Integrative Literature Review on Transformational Leadership and Organizational Change: Implications for African Companies

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Abstract

Purpose

The purpose of this paper is to explore transformational leadership and organizational change in western organizations and their applications in African companies. The study was guided by the following questions: What are the relationships between transformational leadership and organizational change in western companies? What are the indicators of success in these relationships? To what extent can transformational leadership help African companies to succeed in their organizational change?

Research method

This paper is a qualitative study in order to produce recommendations for African companies in the field of transformational leadership and organizational change. It is an integrative literature review searching "transformational leadership and organizational change in Africa" in the academic journals and internet database. A total of 51 articles were selected for inclusion in this literature review from 1990 to 2018.

Findings

Results reveal that transformational leadership helps organizations to succeed in organizational change and attain their strategic objectives. Implications and lessons learned were explored to provide recommendations for future application in African companies. Five predominant themes emerged from the review :(1) transformational leadership and its impacts on organizations, (2) transformational leadership and organizational change, (3) indicators of success, (4) the context of leadership and change, and (5) transformational leadership and organizational change in Africa.

Originality/Value

There is scant research on how a transformational leadership approach to organizational change in western companies can be successfully employed in African companies.

Keywords: African Companies, Organizational Change, Transformational Leadership, Western Organization.

Introduction

According to Sheppard et al. (2013), Wang et al. (2011), and Appelbaum et al. (2015), due to globalization organizations nowadays are dealing with unpredictable shifting external and internal issues such as huge customer demands, constantly changing markets, talent management problems, and organizational structural adaptations. Thus, adapting and coping with organizational changes in turbulent and uncertain international environments should be top priorities for today's leaders. (Afegbua & Adejuwon, 2012; Bledow et al., 2011; Kabasakal et al., 2012; Karp & Helgo, 2009; Lloyd-Walker & Walker, 2011; Masango, 2002; Sheppard et al., 2013).

The concept of transformational leadership involves developing individuals to their fullest potential and encouraging them to work for the greater good in a value-based system, and care less about their self-interest (Mary, 2005; Smith, 2011). This style of transformational leadership focuses on areas that require change, and inspires and guides followers as they deal with change (Smith, 2011, p.44).

A number of case studies of companies in developed countries have been conducted to investigate the effects of transformational leadership on organizational outcomes. As an illustrative example, a study of a large Israeli corporation by Avolio and Berson (2004) examined how transformational leadership among the top and middle-level managers is very effective in conveying organizational strategic goals and creating an alignment of company goals across all levels of management. Boehm et al. (2015) have concluded, based on a broad survey of 150 German companies with over 20,000 employees, that a "transformational CEO" with good communication skills and strong moral standards influenced lower level leaders.

During the last few decades, studies have demonstrated the commonly held idea that leadership is one of the catalysts of organizational success. Transformational leadership has had an impact at the organizational level by creating a vision and aligning the entire organization to accomplish it, and also at the individual level by making followers achieve better and beyond the expectations of leadership (Avolio, Yamarino, & Waldman, 1991; Bass, 1999; Chou, 2014; Smith, 2011). Borkowski (2013) has stated that transformational leadership helps in successfully changing the culture of an organization, to achieve their goals and meet demands by creating a system-wide alignment of company strategies.

Moreover, Bass and Avolio (1994) stated that leaders of organizations should be ready to deal with change, and they suggest that the focus will be on the development of transformational leaders who respond to change positively, as well as leaders who actively create change.

In this context, a new generation of leaders has emerged in African companies to respond to the continent's ambition of becoming a significant economic player in the international market by dealing with competition and globalization and improving overall performance. However, African companies have struggled to respond to the challenges faced and are now in need of an innovative approach (Bensalem & El Mostafa, 2014). Ultimately, companies in Africa should open their leadership to western organizations' experiences of transformational leadership in reaching their strategic organizational goals, and in contributing to the success of overall governments' development objectives.

This paper aims to present the findings of an integrative literature review on transformational leadership and organizational change in African companies. The narrative and the discourse on transformational leadership and organizational change were influenced by western theories and practices, published in this area. The questions guiding this research are: What are the relationships between transformational leadership and organizational change in western companies? What are the indicators of success in these relationships? To what extent can transformational leadership help African companies to succeed in their organizational change?

