

Changing the HRM Vision into Reality the Role of Manager's Skills for Implementing Change Within the Organization: A Chinese Study

Sajjad Nazir (Corresponding author) Prof. Dr. Wang Qun Amina Shafi Fahim Afzal Nadia Nazir
Hohai Business School, HoHai University, 01 Xikang Road, Nanjing, 210098. China
Tel: 0086-18502552540 Email: sajjadnazir@hotmail.com

Abstract

The global corporate competitive survival behavior has changed dramatically over the past few years, the change process which has forced organization's to engage in frequent changes large and small. The palpable truth, that changes are the additional burden on the manager's shoulders. The assumption is that not all managers have the capability to carry the burden successfully to attain the targets. The Coffee Chain is one of the identifiable hospitality industry has high sensitivity to the external environmental changes. To survive in the competitive environment, coffee chains must have a vision to react quickly to the changing business models. To be successful in the industry, there are winning techniques proposed in the competency of people management. This study investigated the skill set of the managers to the competency in people management while implementing change in the organization. The questionnaire was constructed, tested and managed to a total of 447 individuals in the coffee chain organizations in China. Total 447 usable surveys were analyzed using Microsoft excel and Chi-Square analysis to test the study hypotheses. The result showed that managers motivating, communication, trust, empowerment and delegating skills for implementing change have a positive and significant impact on the employee's in the coffee organizations in China. This study suggests the value of interpersonal skills in successfully implementing change, specifically the abilities to motivate, communicate, and create supportive environments for teams. Managers who possess and demonstrate these skills are perceived as more effective in driving change.

Introduction

The need for competitive success has been the keystone of the hospitality organizations throughout history (Burnes 2004). However, the dynamics and the rapid evolution of the 21st century, has increased attention to this fundamental aspect of the business. According to (Burnes 2004) Change is a ubiquitous function of organizational life, both in the strategic and operational levels. Therefore, there should be no doubt that it is important for any organization of its ability to identify the place where it should be in the future, and how to manage the necessary changes within the organization.

As a result, the change of the organizational models cannot be separated from organization's strategy, or vice versa (Rieley and Clarkson 2001, Burnes 2004). Because of the importance of the change in the organization, its management is becoming extremely required an essential managerial skills (Senior and Fleming 2006). (Graetz 2000) goes so far as to suggest "In a context of increasing globalization, deregulation, greater competition, the rapid pace of technological advancement, the emergent strength of knowledge workers, and changing in social and demographic tendency, few would dispute that the main task of the management today is leadership of organizational change". (P. 550)

Strategy makers create a long-term strategy for the organization to cope up with the demand of market needs and the consumer's requirements. How those long term strategies are made to work and pay the expected results? How the implementation process is the essential part of the successful strategy execution? , these questions are interesting when we study about their success strategy and operations management. The changes are an inevitable factor for new strategies. The change gives any organization a difference in their competing market and their strategy which adds the value to their business. Management of change is becoming vital for the organizations. Change has become a continuous process. At the same time implementation phase of the change unarguably important for any organization. *Napoleon Bonaparte* remarked "War is the simple art, its essence lies in its accomplishment". (Eccles 1994) says "effective business strategies are worthless if their implementation is impossible. Many organizations just talk about what they are going to do and what they need to achieve because they are unable to apply their knowledge and skills to their agreed aims and objectives". The need for change is the expectation of progressive business returns. Change mainly related to human capital. Thus (Snell and Dean 1992) also recognize, "*Employees are not valuable in the abstract, but rather as a function of the jobs they perform ... Thus, the value of human capital investments depends upon the demands placed upon employees*". (p. 469-70).

There is a necessity of competitive survival and higher business prosperity expectation places a demand for organizational employees. By keeping these philosophies in mind, we look for the gap where researching world has missed the area of the facilitators of change and their skills and abilities for implementing change are the potential management area to do research.

(Robert Holmberg and Bäckvall 2008) *“Implementation concerns the active efforts of members of an organization to introduce and institutionalize new knowledge or methods so that they produce intended effects. Implementation, therefore comprises strategic efforts that guide and support the process from decision to actual use”*.

(Burns 2003) suggests that most organizations have a tendency to indulge management development and the change management as separate problems and areas of responsibility within the organization. Many change efforts fail because of deprived leadership and weak management. (Balogun, Hailey et al. 2008) reports an failure rate of about 70% of all plans initiated change in the organizations. It can be suggested that this poor rate of success shows a fundamental lack of a valid framework for how to apply and manage organizational change as what is presently available for academicians and practitioners is a wide range of confusing and paradoxical theories and approaches (Burnes 2004). The dramatically changes in societies, technology innovations and markets around the world are forcing organizations to elucidate their values, develop new policies, and learn new ways of operating (Heifetz and Laurie 1997) . Such changes in the external environment call for new challenges in organizational leadership. Knowledge the group process, Ability to think and react decisively, Ability to articulate a position clearly and succinctly, knowledge and competence in the subject area, sensitivity and respect for others, ability to vocalize group sentiments, ability to clarify objectives again and again ,persistence in achieving difficult objectives. (Wille. E. & Hodgson 2001) *“Success in business may well depend on an individual's ability to adapt to change quickly and effectively”*.

In china coffee shop business has many categories. There are many intercontinental coffee chains are targeting different types of customers in China. Tourists from all over the globe and Chinese culture of drinking tea & coffee in shops are essentially making good business in shopping malls and transport entry points. Weather and culture in China, persuades the lovers of coffee and hot drinks, while tourists and travelers use trains and busses for their transportation. So the tourist destinations have a commercial importance in China. So Transport points like train stations and bus stations and airports become vital places for the coffee chains in China. (Minyanville 2013) today, the coffee market in China is in full expansion. In fact, the coffee level of consumption in China is increasing at a rate of 25% to 30 %, which is 10 times more than the average rate of global growth. In the past, China was traditionally a predominantly tea drinking culture.

Further research carry out within this market, makes it clear sign that the survival and a certain form of loyalty base depends on numerous value add capacity, such as the providing of quality products, in a cozy environment, where the customer service and improvement of the overall service is crucial for building long-term relationships, respect and integrity among the target groups (Ryding 2006) . While (Dillon 2006) mentioned that, coffee is the second most traded product in the world, after oil products. The market of coffee chain business is an extremely competitive; the foundation of competition in this market is the price, rather than quality. We can consequently say that coffee shops in the China have access to the same variety of raw materials as their competitors; In order to enable coffee chains to gain a competitive advantage, then they should try to add value so that their competitors do not, and one of the ways this could be achieved by providing additional training. Therefore, the change is inevitable in the coffee chain, and that the process of change is an important stage of implementation. The implementation phase more implicated with people rather than technology. The evidence in that area can be visible by business turnover and the people's contribution. The competence in people management is the essential part of change management in places like coffee chain businesses. The effectiveness of the change management immediately reflects in the business returns.

