ANALYSIS OF CONFLICT MANAGEMENT AND LEADERSHIP FOR ORGANIZATIONAL CHANGE

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ABSTRACT

In organizations, conflict is regarded as the presence of discord that occurs when the goals, interests or values of different individuals or groups are incompatible and frustrate each other’s attempting to achieve objectives. There are different views surrounding the origin of conflict in organizations and institutions. From the draw of creation mankind has been presented with conflict. Conflict appears to be inevitable; once there is human interaction conflict seem to fester. This paper seeks to describe the concepts of conflict management, leadership and conflict in organizations and conflict management and organizational change. This paper will analyze the elements of a conflict management process and leadership organizational change and the benefits of managing conflict. The author holds that leadership approaches are the key important factors for conflict management.

Keywords: Conflict, causes of Conflict, conflict management, Leadership and conflict management, conflict management and organizational change

INTRODUCTION

Businesses nowadays are operating in a turbulent environment where organizations and institutions are searching for measures that will allow them to improve their performance and competitiveness [10]. It is viewed and perceived that conflict is one of the measures of competitiveness as we can qualify it, is generally regarded as disagreement regarding interests or ideas from different people and push them to compete, fighting to overcome higher positions.

In organizations, conflict is regarded as the presence of discord that occurs when the goals, interests or values of different individuals or groups are incompatible and frustrate each other’s attempting to achieve objectives. Conflict is inevitable part of organizational life since the goals of different stakeholders such as managers and staff are often incompatible [17].

Others have qualified conflict as an ever-present process in human relations. That is why various organizations have changed their approaches to enable organization’s effective management and avoid conflicts at all costs. It is a fact of life in any organization as longer as people compete for jobs, resources, power, recognition and security ([1].

Dealing with conflicts is a great challenge to management. Conflicts commonly arise when employees interact in organizations and compete for scarce resources.

Conflicts have both negative and positive outcomes to the individual employees and the organization at large. At all levels of management, there is conflict. Leaders are the most considered source of conflict in many organizations. In social life, conflicts do occur but family members, friends and relatives manage them. The same case applies to organizations, when conflicts arise; it needs to be resolved by management for the sake of the organizational growth, survival and enhance performance. Conflicts
Conflict situations are rarely resolved easily, to a certain extent most conflicts are managed, as individuals work out differences [4].

We should not think that conflict arises only when individuals have varied interests, opinions and thought processes and are just not willing to compromise with each other. It is always wise to adjust to some extent and try to find a solution to the problem rather than cribbing and fighting. It could better for every individual should try his level best to avoid conflict at the first place rather than resolving it later. Precautions must be taken at the right time to avoid a conflict [16].

Therefore, the aim of this study is to examine the sources of conflicts and its effects on organizational change. It specifically tries to examine the causes, types, and effects and the various conflict management strategies to enhance organizational change.

**PURPOSE OF THE STUDY**

The purpose of this article is to analyze the sources of conflict, process of conflict management, leadership and organizational change.

The study will provide a general overview of conflict concepts, such as causes of conflict, managing conflict, and impact of conflict to organization development.

**HUMAN NATURE AND CONFLICT MANAGEMENT**

Human nature is the human condition outside of organized society or civilization. The liberty each man has to use his power, as he will himself, for the preservation of his own nature every man has a right to everything; even to one another’s body.

We are all born with conflicts and for conflicts. Conflicts are part of human consciousness in all aspects of life. One cannot avoid conflict, whether at home, at the office, or when watching television news. The consequences of organizational conflict reach further today than ever before as the interface between work and organizations experiment with flatter and more decentralized structures [2].

In human conception, conflict is considered as neither bad nor good, wrong or right. It is the participants to establish the meaning and attach value definition to it. People determine results of conflict situation by their feelings, beliefs, and values for those persons involved.

People are the real determinants of the meaning of conflict; they overlook the roles of the participants and lose the ultimate capability of stimulating conflict.

Researchers have discovered that conflict might be interpersonal or inter-group influences. Whereby interpersonal conflicts occur between supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. It is a situation of competition in which the parties are aware of the incompatibility with the wishes of the other about something perceived to be important by at least one of the parties involved [25, 22].

The decisions we take, the choices we make are not always going to be calm and assured, or in fact agreed.