Problem Statement

Much has been written about the role of transformational leadership and its positive impact on organizational change and company transformation, by strengthening company identity, improving overall performance and inspiring individuals to better develop themselves (Bass & Avolio, 1994; Li, 2015; Sarros and Santora, 2001). While there exists a range of case studies on developed countries and multinational corporations, there seem to have been few, if any research studies conducted on transformational leadership and organizational change in African companies.

Purpose of the study

The purpose of this study is to explore transformational leadership and organizational change in organizations of developed countries and to examine how western transformational leadership can be applied in African companies. By using a qualitative approach to gather data

from a literature review, the findings of this study can contribute to practical recommendations for future use by African companies.

Methodology

An integrative review, which includes an extensive database of research papers on transformational leadership and organizational change literature, is most suited to a comprehensive exploration of a topic, as it promotes and seeks to uncover patterns or themes in the literature, rather than seeking to find the "right" answer (Gough et al., 2012; Whittemore & Knafl, 2005). The purpose of this type of review is to integrate diverse forms of knowledge about a particular phenomenon to reach new insights and conclusions, thus synthesizing and building knowledge (Whittemore & Knafl, 2005). Specifically, an integrative review was conducted to explore the concept of transformational leadership and organizational change in African companies.

Literature Search

A literature search was conducted using the terms "transformational leadership and organizational change in Africa" in the following databases and academic journals: Google Scholar, Emeralds, EBSCO, Organizational Dynamics, Leadership and Organization Development Journal, Leadership Quarterly, Journal of Organizational Behavior, School Leadership and Management, Personnel Psychology, Journal of Management Studies, Journal of Leadership and Organization Studies. The search was not restricted by date, to get a sense of the evolution of the theme over time but was restricted to academic journal articles written in English. Studies and articles that discussed the "transformational leadership" or/and "transformational leadership in Africa" or/and "organizational change" or/and "organizational change in Africa" or/and "transformational leadership and organizational change" or/and "transformational leadership and organizational change in Africa" explicitly or implicitly were included.

The search retrieved a total of 210 articles. Duplicates, book reviews, and articles not available electronically were deleted. A total of 51 articles were selected for inclusion in this literature review. The publication years for the selected articles ranged from 1990 to 2018. Qualitative studies comprise the majority of the data (57%) contributing 29 sources. Quantitative studies constitute 43% with 22 sources.

Results

Five predominant themes emerged from the review:

(1) Transformational leadership and its impact on organizations, (2) transformational leadership and organizational change, (3) indicators of success, (4) the context of leadership and change, and (5) transformational leadership and organizational change in Africa.

Transformational Leadership and its Impact on Organizations

Burns defined leadership in his seminal work (as cited in Young, 2002:1) with the following pertinent questions:

> Is leadership simply innovation? Or cultural? Or political? Is it essentially inspiration? Mobilization of followers? Goal setting? Goal fulfillment? Is a leader a definer of values? Satisfier of needs? If leaders require followers, who leads whom from where to where, and why? How do leaders lead followers without being wholly led by followers? Leadership is one of the most observed and least understood phenomena on earth.

Academic research on leadership theory started in the 20th Century, and some approaches have been developed continuously over time. Theories emerged, moving away from the common paradigms that existed earlier and which focused on authority and institutional frameworks. Thus, four major schools of leadership theory can be distinguished: the traits approach, the behavioral style, the situational or contingency models, and the visionary style where transactional and transformational leadership were derived (Christy, 2009).

Bass and Avolio (1990: 22) defined the main characteristics of transformational leaders as the "Four Is:"

- Individualized consideration: where a leader should develop each follower to get the best value for the organization

- Intellectual stimulation: a process used to arouse high awareness in individuals by encouraging problem solving and innovation to address a company's challenges
- Inspirational motivation: where a leader sets a vision and helps followers believe in it
- Idealized influence (charisma): Setting the example and developing self-led followers.

The role of the transformational leader is to identify individuals with a common vision, act as a role model, and encourage followers to rethink their ideas, empower them and focus on meeting their needs (Avolio, Yamarino, & Waldman, 1991; Bass, 1999; Smith, 2011). The theory focuses on articulating a vision and emphasizing individual support, and changing the basic beliefs, values, and attitudes of employees in order to make them willing to accept the need for a transformation in the organization. Employees need to be encouraged to perform

better and to become capable of contributing towards achieving a shared goal in the organization (Boehm, Dwertmann, & Bruch, 2015).