Literature Review and Hypothesis:

Change management has been defined as "the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers"(Moran and Brightman 2001). (Duck 1993) states that "change is extremely personal" and (Pietersen 2002) recognizes that "for many people, the apparition of change occurs what is sometimes called the Fear, Uncertainty and Doubt factor". The biggest challenge of managing change is one of the most fundamental and permanent roles of leaders (Ahn, Adamson et al. 2004), while the fast pace of organizational change has made effective leadership compulsory. In a recent study of 40 major change programs, 58% failed and 20% realized a third or less of the

value expected (LaClair and Rao 2002). Other studies of change projects have reported failure rates bounce from one third to two thirds (Bibler 1989, Beer and Nohria 2000) and as high as 80% to 90% (Cope 2003). (Gill 2002) propose that these outcomes are due to a lack of effective management and leadership. (Mullins 2007), refers (Drucker 1995) in his writing about managerial effectiveness as,

“The manager is the dynamic, life giving element in every business. Without their leadership ‘the resources of production’ remain resources and never become production, in a competitive economy, above all, the quality and performance of the managers determine the success of a business; indeed they determine its survival. For the quality and performance of its managers is the only effective advantage an enterprise in a competitive economy can have”. (P.13)

(Mullins 2007) Says the effective managers had a different emphasis from successful managers. (Luthans, Norman et al. 2006) found few real managers who were both effective and successful. The biggest contribution to effectiveness comes first as a communicating practice of human resource management. Managing social psychology of the workplace is critical for successful organizational change. A substantial segment of the change management literature focuses on describing how managers and employees respond to change, and how to handle stress, conflicts and emotional issues that accompany change, gain support for participation in the change effort.

In spite of the fact that, it is difficult to identify any consensus on a framework for organizational change, it seems, to be an agreement on two important issues. In the first place, we all agreed that the pace of change has never been greater, than in the current business environment (Kotter 1996, Okumus and Hemmington 1998, Paton and MacCalman 2000, Moran and Brightman 2001, Senior and Fleming 2002, Carnall 2003, Luecke 2003, Balogun 2004, Burnes 2004, Balogun, Hailey et al. 2008). Secondly, there is a harmony in that the change has not been generated by internal or external factors, comes in all forms, shapes and sizes (Kotter 1996, Carnall 2003, Luecke 2003, Burnes 2004, Balogun, Hailey et al. 2008), and therefore have influences to all organizations in all industries.

(Eccles 1994) says “There seems little room for dubiety about the meaning of implementation. Implementation is an action. It is not planning to act nor thinking about action: nor clearing the organizational decks for action nor persuading others to back your proposed plan: nor even just deciding what action should occur and how it should take place” (P.63). (Johnson and Scholes 1999) stated “Strategy implementation is concerned with the translation of strategy into organizational action through organizational structure and design, resource planning and the management of strategic change. Successful implementation of strategy is likely to be dependent on the extent to which these various components are effectively integrated to provide, in themselves, competencies which other organizations find it difficult to match”. (Eccles 1994) the very essence of gearing up for implementation is the management act of managing and orchestrating the growth of the concerted will in order to overcome organizational inertia and resistance”

Most of the recent studies have also examined changes as a variable in creating an organizational competitive advantage (Howkins 2002, Friedman 2005, Florida 2006, Gilley, McMillan et al. 2009). Top Management develops organization's vision, mission and strategic long-term plans and corporate changes throughout the change initiative. Further middle management executive strategies and development plans in the short term operational plans that give life to top management guidelines. Frontline managers effectively implement operational plans and engage in daily work processes and changes required to meet the middle and top managers proposals (Lussier and Achua 2009).

H1 : *There is a positive and significance relationship between perceptions of managers’ skills and ability to developing and propagate a vision of implementing change in Coffee chain organizations in China.*

Organizational Change will not occur unless that state the members of the groups and individuals to change (Katz and Kahn 1966, Coghlan 1993, Sullivan, Sullivan et al. 2001, Gilley, Gilley et al. 2010) through the adoption of different behaviors, processes, structures, routines, values and objectives. As a result, the understanding of an individual, group, and organizational processes that must occur to force positive change is crucial for the leaders. (Barrett and Beeson 2002) the model of change which propose the relationship between the process of change actions and outcomes, and therefore the need to review the competencies associated with leader skills who inspire their behaviors and actions. Therefore, (Bossidy and Charan 2002, Gilley 2005, Gilley, Dixon et al. 2008) change management skills has been positively associated with successful organizational change. On the other hand, the lack of change management skills or understanding of the implementation of

technical changes, lack of ability to change, the style of management, and the incapability to modify organizational systems or structures were identified as barriers to success.

(Weick and Quinn 1999) Considering organizational changes as either episodic or continuously. Episodic changes are rare and sometimes radically, while the continuous change is incremental, emergent, and without end. Whether continuous or radical changes, researchers agree that the pace of change is dramatically increasing (Weick and Sutcliffe 2001).

Leadership is usually singled out as one of the main motivating factors for implementation of organizational changes (Higgs and Rowland 2005, Herold, Fedor et al. 2008, Higgs and Rowland 2010, Liu, Siu et al. 2010, Higgs and Rowland 2011). A large part of the literature on change management, therefore, concerned with the change leadership. Change Management refers to the process of change: the planning, organization, coordination and guidance of the processes through which the change is implemented, while leadership is seeking to motivation and influence of workers (Gill 2002, Spicker 2012). Change Management can, therefore, be seen as a sine qua non condition, while the successful organizational change requires, in the last instance leadership to be promulgated (Eisenbach, Watson et al. 1999).

Although Self-confidence and spirit of initiative (Ghiselli 1971). Behavioral theorists explore the relationship between different styles of leadership and results, such as, McGregor (1966) theory X and Y, and the behaviors that are autocratic, democratic, or laissez-faire (Lussier and Achua 2007). Contemporary varied posit opinions of charismatic leadership as being the leaders transformational, transactional, learning, servant, or in development (Senge 1990, Greenleaf, Frick et al. 1996, Gilley, Maycunich et al. 2000, Burke and Collins 2001, Spears and Lawrence 2002). While studies often emphasize the importance of leadership during changes (Kotter 1996, Gill 2002), there is little empirical evidence on the impact of transformational leadership to support employees to change (Hagan 2009, Burke 2011). Instead, to see how contextual factor that may influence the effectiveness of transformational leadership (Pawar and Eastman 1997, Eisenbach, Watson et al. 1999, Shamir and Howell 1999) acted as a transformational leaders can be expected to perform phases of change that have been identified in the literature on planned organizational change ((Kotter 1996, Fernandez and Rainey 2006). For example, transformational leaders can initiate change, by developing and encouraging future vision of the Organization, which is generally regarded as the first step in the implementation of planned changes (Kanter, Stein et al. 1992, Kotter 1996). In addition, transformational leaders can contribute to the implementation of change by providing intellectual stimulation through the development challenges of goals and stimulate creative thinking (Eisenbach, Watson et al. 1999). Most of the variables in the study were only distilled from research on leadership skills and behaviors associated with a change (Burke and Litwin 1992, Kotter 1996, Ulrich 1998, Gill 2002, Sims 2002, Gilley 2005, Conner 2006). Therefore from these studies and models flows led to a controlled set of common variables: training, communication, delegating, employee participation, motivating, trust, rewarding, team work and giving individual attention to employees (Gill 2002, Higgs and Rowland 2010).

In planned change processes, transformational leaders may, therefore, be expected to be exceptionally effective change leaders (Eisenbach, Watson et al. 1999, Higgs and Rowland 2011). However, the organizational changes can also be made through emergent process of change (Burnes 2004) and multiple processes in various roles as leadership guide (Weick and Quinn 1999). Instead of starting and guiding the implementation of the change, leadership of emergent change process may be consist of delegate responsibilities and capacity to create among the staff to implement the change (Van der Voet, Groeneveld et al. , Higgs and Rowland 2005, Higgs and Rowland 2010). we sets the primary questions were as follows: (a) How effective are managers in implementing change within their organizations? And (b) what specific manager's skill set are most significantly associated with one's ability to successfully implement change initiatives?

H2: There is a positive and significance relationship between perceptions of managers' skills and ability to motivating for implementing change in Coffee chain organizations in China.

