill sets such as: (a) effective communication, (b) organizational culture/shared values, (c) employee engagement/stakeholder engagement, (d) technological innovation, (e) research/organizational learning, and resources such as (a) funding and (b) qualified staff. All the aforementioned strategies align with the tenets of the McKinsey's 7S framework that include strategy, structure, systems, shared values, style, staff, and skills (Teh & Corbitt, 2015).

Business leaders need to follow a few steps to implement the strategies identified above effectively. First, business leaders can ensure strategic planning by implementing an effective strategy that is clearly articulated, long-term, aids in achieving competitive advantage, and is supported by a strong vision, mission, and values. Second, business leaders can facilitate employee engagement/stakeholder engagement by implementing an effective organizational structure that outlines the manner in which business units are organized in the firm, which includes the information of who is accountable to whom. Third, business leaders can enhance the use of technology in their organizations by creating the appropriate systems for developing innovative solutions to change issues. Fourth, leaders can facilitate research/organizational learning by instituting the appropriate systems, such as research tools to analyze the external environment and aid in developing strategies that facilitate successful organizational change. Fifth, business leaders can ensure effective communication by adopting the appropriate communication systems and styles to communicate the change and involve all stakeholders in the change process, which would result in successful organizational change. Sixth, leaders can ensure the appropriate funding for organizational activities by incorporating financial analysis and projection systems for determining the financial requirements of an organization in the wake of organizational change. Seventh, business leaders can build a positive organizational culture by promoting shared values, which represent the norms along with standards that guide the employees' behavior as well as the organization's actions. Eighth, business leaders can ensure regular employee training by empowering the workforce with the skills required to transition through continuous environmental

change. Ninth, organizational leaders should lead using an effective leadership style, such as the transformational leadership style to provide a sense of direction in the organization enabling all stakeholders to have a shared vision that facilitates successful organizational change. Tenth, leaders can ensure a qualified staff by investing in human resource capabilities to improve the manner in which the employees are recruited, trained, motivated and rewarded.

Positive social change to people and communities in society could stem from the strategies to adapt to continuous environmental change. In addition, the strategies to adapt to continuous environmental change could enable leaders to ensure their parastatals contribute positively to the fiscals of their governments through sustainable business operations. I would recommend future research to expand to other parastatal organizations and non-parastatal business organizations in different locations.

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Appendix A: Interview Protocol

Interview: Strategies to Adapt to Continuous Environmental Change to Sustain Business Operations

The face-to-face interviews will commence with introductions and an overview of the topic.

- A. I will inform the participants I am sensitive to their time and thank them for agreeing to take part in the study.
- B. I will remind the participants that the interview will be recorded interview and that the conversation we are about to have will remain strictly confidential.
- C. I will turn on the recorder and thereafter I will announce the participant's identifying code, along with the date as well as time of the interview.
- D. The interview will take approximately 30 minutes to acquire responses for six interview questions as well as follow-up questions.
- E. I will explain the concept and plan for member checking, by contracting participants with transcribed data to request their verification of the accuracy of their interview summaries as soon as possible.
- F. After verifying answers recorded to the satisfaction of the participants, I will conclude the interview and sincerely thank the leaders for participating in the study.