Leaders who use transformational leadership in their behavior create emotional links with individuals. They inspire high morals in the organization and emphasize the importance of having a shared mission and a common direction and meaning. In order to make the organization perform in the best possible way, transformational leaders act as a disseminator of knowledge and transmit innovative culture in the organization. Transformational leaders inspire individuals, encourage intellectual stimulation and have charisma, which generates faith, pride, and respect in leaders. By communicating high expectations, transformational leaders motivate their employees and encourage them to perform better (Boehm, Dwertmann, & Bruch, 2015; Ramsay et al., 2016; Sarros et al., 2008).

According to Boehm et al. (2015), in western companies the CEO plays a major role in strengthening the performance of employees. CEOs act as inspiring leaders of the firm, they have a significant impact on the company, and they decide on which leadership styles and behaviors are needed in the organization. The values, vision, and missions are all communicated by the CEOs both internally and externally. They have the authority and ability to alter the perception of the organization and its members (Boehm, Dwertmann, & Bruch, 2015).

According to Chou (2014) and Deci et al. (1989), leaders in an organization have a crucial role to play in influencing employees' perceptions of self-determination and self-esteem. A case study in Turkey by Gözükaraa & Simsek (2015) found that when employees are provided guidance and support in doing a specific task, their productivity increases, and this leads to better outcomes. When employees believe they will be given decision-making authority, they follow the initial instructions of the job but decide themselves on how they will perform that task to carry it out effectively. Motivation by leaders results in increasing the performance of employees. Along with this, when employees are working with transformational leaders, involvement, dedication, efficiency, and performance improve the process. When individuals are given the authority and the decision-making power, they feel challenged, and this results in increasing ideas and more ways to perform a specific task. They feel inspired and motivated, which then leads to increasing levels of engagement in their task, which leads to a change in the organization (Gözükaraa & Simsek, 2015).

Additionally, research has found that work engagement and transformational leadership are interlinked. It has also been noted that supervised coaching and autonomy improve work engagement. Gözükaraa & Simsek (2015) discussed the link between employee engagement

and transformational leadership. It has been suggested that transformational leadership is linked with work engagement and the link becomes more evident when the individuals are inventive and productive. Also, work engagement is linked to job resources, particularly when the demand for work is high. Here, the job resources are the psychological, physical or organizational characteristics of the job that might do the following: 1) reduce the demand of the job and the psychological cost that occurs, 2) enhance personal growth, and 3) assist in achieving goals. Some of the benefits of job resources are that they play a motivational role, help in achieving the company goals, and enhance the progress of individuals. A vital job resource that improves the impact of transformational leaders on work engagement is job autonomy (Gözükaraa & Simsek, 2015).

Moreover, studies reveal a relationship between workplace productivity through employee engagement and transformational leadership. Leaders who adopt the transformational leadership style enhance the growth of the company and create positive organizational change. Employees are encouraged to become risk-takers in uncertain situations, with leaders encouraging employees to develop the problem-solving skills required to derive solutions instantly (İşcan, Ersarı, & Naktiyok, 2014).

Transformational Leadership and Organizational Change

Organizational change explains the movement of an organization from the current (known) state to the desired (unknown) future state. Additionally, Burnes (2004) identified organizational change as a feature of organizational life for strategic and operational outcomes. Subsequently, according to Hussain et al. (2016), necessary actions are needed to motivate employees to implement and succeed in organizational change.

Hussain et al. (2016) asserted that Lewin's model (1947) had been initiated through three steps, namely unfreezing, changing and refreezing, so employees are being involved and instructed by leaders regarding the issues related to the change process (Porras & Robertson, 1992). Burke (2008) and Whelan-Berry et al. (2003) emphasized the importance of leadership before launching each phase of change. Moreover, Durand and Calori (2006) stated the high importance of the ethics of leadership in the change process particularly for employees.