Communication skills:

(Kanter, Stein et al. 1992) explains about "how human in early days cooked the pig by a moral story by wasting an awful lot of houses", and the moral if we don't ask why change is needed in organization obviously we would meet awful lot of losses. So the demonstration of need of change becomes a vital part in organizations. Hierarical employees of the organization from top to bottom should have to be informed. Communication becomes a grand mantra for change in the organization to deliver their understandings. What brought the change requires the use of different methods of communication to ensure appropriate messages provide feedback, creating readiness for change along urgently, and encourage recipients to act . Managers are responsible for the "communicating to the

organization risks captive status quo and the potential benefits of maintaining a radically different future" (Denning 2005) p. 12).

Organizational justice suggests that people who suffer injustice or betrayal report feeling resentful and desire for revenge (Folger and Skarlicki 1999), while those who believe that they are sufficient to show attitudes and behaviors associated with successful change, such as enthusiasm and commitment (Cobb, Wooten et al. 1995). The results indicates that information of justice, which is currently being truthful when something goes wrong, fair process, and treatment with interpersonal human dignity, allows recipients to accept undesirable outcome (Skarlicki and Folger 1997, Cropanzana, Bowen et al. 2007).

How change is communicated and discussed is crucial for its success. The importance of communication in the change has to facilitate vision improvement feedback, social support and help modify change as it develops (Palmer and Dunford 2008). However, the communication can be an effective means of motivating employees to involved in change (Luecke 2003). Effective communication, provide employees with feedback and strengthening during the change (Peterson 1996), which allowing them to make more informed decisions and prepare them for the benefits and difficulty of change (Saunders 1999). Therefore, effective communication has been linked to the success of research and development project groups to establishing the trustworthiness of managers. The manager should understand what type of change and what stage of change they are going to handle.

H3: Managers' Communication skills for implementing change have a positive and significant influence on employee's performance in Coffee chain organizations in China

Trust:

Trust is an important factor in successful business practices, between employees and within the organization (Kramer and Tyler 1996, Gambetta 2000, McKnight, Choudhury et al. 2002). Trust significantly reduces the uncertainty in the organization and improves cooperation between the various parties who have to work together, for example, cooperation of employees and managers (Bromiley and Cummings 1995, Zaheer, McEvily et al. 1998, Dirks and Ferrin 2002). Therefore, trust is the result of positive or mutual interactions (Brockner, Siegel et al. 1997). Trust, has been described as "social glue" that can hold a variety of descriptions different types of organizational structures (Atkinson and Butcher 2003). In such circumstances, they are easy to understand the adoption of innovative strategies and happily to accept challenges and achieve them easily (Gilbreath and Benson 2004). There are many definitions of trust, as well as different types of trust that have different effects on organizational behavior (McAllister 1995).

The definition of the common trust in organization which describes as "a psychological state comprising the intention to accept vulnerability based on positive expectations of the intentions or behavior of another" (Rousseau, Sitkin et al. 1998) p. 395). Trust is not a behavior, but is 'a condition that can cause or result from action". There are three determinants of Trust which are: the positive outcomes, management integrity, and managerial concern (Wong, Then et al. 2000). Trust is a fragile thing. Its keeps people together and it is earned and grows at a slow pace. Consequently, when trust scatter, problem occurs, and people do not want to take risks, demanding greater protection against the possibility of treachery "and increasingly insist on costly sanctioning mechanisms to protect their interests" (Kramer and Tyler 1996) p. 4). Trust has also been indicated to lead at higher levels of organizational commitment (McAllister 1995, Bachmann 2011). For example, negative feedback from trusted manager, is likely to be regarded as positive and accurate by employees and they will attempt to improve their performance at their best. However, the employee may doubt about the accuracy of the negative feedback from the managers, who are not reliable, and they will not try to improve their performance (Dirks and Ferrin 2001, Goldberg, Hill et al. 2001). In fact, once the suspicion is created, it is almost impossible to reconstruct the former level of confidence (Currall and Epstein 2003).

(Gill 2008) stated that, "Trust give support, encourages cooperative behaviors, reduces conflict between employees, and links employees' positive perceptions to their manager, who's in turn, enhance employee job satisfaction in the hospitality industry. Good worker-management relationship is the key to success in (coffee chain) hospitality organization. Good employee-management relationship is the key to the success of an organization in the hospitality industry. Employee dissatisfaction and worker's poor dedication problems were seen prevailing in the hospitality organizations". As a result, managers in organization should have to develop a high level of trust in the organization. The effective leadership, as a result brings trust and confidence and this is the result of transformational leadership (Jung and Avolio 2000).

H4: Managers' Trust skills for implementing change have a positive and significant influence on the employee's performance in Coffee chain organizations in China

Empowerment Skill's:

To make some general thoughts about what empowerment could be: The feeling that a can participate in decisions making (Rowlands 1995, Chamberlin 1997), the restoration of a solitary practitioners value and strength and believe in their own (Bush and Folger 1994) and a variety of options for decision-making (Chamberlin 1997).

Empowerment is enabling people to develop a sense of self confidence. it means energize people to take action. (Spreitzer 1996) identified four dimensions of empowerment. (Mishra and Spreitzer 1998) added one more to five as follows. It means to mobilize the intrinsic motivation to accomplish task. Skill full empowerment means producing 1).A sense of self efficacy 2).Sense of self determination 3).Sense of personal consequence 4).Sense of meaning 5).Sense of trust. (Ando 2007) described about empowerment as the shared values develop the trust of employees in their leader, while trust in the leader increases the willingness of the empowered employees to take responsibility for their decisions. (Ando 2007) further concludes the employees whose sets of values are harmonized with the values system of the leader and of the organization, can become empowered. Manager's skills and intuition can be used as the empowering skill to be able to identify in employees who can be empowered.

Empowerment is based on a number of assumptions that are in disparity to those normally made by managers. Empowerment means providing freedom so that people can successfully do what they want to do rather than get them to do what you want they do. Managers, which enable people remove the controls the restrictions and limits for them rather than motivating, guiding and encouraging their behavior. Instead of being a "push" strategy, in which managers induce employees to respond desirably through incentives and influence techniques, while empowerment is "pull" strategy. (Bartram and Casimir 2007) in their study conceals that empowerment had significant positive relationship with performance and satisfaction, and exclusively empowerment was more strongly associated with role performance of employees who were satisfied with their leaders.

On the other hand evidence shows that empowered employees are more dynamic, more satisfied and more innovative, and that they create superior featured products and services rather than un-empowered employees (Greenberger and Strasser 1991, Cameron 2007). (Carroll 1994) says empowering leaders provide improvement, direction, and resources needed by employees in order to assume responsibility and accountability for achieving organizational goals with full commitment. (Carroll 1994) further explains about disempowerment as many employees feel powerless to accomplish the jobs when asking them to do.

(Eccles 1994) asks how much responsibility the manger should, and could, disperse to those subordinates in the operation. (Eccles 1994) further says "empowerment has become vogue word for the process of encouraging employees, to utilize their skills and experience more by giving them to the power to use more judgment and discretion in their work".

H5: Managers' Empowerment skills for implementing change have a positive and significant influence on employees in Coffee chain organizations in China.

Delegation Skill's:

(Yukl and Fu 1999) argues, the delegation involves assigning new responsibilities to employees and additional authority for its implementation. However, it is an activity inherently associated with all managerial positions. However delegation is used to describe a variety of different ways of power sharing with their subordinates. (Urwick 1944, Cameron 2007) recognizes that "lack of courage to delegate properly, and of knowledge of how to do it, is one of the most causes of failures in organizations."

(P.Smith 2009) stated that "Effective Delegation is an vital tool that some leaders hesitate to use it. This may be the result of inexperience with delegation predominantly for an apprentice manager, a reluctance to allow work one you personally like, or even remaining to the old adage, "If you want something done right, do it yourself". He further asserted managers delegate work not only to ease their workload, but to allow the employees they supervise to grow professionally. Therefore, effective delegation is a two-way communication and understanding. (Whetten 2007) recognizes the following advantages of effective delegation: time, development, trust, commitment, information, efficiency, and coordination (p.467). All in all, the role of the delegating leader is defined by the following responsibilities by (Whetten and Cameron 1993).

