MASTER IN
HUMAN RESOURCES MANAGEMENT

MASTER'S FINAL WORK
DISSERTATION

A SYSTEMATIC LITERATURE REVIEW ON THE EFFECTIVENESS OF ORGANIZATIONAL CHANGE: RESEARCHING THE LEADER AND THE FOLLOWER PERSPECTIVES

CAIO NERES FERNANDES

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Supervisor:
Professor Dr. Carla Maria Marques Curado

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"The resolution that has impacted my career the most was to make myself *international* and go to London to study in 1993, (…). The loneliness and the struggle from that time brought to the surface my abilities to adapt and to survive, in addition to a keener sense of humor and histories listed for a lifetime."

Clara Raposo, Dean of ISEG.

Resumo

A gestão da mudança e a gestão de recursos humanos estão conectadas intimamente em seus processos e em suas evoluções através dos tempos recentes. Esse trabalho analisa uma tendência mais moderna na gestão da mudança em aumentar o foco dos esforços de seus processos nas pessoas que não ocupam cargo de liderança e quais os resultados que essa alteração tem aferido para ambas as áreas. Para alcançar esse objetivo, foi feita uma meta análise de estudos empíricos publicados globalmente durante o período das duas primeiras décadas desse século (1 de janeiro de 2000 – 30 de abril de 2020). A análise desses dados possibilitou a formação de uma tabela com a efetividade dos processos que focaram: apenas na liderança; nas pessoas que não estão na liderança; ou simultaneamente nas pessoas que estão na liderança e as que não estão. Os resultados demonstram que é preciso uma visão holística não somente no desenvolvimento dos processos de gestão da mudança, mas também nas suas aplicações rotineiras e ainda que é preciso uma participação efetiva das pessoas que não estão em cargo de gestão nas ações estratégicas da gestão de mudança. Os processos que focaram apenas na liderança tiveram uma taxa de sucesso de 60%, enquanto os que focaram em ambos os públicos ou somente nas pessoas que não estão em cargo de gestão apresentaram uma taxa de sucesso de 91% na média.

Palavras-chave: gestão da mudança, líderes, liderados, gestão de recursos humanos, meta-análise

Abstract

Change management and human resources management are deeply connected; both by their processes and by their evolution throughout the latest decades. This study focusses on a new change management trend that gives more emphasis to the followers inside the changing process and what are the effectiveness outcomes of this new tendency. In order to achieve this target, an analysis was made by scrutinizing worldwide articles published between January 1st, 2000 and April 30th, 2020. The metanalysis originated a table that shows a higher effectiveness when the changing process is focused at the followers or leaders alongside followers, as opposed to the process that focused only at the leaders. The processes that focused only at the leadership level presented a 60% successful rate, while the processes that focused both at the leaders and followers, or only at the followers presented a 91% successful rate in average.

Acknowledgments

Personal sacrifices were made in order to write this thesis and making this dream of studying abroad something real and complete. Not only my personal sacrifices were necessary, but also my family and close friends had to compromise and relinquish at several moments so I could focus at the thesis. It would be massively more complicated to finish it if I was not able to expect the comprehension from my family and friends. I dedicate them my sincere gratitude for their support throughout this process.

It is typical to express thanks to our professor advisor; however, an ordinary "thank you" would not be enough to show my gratitude towards Professor Carla Curado. Not only she did her role as an advisor in the most flawless way by giving honest and direct advices and being an excellent guide through this journey, but she also went beyond her scope and soothed the process when I was not even sure if I would be able to do it. I will be eternally thankful for all the messages of support when this thesis seemed impossible to be done.

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1. Introduction

Change management is an ample discussed discipline and the foremost reason is due the fact that change is not only an intrinsic part of the organizations but also a need all of them manifest today (Petrou, Demerouti & Schaufeli, 2018). Change management is also one of the key aspects why these very same companies will thrive or find failure in their processes (Lehmann, 2017). Being both an intrinsic and a strategic organization feature, change management is a tactical field of study nowadays (Galli, 2018).

According to Slater, Turner & Evans (2016); "change is multifaceted, evolves fluidly, and is never linear; much like the connections between people". Concepts like this about change illustrates the importance of a holistic vision of the process itself, particularly the bound between change management and human resources management (Baran, Filipkowski & Stockwell, 2019).

Human resources professionals are routinely the main workforce of activities such as: handling organizational surveys, developing or hiring people and also providing administrative counsel to managers and employees; all of those actions are examples of activities that impact directly change management (Baran, Filipkowski & Stockwell, 2019). Vital as well to change management, due the constant stress caused by this process, is the support given by human resources to employees (Smollan, R. K., 2017). Both areas are connected, and both can fortify each other, as stated by Baran, Filipkowski & Stockwell (2019).