Transformational leadership is the main leadership theory that emphasizes organizational change (Bass & Riggio, 2006; Eisenbach et al., 1999; Herold, Fedor, & Caldwell, 2008; Hussain et al., 2016; Lo et al., 2010; Liu, 2010). Hartog et al. (1997:20) and Hussain et al. (2016:4) underlined how transformational leadership can ultimately transform the organization by creating new visions, generally seen as a crucial first step in the implementation of planned

change (Kanter, Stein, & Jick, 1992; Kotter, 1996), and mobilizing commitment from employees and different stakeholders to gain support across the organization for successful organizational change implementation. (Abrell-Vogel & Rowold, 2014; Battilana et al., 2010). According to Holter and Brenen (2015), during change, transformational leadership enhance followers' commitment, their self-efficacy and empowers them to embrace change. Moreover, they asserted that transformational leadership has a positive impact on long term change outcomes. Furthermore, transformational leaders promote the implementation of change by providing intellectual stimulation through the formulation of challenging objectives and the stimulation of new ways of thinking (Eisenbach et al., 1999; Hussain et al., 2016; Lo et al., 2010,).

Research on organizational change has found that when managers are competent and adopt a participative and informative approach, a positive reaction towards change is created (Oreg et al., 2011). Thus, managers act as change agents and facilitate organizational change success, influencing followers to embrace change. In order to create a positive appraisal of change by individuals, researchers have investigated the role of change engagement and leadership style. To deal with organizational change, an appropriate leadership style is a transformational leadership (Bass & Riggio, 2006; Eisenbach et al., 1999). According to Skakon et al. (2010), the behavior of management affects the wellbeing of followers. This impact is of immense value, which often leads to bringing change in the organization, and here the leaders act as the drivers of change in their organization (Kieselbach et al., 2009). Moreover, Higgs and Rowland (2011: 329) have noted parallels between idealized influence and inspirational motivation provided by transformational leaders, and the behaviors of leaders in the implementation of planned change, such as envisioning a future state, role modeling, and giving individual attention to employees (Gill, 2002; Higgs & Rowland, 2011).

Also, transformational leadership develops a feeling of care about the employees, the organization's welfare, and its objectives to succeed the change. (Lo et al., 2010). Furthermore, Chou (2014) asserted that employees via transformational leadership have positive perceptions and the motivation to support organizational change. Morgan and Zeffane (2003) conducted a study in which they stated that leaders use certain practices regarding change, such as asking employees for their opinions, which positively affects the organization. According to Sarros et al. (2014), leaders who adopt the transformational leadership style, have an encouraging behavior (e.g., supporting and appreciating them with the tasks), and use motivating language

with their employees to promote effectiveness in work and increase productivity. Positive feelings are generated in employees when they have an active role in organizational change which enhances the chances of employees getting used to and accepting change in the organization.

Particular qualities are needed for a leader to initiate change. Studies support the concept that transformational leadership is better for situations that are non-routine. It has also been stated in recent research that the idea of adapting the transformational leadership style rather than focusing on the efficiency of it will prove to be more beneficial for a company, and in achieving the goals of the company. The status quo in the organization can be altered by charismatic, visionary and transformational leaders showing and adopting particular behaviors in certain situations where needed to contribute in the change process. An exciting vision is needed for the organization when leaders realize it is time for the company to bring in and accept organizational change (Eisenbach et al., 1999; İşcan et al., 2014). Apart from employee contribution, through providing intellectual stimulation, leaders can also contribute in the process and implementation of change.

In summary, leaders who pay more attention to effective communication in the organization introduce an interactive and inspiring vision promote team building, and contribute to organizational change, productivity, and innovation (İşcan, Ersarı, & Naktiyok, 2014). Accroding to Seijit and Gandz (2017), in order to lead organizations successfully leaders should have eleven dimensions of character, which are integrity, transcendence, drive to make it happen, courage, humanity, justice, humility, temperance, accountability, collaboration, and judgment.

Indicators of Success for Organizational Change

Organizational learning

Within a competitive and constantly changing business environment, knowledge plays a significant role for many organizations. In the era of modern management, organizational learning has been recommended to be used as a strategic tool to stabilize performance and to provide companies with a competitive edge over business rivals. In trying to acquire constant production and development levels, the managers of today have found that organizations cannot only rely on financial and technological resources and need to search for developments in human thought. Organizational science is seen as the strategic property that should be managed in such a manner that it helps in enhancing the performance of the organization (Saadat & Saadat, 2016).