H6: Managers' delegating skills for implementing change have a positive and significant influence on the employee's performance in Coffee chain organizations in China.

Research Methodology:

This study intends to examine the expected relationship between level of effectiveness of skill sets of manager (dependent variables) and its related independent variables subordinates view. The study proposes to test the obvious gift of both perspectives to determine the level of effectiveness of skill set application in coffee chain industry.

Saunders (2007) (Saunders 1999) says three types of data variable can be collected through questionnaires like opinion, behavior, attribute. The instrument developed to acquire the information about the manager's skills of communication, trust building capability, empowerment, delegating Integrity. Additionally, there few questions aimed to get some concrete example of the scenarios which is out of the context, but essentially supports the skills of the manager. We aimed that every individual manager has a different experience of the change process. The questions were slightly asked in a different way, according to the amount and intensity of change in those distinct coffee chain organizations. Therefore, 10 managers from coffee chains were interviewed.

We conducted the study in the coffee chain organization in the hospitality sector of china. We attempted to investigate of medium and large scale organizations that provide hospitality services to the population in different regions of China. Coffee chain organizations have been purposefully selected for the study. This questionnaire aimed to explore the subordinate's level of satisfaction about manager's skill developing vision, trust creation, coalition building, and communication style and empowering techniques during change implementation. These questions have inner meaning of these skills which is not trivially explained. A quantitative approach was used to address the study's hypotheses. Then, we randomly selected 509 employees of different coffee chains organizations in China. A questionnaire was given to each participant in different coffee chain organizations to complete it, with a specified time period of one day. A questionnaire was based on closed ended questions which were measured using a 5 point Likert scale. Which answers like strongly agree to strongly disagree? A positive value considered for the strongly agree and mildly agree. And subsequently the negative values for the strongly and mildly Disagree. The author explained the purpose of the questionnaire to every single respondent to get unbiased result. A total of 509 completed questionnaires were collected after one day period. After the exclusion of questionnaires that omitted data, a total of 447 useable questionnaires was eventually selected for this research, which means that the overall response rate was 87.8 percent.

The questionnaire consisted of participants' biographical information. In biography part (gender, age, level of education, and length of service at work) were quantified using an ostensible scale choice. Communication skill is assessed by the manager's skills of listening, extroversion, negotiation. For delegation style, convincing methods, motivating manner are considered. For trust manager's trustworthiness, honest are taken for measurement. For empowerment decisive quality, having guts, assertive qualities are considered.

The data collected for this study were implicit and analyzed using Microsoft Excel. Descriptive and Chi-square analysis was used to interpret the data, providing percentage and numerical values of times each value was obtained. Using the chi-square (X^2) to test hypotheses (H1 to H6) in determining the strength of relationships between variables with a significant level of .05%. The condition for the validity and consistency of analysis, is the calculation of P value. The p-value is the probability that a sample from a population tested in view of the fact that the assumptions of the proposed study are true.

Results and Analysis:

Hypothesis Testing

H1: There is a positive and significant relationship between perceptions of managers' skills and ability to developing and propagate a vision of implementing change in Coffee chain organizations in China.

Tables 1 and 2 below present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied. To test the hypothesis H1, the Chi-Square statics are calculated using the model;

$$X^2 = \sum \frac{(O-E)^2}{E}$$

Where X^2 = chi-square

Σ = Summation

O= Observed frequency, i.e. from Table 1 below

E= Expected frequency, i.e. (row total x column total)
 grand total

Table 1: Observed Frequencies managers' skills and ability for developing and propagate a vision for implementing change

Responses	Starbucks Coffee	Costa Coffee	Total
Strongly Agree	145	85	230
Mildly Agree	76	41	117
Moderate	24	9	33
Mildly Disagree	27	19	46
Strongly Disagree	16	5	21
Total	288	159	447

Table 2: Expected Frequencies and Computed Chi-Square (X^2) managers' skills and ability to developing and propagate a vision for implementing change

Observed Frequency (O)	Expected Frequency (E)	O - E	(O-E) ²	(O-E) ² E
145	148.18	-3.50	7	0.047
76	75.38	0.62	1.24	0.016
24	21.26	2.74	5.48	0.257
27	29.64	-2.64	5.28	0.178
16	13.53	2.47	4.94	0.365
85	81.81	3.19	6.38	0.077
41	41.62	-0.62	1.24	0.029
9	11.74	-2.74	5.48	0.466
19	16.37	2.63	5.26	0.321
5	7.47	-2.47	4.94	0.661

$$\Sigma X^2 = 3.126$$

We use Chi-Square (X^2) as test statistics at a significance level of .05% (i.e. $\alpha = .05$), and the degree of freedom (df = 4), Computed Chi-square (X^2) =3.126 and Chi- Square (X^2) critical =9.49

Decision: The decision is that, we accept the hypothesis (H1) at the 5% level of significance since Chi-square (X^2) computed (**3.12**) is less than Chi-square (X^2) critical (**9.49**). Therefore, the hypothesis (H1) of the study which indicates that there is a positive and significant relationship between perceptions of managers' skills and ability for developing and propagate a vision for implementing change is accepted.

H2: There is a positive and significant relationship between perceptions of managers' skills and ability to motivating for implementing change in Coffee chain organizations in China.

Tables 3 and 4 below present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Table 3: Observed Frequencies perceptions of managers’ skills and ability to motivating for implementing change.

Responses	Starbucks Coffee	Costa Coffee	Total
Strongly Agree	136	70	206
Mildly Agree	88	46	134
Moderate	15	11	26
Mildly Disagree	33	18	51
Strongly Disagree	16	14	30
Total	288	159	447

Table 4: Expected Frequencies and Computed Chi-Square (X^2) managers’ skills and ability to motivating for implementing change.

Observed Frequency (O)	Expected Frequency (E)	O - E	(O-E) ²	(O-E) ² E
136	132.72	3.28	6.56	0.049
88	86.33	1.67	3.34	0.038
15	16.75	-1.75	3.5	0.208
33	32.86	0.14	0.28	0.008
16	19.33	-3.33	6.66	0.344
70	73.28	-3.28	6.56	0.089
46	47.66	-1.66	3.32	0.069
11	9.25	1.75	3.5	0.376
18	18.14	-0.14	0.28	0.015
14	10.67	3.33	6.66	0.624

$$\sum X^2 = 2.446$$

We use Chi-Square (X^2) as test statistics at a significance level of .05% (i.e. $\alpha = .05$), and the degree of freedom (df = 4), Computed Chi-square (X^2) = 2.446 and Chi-Square (X^2) critical = 9.49

Decision: The decision is that, we accept the hypothesis (H2) at the 5% level of significance since Chi-square (X^2) computed (**2.446**) is less than Chi-square (X^2) critical (**9.49**). Therefore, the hypothesis (H2) of the study which indicates there is a positive and significant relationship between perceptions of managers’ skills and ability to motivating for implementing change is accepted

H3: Managers’ Communication skills for implementing change have a positive and significant influence on the employee’s performance in Coffee chain organizations in China

Tables 5 and 6 below present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Table 5: Observed Frequencies perceptions of Managers’ Communication skills for implementing change.

Responses	Starbucks Coffee	Costa Coffee	Total
Strongly Agree	173	99	272
Mildly Agree	68	32	100
Moderate	13	8	21
Mildly Disagree	23	14	37
Strongly Disagree	11	6	17
Total	288	159	447

Table 6: Expected Frequencies and Computed Chi-Square (X^2) Managers' Communication skills for implementing change.