One aspect of change management that has been long held at its core is the focus of strategic actions devoted exclusively to the leadership level, such as: concentrating responsibility and decision power, being eligible to positive outcomes bonus or showing an active voice while the change process is designed (Specht et al., 2018). This is not recent, and it can be observed in studies published for several decades now, since change management was first theorized as one single field of study by Kurt Lewin (Lewin, 1947).

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The biggest part of the organizational change literature focused on leadership and its ability of leading change last century (Tichy & Devanna, 1986). Years later, Whelan-Berry et all (2003) published that they "found numerous articles that focused on one aspect of the change process, such as leadership" in spite of "very few articles that offer an all-inclusive organizational change process model". More recently, Sonenshein (2016) also stated that any change that a company wants to be productive, needs to place focus on the leaders involved.

Most establishments today use at least one out of many organizational models characterized by being post-Fordism, where people are at the core of the company and not "just a part of the engine" (Lehmann, 2017). Taking this into consideration, the studies about change also need to evolve in order to consider the active role of followers instead of having them being simply observed as a passive part that should only be told what to do. Galli (2018) states that "without the willingness or desire to change from employees and team members, the process to implement change will almost always fail".

The purpose of this study is to analyze the literature regarding empirical change management processes to research the effectiveness of focused actions placed at the leadership level versus a holistic focus at both leadership and followers.

Lehmann (2017) says that "organizational change will have the greatest chance of success if change strategies are dynamic and transcendent". Baran, Filipkowski & Stockwell (2019) affirm that most of the academic literature see change as primarily top-down and hierarchical. This study analyzes what line of thought shows the potential to be more effective.

The concept that the leader transmutes the followers in such ways that always leads to superior organizational performance provides theoretical foundation for both research and practice up until today (Siangchokyoo, Klinger and Campion, 2020). However, current academic researchers are still investing efforts in order to explore this leadership archiype (Jiang & Chen, 2018; Jin, Seo, & Shapiro, 2016; Rosen et al., 2019).

Reviewing articles can challenge this almost standard concept about leadership by making theory progress and, eventually, inspiring more innovative and original articles to be developed (Corine et all, 2020). Reviewing the emphasis of actions at followers combined with leadership is often undervalued, however, it could hold a complex system together and the absence or failure of it could compromise a whole structure to malfunction (Siangchokyoo, Klinger and Campion, 2020).

It is not intended, nevertheless, by this study to antagonize leadership and followers inside an organizational change process. The present research seeks only to analyze the role of followers in depth and not to deny the importance of a well-structured and organized leadership.

2. Theoretical framework

2.1. Change Management

Largely, change means "something which is not permanent" (Kiani & Shah, 2014). According to Galli (2018), change is inevitable, whether it is personal or professional, or even both in some cases. Change itself can be frightening or simply challenging for most people; however, "change is necessary in order to grow, especially in your professional career" (Galli, 2018).

The studies on organizational change have arisen from the 1940s and they are regularly traced back to Kurt Lewin (Lewin, 1947). While it was firstly described in a rather more passive way by Lewin´s initial Change Management Model, as change was primarily relying on some sort of external force to be started, implemented and sustained (Galli, 2018), change today is usually seen as an enduring and resilient process that all organizations must be prepared to go through (Petrou, Demerouti & Schaufeli, 2018).

Change is frequently studied in an organizational absorbed perspective. However, it is important to note that change can be found outside the corporative structure as well. Wandi (2019) says that "changes can be made on many different

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scales, in many different forms, and at various levels of depth". According to Jones Christensen & Hammond (2015), employees from all levels can be impacted, stressed and experience discomfort by changes from both inside and outside organization.

According to Grand & Deneckere (2019), "change management involves all the operations and actions carried out within an organization to handle the change with its employees and its environment". Change management can be understood as a cross-department process that covers all the organization, considering not only what is inside of the company or the team itself where the change takes place, but also what is outside (Baran, Filipkowski & Stockwell, 2019).

Taking into consideration that all processes are fused with change in some level, as said by Wandi (2019); Martinsuo & Hoverfält (2018) states that an organization must deal with "projects, such as creating a new business, implementing new processes, merger, acquisition, establishing new relationships, etc."; all of them, using a change management viewpoint. According all those authors, the density and the dynamism on every business today requires change management to be a part of the strategic routine inside every well-structured company.

One of the main reasons to devote efforts on change management, nevertheless, is reinforced by the usual failures on the process. It has been long stated by several authors, and recently echoed by Anand & Barsoux (2017), that around seventy percent of the changing processes will not achieve success. The need for a prosperous change strategy has created several methodologies in order to revert the percentage of failed changing process into a more thriving scenery (Galli, 2018).