Organizational learning is a concept that includes modified behavior and new insights. However, this concept is different in many aspects of individual learning. The process of organizational learning takes place through shared knowledge, insights and mental modes. Thus the learning process of the whole organization depends on the learning speed of the slowest links. Until all managers and decision makers come to learn together, share common beliefs and goals, and are committed to acting as per the requirement and need for change, change will be blocked. In addition to this, learning is built on experience and knowledge and is based on memory. Organizational memory relies upon the mechanisms of the organization, which include the strategies and policies used to retain learning. Along with this, organizations also rely on the knowledge and memory of individuals (Stata, 1989). However, organizations that only rely on individuals create a risk of losing hard-won lessons as people might switch jobs. The challenge for the organization then is to find new tools for management and new ways in which organizational learning can be enhanced, in order to retain employees and facilitate change.

Resistance to change

Nowadays organizational change is necessary for an evolving environment of incessant competitiveness in international markets, globalization and rapid changes. Organizations need to react to such changes by participating in the change management process. Resistance to change is one of the many obstacles faced by the organization when moving towards achieving company goals and outcomes. According to Chou (2014), this creates fear, uncertainty, and doubt for employees and they become skeptical about change and concerned about its outcomes during organizational change. From an organization's perspective, resistance is understood as a refusal to participate or comply with something, which is an initiative of change (Steven et al., 2015; Vos & Rupert, 2017).

Resistance to change prevents the mobilization needed for successful organizational change. Resistance does not, however, tend to be apparent. The extent of the resistance varies from high to low, and on the effect of the change on working conditions, and on behavior and culture. Identifying resistance is a major challenge for the leader of organizational change. Change and resistance are directly proportional to one another, i.e., the higher the resistance, the more difficult will it be to implement change. Resistance can more likely be considered as an opportunity to improve and as a feedback tool for monitoring and correcting any discrepancies between the actual and perceived results of change management (Steven et al., 2015; Vos & Rupert, 2017). The initial step to overcome behaviors is to identify the relevant causes of

resistance. For example, anxiety is a key factor in resisting change, which may vary depending on the degree of change and its impact on the culture. According to Kull (2003) and Appelbaum et al. (2015), participative activities can be promoted by the reduction of anxiety.

When these defenses are acted out, via resistance, anxiety is suppressed at the conscious level. Leaders who punish their employees for mistakes lessen their employees' willingness to embrace change in the organization. Steven et al. (2015) stated that punishing individuals will not promote new behavioral patterns in the organization. Rather, it will suppress the behavior of individuals and will increase resentment and anxiety. Lessening the risk of reproach lessens anxiety and hence resistance. The six main human needs necessary to mitigate resistance are competence, justice, power, control, connection, and security. Organizations that have managers who are aware of the psychological issues and the unmet needs of employees can take actions to lessen resistance (Steven et al., 2015; Vos & Rupert, 2017).

The main challenge faced is the indiscriminate resistance of employees at all levels, which impedes the success of the project. Hence, the goal of the leader will be to lessen resistance to non-obstructing and workable levels. Resistance may not necessarily have a negative impact on the company only but can also have a positive impact on the outcomes by making the organization aware of the weaker elements of a change initiative. Moreover, it can help companies in maintaining stability and energizing the process of change (Steven et al., 2015). When there is resistance in an organization, it can lead to leaders thinking again about certain decisions. Hence, resistance that is a result of real concerns about organizational change can be beneficial for the organization as leaders can rethink their decisions based on employee feedback.

Employee Involvement

In the continuously competitive business environment, change is an essential element. Various theories of change emphasize the efficiency of modification processes in organizations. Lewin's (1947) model for change discusses the leadership initiatives and implementation process for change in businesses (Hussain et al. 2016).

The involvement of employees in an organization has been explained as a concept, which seeks to increase individual inputs into decisions affecting employee wellbeing and performance. Four elements can promote employee or worker involvement in an organization. These include Information, Power, Skill, and Knowledge. Employee involvement is the most effective and oldest technique in overcoming resistance in any organization and in implementing the change

process. The participating employees will contribute to a quality change process and prevail over the resistance. When employee involvement increases, there are new ideas and information generated which contribute to innovation and increase the chances of employees accepting change in the organization. The managers in an organization are responsible for encouraging employee involvement to bring about change in the business. Hussain et al. (2016) state that in order to stimulate the process of change, it is the responsibility of the leaders to educate, communicate, support and give employees incentives to participate in the change process and increase their involvement. The transparency of the leaders during a change process enhances and reaffirms the trust of employee participation in the organizational change process. A better sense of control is achieved when employees are allowed to give suggestions and share their views (Hussain et al. 2016)