Observed Frequency (O)	Expected Frequency (E)	O - E	(O-E) ²	(O-E) ² E
173	175.25	-2.25	4.5	0.025
68	64.43	3.57	7.14	0.110
13	13.53	-0.57	1.14	0.084
23	23.84	-0.84	1.68	0.070
11	10.95	0.05	0.1	0.009
99	96.75	2.25	4.5	0.046
32	35.57	-3.57	7.14	0.200
8	7.47	0.53	1.06	0.141
14	13.16	0.84	1.68	0.127
6	6.05	-0.05	0.1	0.016

$$\sum X^2 = 0.78$$

We use Chi-Square (X^2) as test statistics at a significance level of .05% (i.e. $\alpha = .05$), and the degree of freedom (df = 4), Computed Chi-square (X^2) =0.78 and Chi-Square (X^2) critical =9.49

Decision: The decision is that, we accept the hypothesis (H3) at the 5% level of significance, whereas Chi-square (X^2) computed value (**0.78**) is less than Chi-square (X^2) critical value (**9.49**). Therefore, the hypothesis (H3) of the study, which designate that managers' communication skills for implementing change have a positive and significant influence on the employee's performance in coffee chain organizations is accepted

H4: Managers' Trust skills for implementing change have a positive and significant influence on the employee's performance in Coffee chain organizations in China.

Tables 7 and 8 below present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Table 7: Observed Frequencies perceptions of Managers' Trust skills for implementing change in the organization.

Responses	Starbucks Coffee	Costa Coffee	Total
Strongly Agree	209	119	328
Mildly Agree	45	16	61
Moderate	7	5	12
Mildly Disagree	17	11	28
Strongly Disagree	10	8	18
Total	288	159	447

Table 8: Expected Frequencies and Computed Chi-Square (X^2) Managers' Trust skills for implementing change in the organization.

Observed Frequency (O)	Expected Frequency (E)	O - E	(O-E) ²	(O-E) ² E
209	211.33	-2.33	4.66	0.022
45	39.30	5.7	11.4	0.290
7	7.73	-0.73	1.46	0.188
17	18.04	-1.04	2.08	0.115
10	11.60	-1.60	3.2	0.275
119	116.67	2.33	4.66	0.039
16	21.70	-5.7	11.4	0.525
5	4.27	0.73	1.46	0.341
11	9.96	1.04	2.08	0.208
8	6.40	1.6	3.2	0.50

$$\sum X^2 = 3.379$$

We use Chi-Square (X^2) as test statistics at a significance level of .05% (i.e. $\alpha = .05$), and the degree of freedom ($df = 4$), Computed Chi-square value (X^2) = 3.379 and Chi-Square (X^2) critical value = 9.49

Decision: The decision is that, we accept the hypothesis (H4) at the 5% level of significance, whereas Chi-square (X^2) computed value (**3.38**) is less than Chi-square (X^2) critical value (**9.49**). Therefore, the hypothesis (H4) of the study, which point out that managers' trust skills for implementing change have a positive and significant influence on the employee's performance in coffee chain organizations is accepted.

H5: Managers' Empowerment skills for implementing change have a positive and significant influence on employees in Coffee chain organizations in China.

Tables 9 and 10 below present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Table 9: Observed Frequencies perceptions of Managers' Empowerment skills for implementing change in a coffee chain organization.

Responses	Starbucks Coffee	Costa Coffee	Total
Strongly Agree	188	113	301
Mildly Agree	49	17	66
Moderate	13	11	24
Mildly Disagree	24	13	37
Strongly Disagree	14	5	19
Total	288	159	447

Table 10: Expected Frequencies and Computed Chi-Square (X^2) Managers' Empowerment skills for implementing change in the organization.

Observed Frequency (O)	Expected Frequency (E)	O - E	(O-E) ²	(O-E) ² E
188	193.93	-5.93	11.86	0.061
49	42.52	6.48	12.96	0.304
13	15.46	-2.46	4.92	0.318
24	23.84	0.16	0.32	0.013
14	12.24	1.76	3.52	0.287
113	107.07	5.93	11.86	0.110
17	23.48	-6.48	12.96	0.551
11	8.53	2.47	4.94	0.579
13	13.16	-0.16	0.32	0.024
5	6.76	-1.76	3.52	0.520

$$\sum X^2 = 5.103$$

We use Chi-Square (X^2) as test statistics at a significance level of .05% (i.e. $\alpha = .05$), and the degree of freedom ($df = 4$), Computed Chi-square value (X^2) = 5.103 and Chi-Square (X^2) critical value = 9.49

Decision: The decision is that, we accept the hypothesis (H5) at the 5% level of significance, whereas Chi-square (X^2) computed value (**5.10**) is less than Chi-square (X^2) critical value (**9.49**). Therefore, the hypothesis (H5) of the study, which point out that managers' empowerment skills for implementing change have a positive and significant influence on the employee's performance in coffee chain organizations is accepted.

H6: Managers' delegating skills for implementing change have a positive and significant influence on the employee's performance in Coffee chain organizations in China.

Tables 11 and 12 below present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Table 11: Observed Frequencies perceptions of Managers’ Delegating skills for implementing change in coffee chain organizations.

Responses	Starbucks Coffee	Costa Coffee	Total
Strongly Agree	223	107	330
Mildly Agree	25	21	46
Moderate	18	16	34
Mildly Disagree	15	9	24
Strongly Disagree	7	6	13
Total	288	159	447

Table 12: Expected Frequencies and Computed Chi-Square (X^2) Managers’ Delegating skills for implementing change in coffee chain organizations.

Observed Frequency (O)	Expected Frequency (E)	O - E	(O-E) ²	(O-E) ² E
223	212.62	10.38	20.76	0.097
25	29.64	-4.64	9.28	0.313
18	21.91	-3.91	7.82	0.356
15	15.46	-0.45	.90	0.058
7	8.38	-1.38	2.76	0.329
107	117.38	-10.38	20.76	0.176
21	16.36	4.64	9.28	0.567
16	12.09	3.91	7.82	0.646
9	8.54	0.46	0.92	0.107
6	4.62	1.38	2.76	0.597

$$\sum X^2 = 6.107$$

We use Chi-Square (X^2) as test statistics at a significant level of .05% (i.e. $\alpha = .05$), and the degree of freedom (df = 4), Computed Chi-square value (X^2) =6.107 and Chi- Square (X^2) critical value =9.49

Decision: The decision is that, we accept the hypothesis (H6) at the 5% level of significance because Chi-square (X^2) computed value (**6.11**) is less than Chi-square (X^2) critical value (**9.49**). Consequently, the hypothesis (H6) of the study, which identifies that managers’ delegating skills for implementing change have a positive and significant influence on the employee’s performance in coffee chain organizations is accepted.

Discussion and Findings:

The global corporate competitive survival behavior has changed dramatically over the past few years, the change process which has forced organizations to engage in frequent changes large and small. The palpable truth, that changes are the additional burden on the manager’s shoulders. The assumption is that not all managers have the capability to carry the burden successfully to attain the objectives. But the science of management endows with a clear direction and practices for the managers to challenge the additional burden. This is so essential to measure how this management practice is effective in order to provide information for the investment based strategic plans. This study aimed to study the skill set of the managers in the coffee chain units when the change process implemented.