The reality of decision-making has always got to be touched by the notion that internal conflict appears to be a burden that we must bear, however it may also play a crucial part in the way that we develop our existence especially in the way we co-exist with others.

People were first grouped in family, extended to tribes and later to societies/community that has large degree of concern, and collaboration between them. With population increasing and the end of face-to-face relationships in decision-making, competitive territorial and property acquisition and conflicts of interest inevitably conditioned social relationships [5].

Further he stated that it would be seen that consideration of a human element has extensive implications and is basic to thinking about the nature of conflict and its resolution. If there are human needs that have to be accommodated, then conflict control will have to give way to quite different processes, which seeks the source of conflict and the environmental conditions that promote conflict, leading to institutional change. Conflict will have to be defined as a problem to be resolved rather than a situation in which behaviors have to be controlled [5].
Likewise, supporters of a dictator, members of an ethnic group at war, followers of a religion or ideology can easily find instances of where their people or ideas have done good, and get angry when one brings up the seemingly insignificant or irrelevant instances where they have done wrong [8].

Persons knowing their limitations are the way that they can overcome them, proving themselves, and to reaching one’s potential, just like one can do in work place for a specific task or job.

Workplace conflict can broadly be considered to fit into two categories, the first being "when people's ideas, decisions or actions relating directly to the job are in opposition," and the second being a situation "when two people just don't get along."~The latter, often referred to as a "clash" of personalities, can be the most difficult to address, because strong emotions get mobilized based on negative perceptions about another person.

Regardless of the category, the people involved in unhealthy conflict often engage in hurtful interactions that become the focus of their attention and serve to further fuel the conflict [14].

We should understand that when a personalized conflict is identified it is important to redirect attention and energy into specific issues relevant to the job that can be worked through, and to set clear expectations on acceptable behaviors and consequences for inappropriate behaviors. The earlier this is done the more likely that a positive outcome will be achieved, as personalized conflicts tend to get worse over time as each person looks for problems in the other and finds reasons to back up their negative perceptions. Alliances can develop in teams in support of one or other of the people in conflict.

LEADERSHIP AND CONFLICT MANAGEMENT

Leadership involves defining and communicating an organization’s long-term vision and mission while conflict resolution typically deals with the situation at hand. By articulating what you want to accomplish, providing support for talented subordinates, overcoming obstacles, exploiting opportunities, demanding excellence, behaving ethically, you set a good example for your organization. An effective leader builds teams that work well together. As a leader, you facilitate the resolution of conflicts that distract the team members, decrease productivity, and destroy motivation and lead frustration and anger. Leaders also should recognize that some conflict is natural and necessary to produce innovative solutions to problems, encourage meaningful communication between team members and leads to clarification and cooperation [11].

Leader is someone who uses his or her influence to improve his organization managing conflict and change. Leaders are found in homes, hospitals, schools, colleges and churches to name a few. Tutsch was convinced that part of our responsibility as followers of Christ is to use our influence to lead others to come to Jesus [28].

To attain established goals, organizations bring leaders as well as workers of different background and personalities into contact with each other. Azamosa [3] observed that conflicts involve the total range of behaviors and attitudes that is in opposition between managers and workers. To have a viable institution and organization conflict management, there must be cooperation among leaders. Because of the difference existing among people (leaders, and subordinates) conflict is inevitable.

Leadership is one of the key factors in determining future changes and developing very clear and specific vision of the organization. The future is not some place we are going to, but the place we are creating. The paths are not to be found, but made, and the activity of making them changes both the maker and the destinations [15]. Leaders are human beings with feelings, beliefs, and values. The conflict exists until the difference is resolved. Tara suggested the following characteristics of a leadership for conflict management:

Competitive: Leaders use their position, expertise or persuasive ability to exercise control over their subordinates. In an emergency situation, when a decision needs to made quickly, you typically use the autocratic leadership style to resolve the problem. On an ongoing basis, however, to prevent conflict from festering in the organization, effective team leaders take the time to gather input from subordinates and refrain from behaving as if decisions represent a win or loss for subordinates.

Collaborative: By using the participative leadership style, you foster an environment of cooperation and collaboration that typically enables employees to
function effectively as a team. An effective leader quickly diagnoses issues that hinder team productivity, takes prompt corrective action to resolve disagreements and helps the team members to develop the skills necessary to resolve conflicts on their own, without management intervention.