Self-efficacy

According to Chou (2014), self-efficacy is defined as "the extent to which an individual believes him/herself to be capable of successfully performing a specific behavior or task (Bandura, 1986) and enables him/her to integrate cognitive, social, emotional and behavioral sub-skills, in order to accomplish a particular objective" (Judge, Thoresen, Pucik, & Welbourne, 1999). He stated that the belief of individuals in their own efficacy "influences the level of effort they will sustain on a given task and how positively or negatively they think when coping with change."

Moreover, it is commonly known that transformational leaders can persuade employees to produce more than is expected. Accordingly, a transformational leader helps employees to feel confident to cope with different challenges in organizations, which in turn improves their self-efficacy. Consequently, the research of Chou (2014) assumes that there is a direct positive relationship between transformational leadership and self- efficacy.

The Context of Leadership and Change

According to Li et al. (2011), Sheppard et al. (2013) and Wang et al. (2011), due to globalization, various pressures emerge from the rapidly changing, globalized, social, political and economic environments, which intensify the complexity of organizational leadership. To deal with this complexity, leaders need to act proactively with strategic, innovative, and global mindsets. Furthermore, leaders have to be transformative, creative and vigilant in maintaining social, political and organizational viability and sustainability (Bledow, Frese, & Mueller, 2011; (Useem, Cook, & Sutton, 2005, Sheppard et al., 2013).

Sheppard, Sarros, and Santora (2013) created a conceptual model which consolidates much of the research on leadership and change by focusing on three key globalization issues (global risks, global tempo, and global ethics) resulting from a rapidly changing global economic environment. The model explores three core themes associated with twenty-first-century leadership:

- Global ethics: globalization, the policy of free-market capitalism and global information technologies (Ralston et al., 2008; Wang et al., 2011), has led to rapid growth in emerging economies (Beets, 2005; Ralston et al., 2008; Warner, 2002). Unfortunately, this has also led to increasing corruption where countries lack the legal resources and competencies to coerce ethical behavior or human rights compliance (Beets, 2005). In order to address these issues, leaders have to consider corporate social responsibility factors, apply ethical principles during business transactions, and take a longer-term strategic view (Gugler & Shi, 2009, Sheppard et al., 2013).

- Global tempo: The tempo of change is creating security concerns and managerial risks associated with the coordination and control of virtual teams (Li et al., 2011). Leaders during the time of change need to maintain careful individualized management of virtual staff to avoid miscommunication and communication confusion (Jenster & Steiler, 2011; Li et al., 2011)

- Global risk: Leaders need to demonstrate definitive decision-making in the face of global adversity, and it is imperative that cross-border business and risk leadership approaches be innovative and proactive (Useem et al., 2005; Wang et al., 2011). Moreover, it outlines "best practice" leadership skills, competencies and approaches to effectively deal with all three-core issues. The key leadership skills are decisive decision-making, intelligent stewardship, global strategic thinking, and cross-cultural, transformative, innovative and proactive behavior.

In this context, Ghasabeh et al. (2015) and Phaneuf et al. (2016) argued that transformational leadership is the most appropriate in the context of a globalized market, and plays a moderating role in successful organizational change. Moreover, Palus et al. (2017) confirmed that leadership practices could not be imported from one culture to another because each person, culture and context is unique.

Transformational Leadership and Organizational Change in Africa

Olalere (2015) and Lituchy et al. (2013) stated that contemporary literature began to examine leadership from the contextual approach and how the environment influences leadership, rather than the traditional individual-focused approach. Other scholars have adopted this "contextualization" of leadership under investigation recently, especially concerning research on other countries like Africa (Tsui, 2004, 2006).

Afegbua et al. (2012) and Mansango (2002) reviewed leadership in the African context in this era of globalization. They found that Africa does not have a common vision and strategic goals for development. In addition, globalization has forced Africa to re-evaluate its leadership according to its culture and values in order to address the development and growth challenges of its younger generations. Moreover, Appelbaum et al. (2015) confirmed that implementing change successfully requires leaders to continually maintain their leadership style and the organizational context by enhancing behaviors that are effective in that context. In addition, Sarros et al. (2014) recommended that leaders use specific motivating language in times of change that demands precise articulation of company mission and objectives in order to implement change in the era of dynamic international market conditions.