This research reveals the individual skills of the managers in the coffee chain units. Our observation while the data collection process suggests that coffee chain industry is very affected by external environment needs extra attention to implement change smoothly. The prominence of action oriented implications should be enacted without any procrastination. The decisions made by strategic and operational leaders must be well communicated between the hierarchies of operations implementers. The managers are told to take the ownership of the distinctive coffee chain units. But still their wings are controlled by the head office for the strategic decision

making processes. As the part of the good controlled business model this would be fairly acceptable policy at the same time, managers need more domestic degree of freedom for their vision and joy of making the decision based on operations complexities. In further managers skills are positively influencing the successful change implementation in the coffee chain units. The analyzed data shows most of respondents reported that they strongly agree the manager's skills helped them during the change process to respond positively to implement the change in the coffee chain unit. Furthermore, certain leader skills and abilities have been positively associated with successfully implementing change, including the abilities to coach, communicate, involve others, empower and delegate (Sims 2002, Gilley 2005). This study confirms previous research by corroborating positive relationships between specific skills and effective leadership with change. Skills observed by our respondents emphasize the significance of understanding the complexities of interpersonal change and its context, whereas the lack of ability to appropriately respond to individual needs contributes to leaders' failures to be effective in change implementation (Gilley, Gilley et al. 2010). Although this study dismisses the previous research that exposes disappointing organizational attempts at change, it also highlights insufficient change skills possessed by the leaders.

The observation through interview methodology was very fruitful the managers revealed the philosophy of their work life. Two managers were from an army background and other managers from a catering background which is very appropriate to the coffee chain industry. The skill sets were based on the background of their life. We found the recruitment and selection of the coffee chain organizations was a perfect system to find a suitable person for the manager job. Initially these organizations experienced certain difficulties to find a person for the coffee chain unit management. This study proves their top management selection of individual managers for the coffee chain unit was appropriate.

This study proved that the managers acquired the skills & ability to communicate well with their subordinates. They empower their employees to the substantial level for the expected change inside the coffee unit. Delegation by theory pushes the subordinates to accept the manager's wish of implementing change in the coffee chain unit. The business revenue has increased in the Nanjing coffee chain units over the period of five years by the managers. It is obvious that Nanjing, Shanghai and Wuhan coffee chain unit staff turnover was very less which, shows the manager's skill were very much approved by the subordinates and they efficiently give their support to managers for any change in the coffee units. The hypothesis results showed the replication of the above proposition that every manager has the essential skill set to excel the people management. However, very meager amount of respondents were disagreeing with the manager skills, but here is an iota of doubt about the respondents whether they scared of speaking the truth. But it can be dismissed by the observation that managers were very considerate to work flexibly with employees.

All managers were speaking a common thing of having a tendency about training their people to the standards. They said managing the single unit is not rocket science in coffee chain, but they knew the vitality of the training otherwise it is shoddier than rocket science. From the subordinates view they were very much agreed with the managers pressure of implementing changes inside coffee unit and they were all aware of the change is essential to compete with other coffee chains inside the business locations. Managers were having the strategic tension of the competitors move to withstand in the war of making the good revenue. The basic mantra has been well transmitted to every manager stresses to their staffs to take the ownership of the working unit to serve the customers. Managers did not often conducting the staff meeting depend on their size of the units and location and work timings. But meetings in Nanjing and Shanghai unit's produce effective results that kind of communication to the staffs about relevant changes were informed.

A sense of being informed is an essential part of communication. From the manager point of view they were acting as facilitator of human resource practice that recruit people and train and managing for their work and life balance. The numbers of employees were the justifiable number in every unit that coffee chain top management believes that every manager should take the responsibility of the HR facilitator role. The absence of the skills that explored in this study would lead to chaos in the unit that happened already in few units. Where, few managers in the units were under scrutiny for their inconsistent skills. In further the method of selecting and recruiting a manager plays significant role that makes manager aware of taking the possession of the coffee units. Starbucks and Costa Coffee head offices play a kind of counselor role to run the business. The managers were told to take the possession of the individual units. This degree of freedom indirectly contributes to the business of coffee unit financially. But the managers witness a need of extraordinary will power to handle the material and immaterial things in the management.

Conclusion:

This Research reveals the importance of manager skills for successful organizational change, in the judgment of employees. This study proposed the value of personal and interpersonal skills in the successful implementation of change, specifically the skills and abilities to motivate, communicate, delegate and create a positive environment for employees. Managers who acquire and assign these skills are perceived to be more effective in dynamic change. This study focused on the coffee chain manager's skills for implementing the change in the distinct units in china.

The previous researches were stressing that communication, empowerment, trust, and delegation skills are the vital to excel in the competency of the people management. Literature supports those skills create the difference in people management. From this study the above said skill sets are observed and essential skills were taken for research. There is very strong and positive impact between motivating, communication and trust skills for the managers to empower the employees to bring out the change in coffee chains in China. Leadership is firmly connected to the individual employees internal motivational systems (Kark and Van Dijk 2007). For this reason, a leader's ability to maintain a working environment that enhances employee motivation turns out to be critical (Carlisle 1996, Hebda, Vojak et al. 2007). Empowerment skill wins the heart and mind of the subordinates and the higher management. It seems evident that the absence of these skill sets will lead to a management chaos in a particular unit. The research proves that the manager who has essential skills lead to good people management, which ensures a successful change implementation.

The entire six hypotheses accepted to carry out the study and are positively related to manager's skills for implementing change. Communication, trust and motivating have significant impact among all the variables of managers skills and ability to implementing change. Delegating skill has positive and significant influence, but demonstrates less impact as compared to five other variables. From a leadership perspective, organizations and their managers should increase employee's awareness far above the ground, if delegation is to improve their self-understanding and ultimately improve an organization's effectiveness. However, the other five variables collectively as manager's skills proved a synergic significant impact for implementing change in coffee chain organizations. The strength of the relationship between the variables is confirmed by the positive chi-square values of fit. Therefore, coffee chain industry requires a high labor input, managers should pay much more attention to different kinds of impacts imposed on employees. In particular, they should keep in mind that the competency of people management is essential and it creates an environment that encourages employees to accept change and sustain coffee chain's competitiveness. Organizations and their managers, who are not able to recognize the importance of these skills will be another sign in which the failure occurs the rates of change.

Research Limitation and Future Research

This study has its own boundaries to bouncing beyond that limit. The respondents from the coffee units were reluctant to give ghastly and pessimistic opinion about their managers. There could be an iota of doubt that the reliability of their opinions. Each unit managers were having the feeling like sense of possession. Their state of mind can be under the scanner to questions about the information they convey is to be completely verified. The skill sets which taken for study not necessarily robust with the aim of the study. These skills can be an amendable to all time of management. Managers sound like very much prepared to deliver the information. They were hesitant to talk about their self-realized negative side of their psychology. However, as an exploratory study with a specific focus on how managers skills and abilities for implementing change could be effective in the coffee chain industry, developing a scale with open-ended questions to garner new ideas from employees could be the better option.

There is a potential gap in the further research for future study would be applied to the employees that how they perceive change and their adaptability to change process can be studied. In further study could be enhanced to the subordinate satisfaction towards manager's behavior and the impact in the effective business outputs. On the other side every individual skill may be taken into consideration to research deeply on the whole managers in the coffee chain industry in China. This research covers coffee chain organization employees working in China. Another limitation relates to the generalizability of the research findings outside the context in which the research was undertaken.

References

- Ahn, M. J., et al. (2004). From leaders to leadership: Managing change. *Journal of leadership & organizational studies*, 10(4). 112-123.
- Ando, I. (2007). Dilemmas of Empowerment, Atmosphere of Trust. *6th International Conference of PhD Students Economics*
- Atkinson, S. and D. Butcher (2003). Trust in managerial relationships. *Journal of Managerial Psychology*, 18(4). 282-304.