Change management has, throughout the years, been an object of study across the world due the need of successful organizational resilience in times of change and

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several approaches were suggested (Petrou, Demerouti, & Schaufeli, 2018). Galli (2018) estimates and defines the five most popular methodologies[1] to deal with change:

I. Kurt Lewin's Change Management Model – considering three statements: it is required to exist a change motivator; employees are at the heart of changes and change needs to become the new routine while old practices need to be elapsed, this model suggests that an organization needs to first unfreeze the processes after analyzing what requires to change, then perform the change itself and lastly, re-freeze the processes;

II. Kotter's 8 Step Change Model – Leadership must create and sustain the type of changes needed for successful organizations following 8 steps using a precise order and not skipping any of them: step one – create a sense of urgency; step two – create a core coalition; step three – develop and form a strategic vision; step four – communicate and share vision plans; step five – empowering employees to act on the vision; step six – to generate short-term wins; step seven – to consolidate gains and produce more change; and, finally, step eight – to initiate and set new changes;

III. ADKAR Model – the ADKAR model is sequenced by how an individual will experience the change. The acronym stands for five goals that the model aims to accomplish: awareness, desire, knowledge about the change, ability to do the change and reinforcement. The ADKAR Model, as opposed to the other models, focuses on people change adaptation instead of considering the process itself;

IV. The McKinsey 7-S Model – this model aims to transform the organization from the current position to a new position by identifying the objectives and taking into consideration the following aspects: strategy, structure, systems, skills, staff, style and shared goals;

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[1] The five most popular methods were listed by Galli (2018) according to their publication date and this order does not try to designate, in any level, that one methodology is somewhat better than the other.

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V.   General Electric's Change Acceleration Process Model (CAP) – this model
states that the success or failure of a change deals with both acceptance
and quality. This concept is represented by the equation: Q x A = E. The
equation means that good quality work with good acceptance will result in
effective change or results. The model has 7 steps: leading change, creating
a shared need, shaping a vision, mobilizing commitment, making changes
last, monitoring progress, changing systems and structures.

A concept that is shared by all methodologies is the use of change agents. They
are the frontline to act accordingly against resistance within organizations (Sonenshein,
2016) and they are those responsible to produce or carry on tactics to effectively
implement change initiatives (Specht et al., 2018).

It has been established in the academic literature that change can pose a
menace to employees' work-based individuality and also following-on in resistance
(Ulrich & Dulebohn, 2015); change agents, as catalysts of transformation, need to act in
support of change despite the resistance found (Sonenshein, 2016).

Change agents are not necessarily represented by the leaders inside an
organization; however, leaders are usually designated as key change agents (Specht et
al., 2018) and the academic literature heavily focus on them. According to Alqatawenah
(2018), leadership "has the potential to inspire subordinates to do their best, develop
their skills so as to deliver those subordinates to advanced intellectual levels".

The change agents selected should be given structure, responsibility, support,
and incentive as they engage this process; also, the autonomy to fashion their own
resolutions (Quinn & Quinn, 2016). If support is provided, Long, Ismail and Amin (2019)
affirm that the change agents will ease the effective changes in the organization
successfully.

2.2 Leaders and Followers

There are numerous concepts for "leader" and "leadership"; nevertheless, most of the
definitions seem to settle that leadership refers to social and psychological procedures,

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interpersonal and group dynamics, and impact by influence on all aspects of psychology (behaviors, cognitions, and motivations) of others. Leaders, who are usually higher than the followers inside the hierarchy of an organization, are responsible for these processes, and they might adjust the procedures considering goals, individuals and context (Grunberg et al., 2018). Leaders are also in charge of generating influence on individuals and groups by enhancing behaviors (through actions), cognitions (through perceptions, thoughts, and beliefs) and motivations (by creating a sense of reason why an action needs to be taken) to achieve goals that benefit the individuals and groups (Callahan & Grunberg, 2018; Northouse, 2016).

Leaders are characterized as "human capital and intrapersonal knowledge, skills, abilities, attitudes, and motivations", while leadership can be defined as "social capital, interpersonal relationships, and organization culture single". Personal traits of a leader refer to "physical and psychological aspects of the individual (e.g., physical characteristics, appearance, demographics, attributes, personality, attitudes, beliefs, values)", as the character might include "honesty, integrity, trustworthiness, reliability, responsibility, and moral compass" (Grunberg et al., 2018). Although there are many types of leaders in the literature (Bean-Mellinger, 2017), allostatic leaders (flexible or adaptive leaders who learn, change and grow with experience) are referred as the most effective in a change process (Yarnell & Grunberg, 2017).

Leadership and change management should be treated as an interrelated challenge, according to Quinn & Quinn (2016); if the two of them are not concerned as one, change management is faded to failure. Petrou, Demerouti & Schaufeli (2018) also state that managers, as change agents, are those who are expected to bring employees to new behaviors that benefit the organization in a change process.