Olalere (2015) and Lituchy et al. (2013) confirmed that the traditional western approach of leadership in Africa might be inadequate because of the complexity of the African context (Marion, 2008; Palus et al. 2017). According to Olaler (2015), Masango (2002), and Yimer (2015), the African continent is suffering nowadays from a deep crisis of leadership. Statistics show that most African countries rank the lowest in global life expectancy, human trafficking reports, and global ranking of per capital GDP. For example, the World Bank ranked Nigeria, 137 in 2014 in global GDP per capita. Despite the immense potential of natural resources and human capital, Africa remains underdeveloped after many decades of independence. African companies lack leadership that will use resources efficiently to produce high value-added products and services to transform the African economy and eradicate conflict and poverty (Masango, 2002; Olalere, 2015, Yimmer, 2015).

Umez (2000) asserted that African problems could be categorized into:

- Colonial legacy: after the colonial period, African leaders lack experience on how to govern the inherited state's institutions.

- Bad and corrupt leadership: African countries are considered among the most corrupt nations in the world, and according to Umez (2000), there is also a bankruptcy of morality that is combined with a lifestyle of corruption pervading all spheres of life.

- The absence of democracy: this perspective argues that Africa's underdevelopment is a result of the long absence of democracy.

Wanasika et al. (2011) provide data on leadership in Africa from the massive GLOBE project. The report on leadership in Sub Saharan Africa (SSA) represents Namibia, Zambia, Nigeria, Zimbabwe, and South Africa. They concluded that there are two streams of findings: the first one is the leader who uses his power and legacy to accomplish his objectives, and the other type of leader is the communal, or the servant leader, who leads for the good of others. The findings of the study showed that the dimensions of charismatic/value-based leadership were strongly endorsed by the SSA countries, which are often exhibited by African leaders. Also, team-oriented leadership was also recognized by the SSA countries, and the authors stated that is part of African tribal leadership (Wanasika et al., 2011).

Kabasakal et al. (2012) conducted a quantitative study on the Middle East and North Africa focusing on leadership and culture, and found that leadership attributes differ in each country. In North Africa, participative leadership is the most important attribute, whereas humane leadership is considered a negative characteristic of leaders, which differs from the western perspective of leadership (Galperin et al., 2018)

Moreover, these studies suggest that effective leadership in African organizations may be different from that found in a Western context. The studies also suggest that some behavior considered ineffective in Western countries could, in fact, be effective and desired in the African context.

Discussion

Many outcomes emerge from this study, best articulated in terms of the role that transformational leadership plays in articulating an organizations' vision, fostering team member collaboration, achieving organizational goals, enhancing innovation climate, and improving individual development. Transformational leadership had a positive, long-term effect on followers' appraisal of change by overcoming resistance to change.

Second, implementing change successfully requires managers to continually maintain awareness of the organizational context. To deal with this complexity, leaders need to act proactively with strategic, innovative, and global mindsets. Furthermore, leaders have to be transformative, creative and vigilant in maintaining social, political and organizational viability and sustainability. Additionally, to ensure success, leaders have to understand the endogenous and exogenous sources of change and their interactions, and evaluate which behaviors are effective in which context (hierarchical distance, organizational culture, and stage of change). Moreover, some authors argue that transformational leadership is appropriate in the context of globalized markets and has implications for higher leadership effectiveness in new market environments and production locations.

Third, there are four indicators of success related to transformational leadership and organizational change. The first one is organizational learning, which is a concept that includes modified behavior and new insights and is used as a strategic tool to stabilize performance, to provide companies with a competitive edge over business rivals, to retain employees, and to facilitate change. The second indicator of successful organizational change is resistance to change (RTC), which is one of the many obstacles faced by the organization when moving towards a deep organizational change process. RTC can also have a positive impact by making the organization aware of the weaker elements of a change initiative and can help companies in maintaining stability and energizing the process of change, so that leaders rethink their decisions based on employee feedback. The third element is employee involvement, which is crucial to any organizations during the change process. Leaders have to educate, communicate, support, inspire and motivate employees to participate in the change process and increase their involvement in decision making to expedite the change. Finally, the fourth element is self-efficacy, which is the extent to which an individual believes they have the ability to perform a specific task.