**Compromising:** By compromising, both sides in a conflict give up something in order to gain an agreement. Effective leaders encourage team members to accept concessions when necessary to maintain a level of productivity rather than continuing to debate or argue. They help team members overcome interpersonal conflicts and promote acceptance of other cultures and experiences in the workplace.

**Accommodating:** To meet the needs of the team, a team member may surrender his position. When the stakes are low, accommodating the needs of others can promote harmony and foster a productive work environment. However, long-term conflict can arise if more aggressive individuals take advantage of team members who don’t act assertively. Effective leaders monitor their team environment and provide coaching and mentoring to members that enables them to function productively together without operating at the expense of others.

**Avoiding:** When a conflict involves a controversial or unpopular decision, resist the temptation to ignore or avoid it. By defining the root cause of the problem, encouraging active listening, negotiating a resolution and reminding participants to forgive each other once the conflict is over, you can foster a productive team. However, effective leaders also recognize that delegating conflict resolution to a third party, such a facilitator or mediator, can be effective in a situation where emotions remain high even after lengthy discussion.

Conflict is a normal part of any social and organizational change. The challenge of conflict lies in how one chooses to deal with it. Conflict will likely fester only to grow into antipathy, create withdrawal or cause factional infighting within an organization. Addressed properly, conflict can lead to change, innovation, personal and professional growth, and countless other items that often end-up as missed opportunities. However, all the cited outcomes from conflict depend on leadership and how conflict is solved.

There are leaders out there that provoke a conflict because they see it as positive and necessary in order to reach maximum effectiveness. Don't know how effective that is indeed, but one thing for sure is that avoiding conflict is an ineffective attitude for problem solving. And the inability to deal with conflict respectfully, constructively and in a timely manner will quickly undermine the leaders credibility and the progress of an organization.

As leaders in an organization, it needs to be realized that conflict management is something that needs to have priority. It is not something that can simply be checked off in orientation, nor done over a lunch meeting [13].

**THE CAUSES OF CONFLICT IN ORGANIZATIONS**

When people work together, conflict becomes a part of doing business; it's a normal occurrence in any workplace. Conflict is widely used to describe important differences between individuals or groups of humans. Differences, which result in initiative and creativity, are stimulating for those involved, and such conflict is essential for progress [24].

In general, conflict is a process in which one party perceives that another party is affecting its interest. Conflict has been with us for a long time and people have been writing about it. Personal conflict can take the form of inter role conflict. Also it can take form at the interpersonal level where individuals come into with others, and inter-organizational conflict where organizations themselves come into conflict [29].

According to Chartered Institute of Personnel and Development [7] the analysis on replies from 660 Human Resource Practitioners in organizations indicated that almost half (44%) of the respondents reported that disputes are managed continually at work place, managers spend 3.4 hours weekly to solve problem and managing conflict.

Some of the observations the researcher realized while discussing with some individuals in his workplace were that what some one uses as our base for our ideals and our concepts becomes a great importance to us, and we do not want that base challenged or questioned buy others in organization’s conflict.
Every business that employs people regardless of size and industry experiences interpersonal and organizational conflict. Employees of a learning organization feel open to express opinions and make suggestions that lead to improvements without the fear of conflict.

The causes of conflict can be addressed in a business organization as negative conflicts that can be managed and resolved, or even transformed into a positive force for organizational change. Quality of the services and products is increased as people communicate better and make better decisions. This is why conflict is such an important issue in business organizations of all kind, and should be managed, resolved, or transformed.

Different causes were described by Grace [12] as follows:

**Differing Values:** The workplace consists of individuals who all have their own perspective of the world. Some employees have strong beliefs, which they are not willing to compromise. These beliefs can conflict with coworkers’, creating conflict. For example, if one individual strongly opposes workplace diversity, he may have trouble accepting other workers different from him. To avoid conflict with these workers, he must try to accept or initiate more tolerance of those with differing values.

**Opposing Interests:** When an employee decides to pursue her own career goals, without regard for the organizational goals and its well being, it results in strife among her coworkers. This occurs when the employee becomes so focused on achieving her own objectives, she disregards how it affects others within the company and the company itself.