- Bachmann, R. (2011). At the crossroads: Future directions in trust research. *Journal of Trust Research*, 1(2). 203-213.
- Balogun, J. (2004). Exploring strategic change.
- Balogun, J., et al. (2008). *Exploring strategic change*: Financial Times/Prentice Hall.
- Barrett, A. and J. Beeson (2002). Developing business leaders for 2010, Conference Board.
- Bartram, T. and G. Casimir (2007). The relationship between leadership and follower in-role performance and satisfaction with the leader: the mediating effects of empowerment and trust in the leader. *Leadership & Organization Development Journal*, 28(1). 4-19.
- Beer, M. and N. Nohria (2000). Resolving the tension between theories E and O of change. *Breaking the code of change*. 1-34.
- Bibler, R. S. (1989). *The Arthur Young management guide to mergers and acquisitions*: Wiley.
- Bossidy, L. and R. Charan (2002). *Execution: The discipline of getting things done*: Random House.
- Brockner, J., et al. (1997). When trust matters: The moderating effect of outcome favorability. *Administrative Science Quarterly*, 558-583.
- Bromiley, P. and L. L. Cummings (1995). Transactions costs in organizations with trust. *Research on negotiation in organizations*, 5. 219-250.
- Burke, S. and K. M. Collins (2001). Gender differences in leadership styles and management skills. *Women in Management Review*, 16(5). 244-257.
- Burke, W. W. (2011). A Perspective on the Field of Organization Development and Change The Zeigarnik Effect. *The Journal of Applied Behavioral Science*, 47(2). 143-167.
- Burke, W. W. and G. H. Litwin (1992). A causal model of organizational performance and change. *Journal of Management*, 18(3). 523-545.
- Burnes, B. (2004). *Managing change: A strategic approach to organizational dynamics*: Pearson Education.
- Burns, J. M. (2003). *Transforming leadership: The new pursuit of happiness*: Grove Press.
- Bush, R. A. B. and J. P. Folger (1994). *The promise of mediation: Responding to conflict through empowerment and recognition*: Jossey-Bass San Francisco.
- Cameron, W. a. (2007). covered 10 different personal, interpersonal, group, and organizational skills. *Applied Psychology: International Review*, 53. 260 - 278.
- Carlisle, K. E., & Murphy, S. E. (1996). *Practical motivation handbook*: Hoboken, NJ: Wiley.
- Carnall, C. (2003). *Managing Change in Organizations (4e)*, Pearson Education Ltd: Harlow.
- Carroll, M. A. (1994). Empowerment theory: Philosophical and practical difficulties. *Canadian Psychology*, 35(4). 376-381.
- Chamberlin, J. (1997). A working definition of empowerment. *Psychiatric Rehabilitation Journal*, 20. 43-46.
- Cobb, A. T., et al. (1995). Justice in the making: Toward understanding the theory and practice of justice in organizational change and development. *Research in organizational change and development*, 8(1). 243-295.
- Coghlan, D. (1993). A person-centred approach to dealing with resistance to change. *Leadership & Organization Development Journal*, 14(4). 10-14.
- Conner, D. R. (2006). *Managing at the speed of change: How resilient managers succeed and prosper where others fail*: Random House Digital, Inc.
- Cope, M. (2003). *The seven CTMs of consulting*. London: Financial Times, Prentice Hall.
- Cropanzana, R., et al. (2007). The management of organizational justice. *The Academy of Management Perspectives*. 34-48.
- Currall, S. C. and M. J. Epstein (2003). The Fragility of Organizational Trust:: Lessons From the Rise and Fall of Enron. *Organizational dynamics*, 32(2). 193-206.
- Denning, S. (2005). Transformational innovation: A journey by narrative. *Strategy & Leadership*, 33(3). 11-16.
- Dillon, F. (2006). Wake up and smell the coffee Sunday Times. London: P.11.
- Dirks, K. T. and D. L. Ferrin (2001). The role of trust in organizational settings. *Organization Science*, 12(4). 450-467.
- Dirks, K. T. and D. L. Ferrin (2002). Trust in leadership: meta-analytic findings and implications for research and practice. *Journal of applied psychology*, 87(4). 611.
- Drucker, P. F. (1995). *People and performance: The best of Peter Drucker on management*: Routledge.
- Duck, J. D. (1993). Managing Change. *The Art of Balancing. Teoksessa Harvard Business Review on Change*. 55-82.
- Eccles, T. (1994). *Succeeding with change: Implementing action-driven strategies*: McGraw-Hill Book Company.
- Eisenbach, R., et al. (1999). Transformational leadership in the context of organizational change. *Journal of Organizational Change Management*, 12(2). 80-89.
- Fernandez, S. and H. G. Rainey (2006). Managing successful organizational change in the public sector. *Public Administration Review*, 66(2). 168-176.
- Florida, R. (2006). The Flight of the Creative Class: The New Global Competition for Talent. *Liberal Education*, 92(3). 22-29.

- Folger, R. and D. P. Skarlicki (1999). Unfairness and resistance to change: hardship as mistreatment. *Journal of Organizational Change Management*, 12(1). 35-50.
- Friedman, T. L. (2005). The world is flat: A brief history of the twentieth century. *New York, Farrar, Straus & Giroux*.
- Gambetta, D. (2000). Can we trust *Trust: Making and breaking cooperative relations*, 2000. 213-237.
- Ghiselli, E. E. (1971). *Explorations in managerial talent*: Goodyear Publishing Company Pacific Palisades, Calif.
- Gilbreath, B. and P. G. Benson (2004). The contribution of supervisor behaviour to employee psychological well-being. *Work & Stress*, 18(3). 255-266.
- Gill, A. S. (2008). The role of trust in employee-manager relationship. *International Journal of Contemporary Hospitality Management*, 20(1). 98-103.
- Gill, R. (2002). Change management--or change leadership? *Journal of Change Management*, 3(4). 307-318.
- Gilley, A., et al. (2008). Characteristics of leadership effectiveness: Implementing change and driving innovation in organizations. *Human Resource Development Quarterly*, 19(2). 153-169.
- Gilley, A., et al. (2010). Characteristics of managerial coaching. *Performance Improvement Quarterly*, 23(1). 53-70.
- Gilley, A., et al. (2009). Organizational change and characteristics of leadership effectiveness. *Journal of leadership & organizational studies*, 16(1). 38-47.
- Gilley, A. M. (2005). *The manager as change leader*: Greenwood Publishing Group.
- Gilley, J. W., et al. (2000). *Beyond the learning organization: Creating a culture of continuous growth and development through state-of-the-art human resource practices*: Basic Books.
- Goldberg, I., et al. (2001). Trust, ethics, and privacy. *BUL Rev.*, 81. 407.
- Graetz, F. (2000). Strategic change leadership. *Management decision*, 38(8). 550-564.
- Greenberger, D. B. and S. Strasser (1991). The role of situational and dispositional factors in the enhancement of personal control in organizations. *Research in organizational behavior*, 13. 111-145.
- Greenleaf, R. K., et al. (1996). On becoming a servant-leader.
- Hagan, M. (2009). Leadership for empowerment and equality: A proposed model for mental health user/survivor leadership. *International Journal of Leadership in Public Services*, 5(4). 1-12.
- Hebda, J. M., et al. (2007). Motivating technical visionaries in large American companies. *Engineering Management, IEEE Transactions on*, 54(3). 433-444.
- Heifetz, R. A. and D. L. Laurie (1997). The work of leadership. *Harvard business review*, 75. 124-134.
- Herold, D. M., et al. (2008). The effects of transformational and change leadership on employees' commitment to a change: a multilevel study. *Journal of applied psychology*, 93(2). 346.
- Higgs, M. and D. Rowland (2005). All changes great and small: Exploring approaches to change and its leadership. *Journal of Change Management*, 5(2). 121-151.
- Higgs, M. and D. Rowland (2010). Emperors with clothes on: The role of self-awareness in developing effective change leadership. *Journal of Change Management*, 10(4). 369-385.
- Higgs, M. and D. Rowland (2011). What does it take to implement change successfully? A study of the behaviors of successful change leaders. *The Journal of Applied Behavioral Science*, 47(3). 309-335.
- Howkins, J. (2002). *The creative economy: How people make money from ideas*: Penguin UK.
- Johnson, G. and e. K. Scholes (1999). *Exploring Corporate Strategy*, Prentice Hall Europe.
- Jung, D. I. and B. J. Avolio (2000). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. *Journal of Organizational Behavior*, 21(8). 949-964.
- Kanter, R. M., et al. (1992). The challenges of execution: roles and tasks in the change process. *The Challenge of Organizational Change*. 369-394.
- Kark, R. and D. Van Dijk (2007). Motivation to lead, motivation to follow: The role of the self-regulatory focus in leadership processes. *Academy of management Review*, 32(2). 500-528.
- Katz, D. and R. L. Kahn (1966). Organizations and the system concept. *The social psychology of organizations*, 1. 14-29.
- Kotter, J. P. (1996). *Leading change*: Harvard Business Press.
- Kramer, R. and T. Tyler (1996). Whither trust. *Trust in organizations: Frontiers of theory and research*, 1. 15.
- LaClair, J. A. and R. P. Rao (2002). Helping employees embrace change. *The McKinsey Quarterly*, 4. 17-20.
- Liu, J., et al. (2010). Transformational Leadership and Employee Well Being: The Mediating Role of Trust in the Leader and Self Efficacy. *Applied Psychology*, 59(3). 454-479.
- Luecke, R. (2003). *Managing change and transition*: Harvard Business Press.
- Lussier, R. N. and C. F. Achua (2007). *Effective leadership*: Thomson South-Western.
- Lussier, R. N. and C. F. Achua (2009). *Leadership: Theory, Application, & Skill Development: Theory, Application, & Skill Development*: Cengage Learning.
- Luthans, F., et al. (2006). Authentic leadership. *Inspiring leaders*. 84-104.