The leadership discourse in Africa is marred by the lack of capacity to envision and drive political and socio-economic transformation. Regarding the African context, poor leadership is the result of multiple factors, including limited experience, deterioration in discipline and morals due to incorrect policies, weak government, and erosion of ethical and professional standards. Future leaders must be ready and skilled to face the different challenges of leadership by proactively reinforcing corporate strategy with long-term goals, a wide-range of stakeholders, and the obliteration of corruption and bribery.

Furthermore, the issues of corruption and moral uprightness have been like a leviathan with African nations considered among the most corrupt nations in the world. Looking at the change process in the African context requires a change not just in the thinking and mind of the people, but also within the cultural values. Enabling leadership is even more needed because of the complex nature of the crisis in Africa and the need to confront the myriad of challenges with resilience in order to establish partnerships and interactions with networks within and outside of the nations.

Africa's leaders need to embrace a leadership style that can bridge the gap between the elites and the contextual aspirations of the people they represent. For African leadership to succeed in its pursuit of sustainable development, it must adopt an effective leadership style that is more skewed toward transformational leadership. This leadership approach is strategic, collaborative, adaptive, ethical and sustainable; thus, portraying an approach oriented toward correction of various weaknesses in the political and administrative systems of Africa. Leadership research also can help African countries begin to educate and develop their young leadership base. Training the next generation of politicians, statesmen, academics, administrators, entrepreneurs and other individuals crucial to the development of African countries is critical. Additionally, understanding how leadership can transform the vision and mission of countries can help governments re-instill pride, cultural understanding, and peace among nations.

Limitations

This study has some limitations regarding the research design, the sample, and the findings. A qualitative approach based on the literature might not be enough to tackle the research questions. In addition, the data search was restricted to electronic databases, which may have compromised our sample. Additionally, the search was limited to the English language, which may contribute to language bias. This research was conducted by one individual, which poses a potential of bias and a threat to rigor.

Implications for Future Research

According to Issa and David (2012), Africa is a continent where there is scope and need for further research on leadership. Many individuals, not surprisingly, consider Mandela to be the perfect example of good leadership. Moreover,Vries (2016) affirmed that leadership research can help African countries begin to educate and develop their young leadership youth. Training the next generation of leaders is critical for Africa's development which can help governments transform their vision and missions to adress Africa's challenges.

In order to bring about community transformation, African leaders need to be empowered in order to focus on the values required for the implementation of leadership practices. The African masses that have been alienated can also be taken on board, and their leaders can be given a chance to reconnect and serve them with dignity. When such a project is aware of context, time and real needs, only then can it be made effective (Mwambazambi & Banza, 2017).

Through various informative and authentic articles, this paper focused on the effect of transformational leadership on organizational change. The focus was also on an attempt to answer the basic questions of how leaders can succeed in their organizational change initiatives, and why transformational leadership is an effective way to enact change in western organizations and in Africa. The paper discussed some indicators of success from the literature that enable organizations to succeed in their organizational change imperatives such as organization learning, resistance to change, and employee involvement. Leaders in Africa should be aware of these indicators during their organizational change strategies, and at the same time, adopt western transformational leadership approaches to help achieve their organizational change ambitions.

To conclude, this study contributes to the body of knowledge on transformational leadership and its relationship to organizational change, and by examining the indicators of success of these relationships in a western organizational context. The key indicators of successful transformational change include organization learning, resistance to change, and employee involvement. These findings are consistent with, and extend, existing research (Abrell-Vogel & Rowold, 2014; Bass & Riggio, 2006; Battilana et al., 2010; Eisenbach et al., 1999; Ghasabeh et al., 2015; Herold, Fedor, & Caldwell, 2008; Hussain et al., 2016; Liu, 2010; Lo et al., 2010; Phaneuf et al., 2016) and provide evidence of the capacity of transformational leadership to mobilize commitment from employees for successful organizational change implementation (Hartog et al.,1997; Hussain et al Kanter, Stein, & Jick, 1992; Kotter, 1996).

Consequently, despite the complexity of the African context, leaders in Africa should maintain their transformational leadership styles and use specific motivational language for successful organizational change and sustainable overall benefits (Appelbaum et al., 2015; Sarros et al. 2014).

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