**Personality Conflicts:** No two people are exactly alike. Therefore, personality clashes in the workplace are unavoidable. One employee may have a reserved personality while another may be more outgoing and forward. Problems arise when the two do not understand or respect each other’s inner nature.

**Poor Communication:** Poor communication leads to misunderstanding and strife among employees. For instance, misunderstandings can occur if the manager asks one employee to relay important instructions to the other employees, but the employee fails to do so appropriately. Conveying wrong information can lead to projects being incorrectly done and to employees blaming each other for the end result.

**Personal Problems:** If the employee has problems outside of the workplace, such as marital or parental issues, she may take them to work with her. Consequently, if she is short and withdrawn from her coworkers, and if they are ignorant about the cause of her behavior, they will assume that she has an issue with them. Therefore, if she is not willing to divulge her problems to her coworkers, she should leave them at home.

Preez [21] recognized that the unprecedented change on all fronts that organizations face today has generated considerable levels of uncertainty. Such uncertainty creates fear, which, in turn causes conflict. Although a certain level of conflict is considered healthy, uncontrolled conflict can be insidious and even extremely destructive.

The above causes are visible in most of organizations and in people’s daily life. We should learn on how managers deal and manage conflicts for organization change.

**CONFLICT MANAGEMENT AND ORGANIZATION CHANGE**

Conflict management involves implementing strategies to limit the negative aspects of conflict and to increase the positive aspects of conflict, such as through enhanced team learning and group outcomes. Conflict can significantly affect employee job description focus, turnover, and even the risk of litigation. All of these factors in turn impact the prosperity of a company, either constructively or destructively. Management can help resolve conflict by encouraging active listening skills, focusing on group benefits over individual recognition, and working to create compromise. While the manager can make suggestions, team member’s needs to resolve their own conflicts to strengthen their relationships within the group [21].

Conflict is a range of behaviors and feelings or emotional responses to behavior. Conflict can be a minor difference of opinion with a feeling of mild annoyance. At the other end of the range is war with feelings of hatred. The feelings may remain long after the conflict has been resolved. In any organization, conflicts and changes are bound to occur. Changes in
Conflict is constructive when it improves the quality of decisions, stimulates creativity and innovation, encourages interest and curiosity among group members, provides the medium through which problems can be aired and tensions released, and fosters an environment of self-evaluation and change [23].

Conflict is inevitable in small businesses. Conflict can arise from a variety of sources, and between supervisors and subordinates, between co-workers, and between employees and customers. Managers and organizations can choose to see conflict as inherently negative, acting to suppress it at every opportunity, or as inherently positive, leveraging conflict to affect positive change.

David [9] identified the following ways of managing conflict in organizations:

Positive Perspective: Accept conflict as a natural growth process and influence your company culture to view constructive conflict positively. Conflict can be an asset to your small business if it is handled properly. It can help your organization to learn from its mistakes and identify areas of needed improvement. Innovation can be inspired from creative solutions to internal or external conflicts, and new ways of thinking can emerge.

Grievance Procedure: Create a formal grievance procedure for all employees. Let employees at all levels of your organization know that their voices will always be heard, and respond promptly and reasonably to employees issues. This can prevent bad feelings from festering and growing into resentment and bitterness. Conflict is best handled quickly and openly. If your company culture is sufficiently friendly toward constructive conflict, your staff should see the value of letting their complaints, ideas and issues be heard.

Get to the Cause: Focus on deep-rooted causes rather than superficial effects when assessing conflicts. Parties to a conflict often claim to have issues with the behavior of co-workers or the outcome of company policies and work procedures, but these issues are likely being caused by something deeper. Attempting to resolve the conflict by addressing surface issues will rarely create meaningful change or lasting solutions. Look deeper to address the reasons that incidents occur.

Equal Voices: Give all parties to a conflict an equal voice, regardless of their position, length of service or political influence. Conflict participants can become defensive if they feel they are being marginalized or are going through a process leading to a predetermined outcome. It can be tempting to take the word of managers over front-line employees, or to take the word of a loyal employee over a new employee, but remember that your most trusted associates are not necessarily infallible. Go beyond simply giving everyone an equal chance to speak; give their arguments an equal weight in your mind when mediating a conflict.