- McAllister, D. J. (1995). Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38(1). 24-59.
- McKnight, D. H., et al. (2002). Developing and validating trust measures for e-commerce: an integrative typology. *Information systems research*, 13(3). 334-359.
- Minyanville (2013) **China's Coffee Hit: Starbucks and Nestle Dominate, but the Market Is Still Growing**. DOI: July 19, 2013
- Mishra, A. K. and G. M. Spreitzer (1998). Explaining how survivors respond to downsizing: The roles of trust, empowerment, justice, and work redesign. *Academy of management Review*, 23(3). 567-588.
- Moran, J. W. and B. K. Brightman (2001). Leading organizational change. *Career Development International*, 6(2). 111-119.
- Mullins, L. J. (2007). *Management and organisational behaviour*: Pearson Education.
- Okumus, F. and N. Hemmington (1998). Barriers and resistance to change in hotel firms: an investigation at unit level. *International Journal of Contemporary Hospitality Management*, 10(7). 283-288.
- P.Smith, G. (2009) How to delegate effectively. 1-2
- Palmer, I. and R. Dunford (2008). Organizational Change and the Importance of Embedded Assumptions*. *British Journal of Management*, 19(s1). S20-S32.
- Paton, R. and J. MacCalman (2000). *Change management: a guide to effective implementation*: Sage publication.
- Pawar, B. S. and K. K. Eastman (1997). The nature and implications of contextual influences on transformational leadership: A conceptual examination. *Academy of management Review*, 22(1). 80-109.
- Peterson, D. B. (1996). Executive coaching at work: The art of one-on-one change. *Consulting Psychology Journal: Practice and Research*, 48(2). 78.
- Pietersen, W. (2002). The Mark Twain dilemma: the theory and practice of change leadership. *Journal of Business Strategy*, 23(5). 32-37.
- Rieley, J. and I. Clarkson (2001). The impact of change on performance. *Journal of Change Management*, 2(2). 160-172.
- Robert Holmberg, M. F., Patrick Arnesson, Mia and Bäckvall (2008). Leadership and implementation of evidence-based practices. *Leadership in Health Services*, 21(3).
- Rousseau, D. M., et al. (1998). Not so different after all: A cross-discipline view of trust. *Academy of management Review*, 23(3). 393-404.
- Rowlands, J. (1995). Empowerment examined. *Development in practice*, 5(2). 101-107.
- Ryding, D. V., Vignali, G. and Gordon, C. (2006). Corporate culture and brand communications for sustaining loyalty in the UK coffee market for sustaining loyalty in the UK coffee market. *3rd International Customer Behaviour and the Retailing Research Conference*, University of Zagreb.
- Saunders, R. (1999). Communicating change. *Harvard Management Communication Letter*, 8(1). 35-36.
- Senge, P. M. (1990). The fifth discipline. *Currency Doubleday, London, New York: Century Business, Doubleday, 1990*, 1.
- Senior, B. and J. Fleming (2002). *Organizational Change*. London: FT, Pitman Publishing.
- Senior, B. and J. Fleming (2006). *Organizational change*: Pearson Education.
- Shamir, B. and J. M. Howell (1999). Organizational and contextual influences on the emergence and effectiveness of charismatic leadership. *The Leadership Quarterly*, 10(2). 257-283.
- Sims, R. R. (2002). *Changing the way we manage change*: Greenwood Publishing Group.
- Skarlicki, D. P. and R. Folger (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of applied psychology*, 82(3). 434.
- Snell, S. A. and J. W. Dean (1992). Integrated manufacturing and human resource management: A human capital perspective. *Academy of Management Journal*, 35(3). 467-504.
- Spears, L. C. and M. Lawrence (2002). *Focus on leadership: Servant-leadership for the Twenty-First century*: Wiley. com.
- Spicker, P. (2012). Leadership : a perniciously vague concept. *International Journal of Public Sector Management*, 25(1). 34-47.
- Spreitzer, G. M. (1996). Social structural characteristics of psychological empowerment. *Academy of Management Journal*, 39(2). 483-504.
- Sullivan, W., et al. (2001). Aligning individual and organisational values to support change. *Journal of Change Management*, 2(3). 247-254.
- Ulrich, D. (1998). A new mandate for human resources. *Harvard business review*, 76. 124-135.
- Urwick, L. F. (1944). *The elements of administration*: Harper & brothers.
- Van der Voet, J., et al. Talking the Talk or Walking the Walk? The Leadership of Planned and Emergent Change in a Public Organization. *Journal of Change Management*(ahead-of-print). 1-21.
- Weick, K. E. and R. E. Quinn (1999). Organizational change and development. *Annual review of psychology*, 50(1). 361-386.

- Weick, K. E. and K. M. Sutcliffe (2001). *Managing the unexpected*: Jossey-Bass San Francisco.
- Whetten, D. A., & Cameron, K. S (2007). *Developing management skills*: Upper Saddle River, NJ: Prentice Hall
- Whetten, D. A. and K. S. Cameron (1993). *Developing management skills: Motivating others*: Harpercollins College Div.
- Wille, E. & Hodgson, P. (2001). *Making Change Work*. London: Management Books.
- Wong, E., et al. (2000). Antecedents of trust in intra-organizational relationships within three Singapore public sector construction project management agencies. *Construction Management & Economics*, 18(7). 797-806.
- Yukl, G. and P. P. Fu (1999). Determinants of delegation and consultation by managers. *Journal of Organizational Behavior*, 20(2). 219-232.
- Zaheer, A., et al. (1998). Does trust matter? Exploring the effects of interorganizational and interpersonal trust on performance. *Organization Science*, 9(2). 141-159.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