Resolution Participation: Involve all parties, if possible, when drafting conflict resolutions. The theory of Management By Objectives (MBO) states that employees are generally more committed to goals that they have helped to create. The same holds true for conflict resolutions. There is more than one side to every conflict, and all sides should benefit from conflict resolution. Seek resolutions that will prevent the conflict from occurring again, rather than simply delaying a repeat occurrence.

Depending on the nature of the conflict it’s recommendable that the management applies more than one strategy to resolve it [20].

On the basis of her understanding of these strategies, people can choose the most appropriate strategies for the circumstances from the following [6]:

Compromising: One conflict management strategy is to reach a compromise, which means the parties to the conflict settle on a solution that gives both of
them part of what they wanted. No party gets exactly what it wanted, but neither loses entirely either. Both parties presumably experience a degree of frustration—but at a level they are willing to live with.

People who choose to compromise are assuming they cannot reach a solution completely acceptable to everyone, but they would rather not force someone to accept a completely disagreeable choice. In that sense, compromise does not really solve the underlying problem; it works best when the problem is relatively minor and time is limited.

**Avoiding:** Conflict is unpleasant, so people sometimes try to manage conflict by avoiding it. For example, if sales supervisor Jeanette Delacroix finds the people in the human resources department stuffy and inflexible, she can avoid dealing with that department. When contact with human resources is absolutely necessary, she can delegate the responsibility to a member of the sales force.

**Forcing:** Because ignoring or avoiding a problem does not make it go away, a supervisor may want to try a more direct approach to ending a conflict. One possibility is to force a solution. This means that a person or group with power decides what the outcome will be. For example, if machinist Pete Desai complains to his supervisor that he never gets overtime assignments, the supervisor can respond, “I make the assignments, and your job is to do what you’re told. This weekend it’s going to be Sue and Chuck, so make the best of it.” Or if two supervisors present conflicting proposals for allocating space among their departments, a committee of higher-level managers could select one proposal, allowing no room for discussion.

**Resolving:** The most direct and sometimes the most difficult way to manage conflict is to confront the problem and solve it. This is the conflict management strategy called conflict resolution. Confronting the problem requires listening to both sides and attempting to understand rather than to place blame. Next, the parties should identify the areas on which they agree and the ways they can both benefit from possible solutions. Both parties should examine their own feelings and take their time at reaching a solution.

McGee [19] recommended that leaders should acknowledge that the pain conflict causes through bouts of disagreement and heated debate can be a spark of opportunity to make the organization better (McGee, 2006). It was stated by Human Resource practitioners that identifying and addressing underlying tensions more effectively before things start going wrong is a key to helping managers more effective in managing conflict at work [7]. Thus, the need for managers to have more interaction with their reports, provide more clarity about what’s expected and model the right behaviors, improved consultation and also training in conflict management for line managers is a key element to solve and management conflict in organizations.

Training and development is on of the means that help managers resolve conflict in organization. Leaders should start by ensuring that the entire organization is trained in effective communication techniques and has the ability to recognize critical conversations and proceed with care and handle difficult conversations. Facilitation and mediation is necessary. Have a third party facilitate the discussion or mediate an important negotiation.

Although change comes to organizations in many ways, an area of particular interest to this discussion is conflict. The ability to manage this conflict effectively is crucial to the success of the management and leaders.

**IMPORTANCE OF LEADERSHIP ON CONFLICT AND ORGANIZATION CHANGE**

Organizations looking for new and more effective ways of handling conflict are beginning to consider the development of alternative dispute resolution and conflict management systems. This article focuses on the importance of buy-in and participation by parties and stakeholders in designing such systems. It examines the value of party buy-in and involvement and their effect on the successful application and use of the dispute resolution system. It concludes that the design of participative dispute resolution systems maximizes the opportunity for effective conflict management and the successful creation, implementation, and management of organizational change.

No organization runs for charity, it has to make money to survive well. Employees must give their hundred percent at work to ensure the maximum productivity. Nothing productive will ever come out
if the employees are constantly engaged in fighting and criticizing others. Conflict management plays a very important role at workplaces to prevent conflicts and for the employees to concentrate on their work.

The team leaders must ensure that the roles and responsibilities of each and every employee are clearly passed on to them. Employees should be de-motivated to interfere in each other’s work. Employees waste half of their time and energy in fighting with others and find it very difficult to work, which they are actually supposed to do. An individual must enjoy his work; otherwise he would never be able to give his best [16].

Leadership and Organizational change are the key basic points for conflict management. Good leadership in organizations lead to reduction in number of disciplinary and grievance cases, improvement of employee’s morale, team performance and productivity [16]. The conflict management is easy with committed leadership to avail changes accordingly for employees by introducing teamwork and employees engagement that will lead to productivity improvement and greater internal efficiency.

According to Lowder [18] the differences between the transformational and servant leadership models have significant implications concerning organizational change management. Scott [26] stated that interpersonal trust promotes conflict management, empowerment, teamwork, and leadership during times of uncertainty and change.

Conflict management goes a long way in strengthening the bond among the employees and half of the problems automatically disappear. Individuals must feel motivated at work and find every single day exciting and challenging. Before implementing any idea, it must be discussed with everyone and no one should ever feel ignored or left out. This way, every employee feels indispensable for the office and he strives hard to live up to the expectations of his fellow workers and in a way contributing to the organization in his best possible way. Conflict management avoids conflicts to a great extent and thus also reduces the stress and tensions of the employees. No one likes to carry his tensions back home and if you fight with your colleagues and other people, you are bound to feel uncomfortable and restless even at home.

Conflict management also plays an important role in our personal lives. Tussles and fights spoil relationships and only increase our list of enemies. Everyone needs friends who will stand by us when we need him or her. Conflict must be avoided at homes as it spoils the ambience and spreads negativity. Individuals tend to disrespect others as a result of conflicts. Conflict management prevents fall out between family members, friends, relatives and makes life peaceful and stress free. Blame game never helps anyone, instead it makes life miserable. No idea can ever be implemented if the individuals fight among themselves.

Conflict management helps to find a middle way, an alternative to any problem and successful implementation of the idea. Problems must be addressed at the right time to prevent conflict and its adverse effects at a later stage. Through conflict management skills, an individual explores all the possible reasons to worry, which might later lead to a big problem and tries to resolve it as soon as possible.

Conflict Management is very important because it is always wise to prevent a fight at the first place rather than facing its negative consequences. Stress disappears, people feel motivated, happy and the world definitely becomes a much better place to stay as a result of conflict management [16].

The most important and consistent element in dealing with conflict is open, honest and clear communication. As few people regard themselves as poor communicators, it is incumbent on management in particular to request feedback from their staff on how they communicate, and on ways in which conflict situations can be improved. It is vital that staff be assured of freedom from recrimination for speaking the truth [21].

**CONCLUSION AND RECOMMENDATIONS**

Leaders should acknowledge that the pain conflict causes through bouts of disagreement and heated debate can be a spark of opportunity to make the organization better [19].

Managers in various organizations should encourage open communication policy, so that all employees get the right information at the right time.
It has been demonstrated that conflict is inevitable in our life settings. In order to manage it as a creative resource, administrators must recognize that conflict exists, and bring it out into the open so that the issue can be effectively dealt with. Understanding conflict will enable administrators to deal more effectively with the problems of organizational efficiency, stability, governance, change and effectiveness. Not only should administrators endeavor to understand conflict, but they must also be careful not to fall into the trap of viewing it from a negative perspective. Handled properly through an appropriate conflict management style, conflict can enhance administrator’s efforts in reaching school goals. For administrators who realistically confront it, conflict can represent a dynamic force, which facilitates organizational growth, change, adaptation and survival.

Conflict can be healthy if it is managed effectively, and conflict management requires a combination of analytical and human skills. The key to resolving conflict with a positive outcome includes looking for a win-win situation, cutting losses when necessary, formulating proactive conflict management strategies, using effective negotiation and communication, and appreciating cultural differences among people or workers.

In conclusion, it should be noted that conflict is a reality that crosses all organizational boundaries to affect individuals, groups and disciplines. It can initiate productive change and vitality or it can lead to the demise of an organization. The resultant consequence of conflict will inevitably be determined by how well it was managed.

Further studies are recommended to find out or investigate on the following statements:
- Substantive conflicts of individuals, job performance and satisfaction
- Effects of effective and substantive conflicts on productivity under different conditions of activities and positions
- Assessment on effective conflicts management for job performance and organizational change

REFERENCES