The employees who pattern themselves upon directions given inside an organization are named followers (Pietraszewski, 2020). Both leader and follower identities are systematized within a status of hierarchy (Eilam-Shamir et al., 2016). According to Epitropaki et al., (2016), the relationship between followers and leaders

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can be very dynamic, changing roles among each other eventually or simply due the fact the most leaders are followers of a higher leadership.

The role of employees in a follower position as change agents is endorsed by literature. Executives should identify potential influencers through the organization to engage in the change management process desired (Quinn & Quinn, 2016). Butler and Tregaskis (2018) affirm that those change agents exhibit a generalist overall engagement increase as a positive outcome of being chosen as change agent.

The followers that can become change agents are exemplified by Quinn & Quinn (2016) as members of teams or departments affected by the change, people in key roles or job positions, individuals who have shown a desire for an explicit change process, people who are estimated to be "high potential" in a near or long term future, or some assortment of these characteristics together.

2.3 Human resources management and change management

Human resources management (HRM) has been evolving, and changing, intensely since the past century. This development is characterized by going from a routine administrator to becoming responsible for actions of increased business importance and strategic relevance (Ulrich & Dulebohn, 2015). The definition of HRM has changed through time as well; according to Marchington (2015), a common trend has been a three-part structure in which professionals and activities are divided among: centers of excellence, shared service centers and business partners. This structure and its activities are:

1) Centers of excellence: they include groups of focused HR experts who focus upon tactical areas of the organization, such as: talent acquisition, compensation, training and development, or other correlated specialties. They are responsible to do internal consulting and knowledge management for the organization inside their areas.

2) Shared services: typically, they deal with areas of HRM that an employee accesses directly, including routine administrative and transactional activities.

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3) Human Resources Business Partners: they are HRM staff members who are allocated to assist a specific area of the business, acting as an HRM subject-matter specialist for the leaders of that business.

As a tactical part of an organization, HRM acts in a pivot role at over-all organizational changes (Baran, Filipkowski, & Stockwell, 2019). Human resources can support change management by applying the ability to implement specific practices and actions that can potentially increase the motivation of employees' insights and commitment to change (Maheshwari & Vohra, 2015). Current empirical analyzes proposes that transformative human resources practice encourages employee adaptability and, therefore, benefits change processes (Baran, Filipkowski & Stockwell, 2019).

Change management can contribute to human resources management once the second's practices are progressively characterized by efforts across all types of change, by being a process of "talent acquisition, compensation, training and development, or other related specializations" (Baran, Filipkowski & Stockwell, 2019).

3. Methodology

This study aims to investigate and to compare the effectiveness of efforts applied in change management focusing in the leaders or the followers by doing a systematic reviewing of the empirical literature produced over the last two decades.

Corinne et al. (2020) define reviewing articles as "a study that analyses and synthesizes an existing body of literature by identifying, challenging, and advancing the building blocks of a theory through an examination of a body (or several bodies) of prior work". By doing a literature review, is possible to achieve a critical analysis, to map important areas of agreement or disagreement inside academic literature, and to verify new knowledge necessities (Torraco, 2016).

Reviewing articles can be done by considering diverse methods and it can vary from organized methods to less organized ones (Snyder, 2019); however, no matter the

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academic system chosen, reviewing articles can enable the readers to think theoretically and in depth about a subject, as said by Corinne et al. (2020).

Review articles may offer prospects for developing a theoretical input and progressing scientific knowledge. It can be used in order to help other researchers to better comprehend a research topic and determine important, under-examined areas, which allows the development of new empirical studies in subsequent research (Corinne et al., 2020). The propagative aspect raises new notions and theories based on reviewing prior studies to create the basis for future deep studies (Gatrell and Breslin, 2017).

A research was made in order to elaborate this study by collecting articles and empirical studies, limited in a timely manner between January, 1st of 2000 and April, 30th of 2020, which were available in a digital database provided by the *Lisbon School of Economics and Management* (originally: *Instituto Superior de Economia e Gestão - ISEG*). Specifically, the database used was the online platform *B-On*. This website was chosen considering the higher number of results after compared with two other platforms: *Scopus* and *World of Science*.

The research was accomplished by using the following combination of key words and searching fields: "change management" and "employee" should be found in the title. In order to limit the results, the function "AND" was also used to add "change management", "employee" and "empirical study" to the resumes, as the first possible combination, and by using the function "OR" to add "change management" and "employee" on the subject of the articles as a second possible combination.

The research was also limited by articles and studies published only in English, texts fully available and results analyzed by the peers. In order to improve the precision of the search, the option of *Discipline Limited Searching* was also used, which allowed to narrow down to the following subject-like disciplines: humanistic and social sciences; business and management; economics and, lastly, politics and public administration. At the end, 154 articles were found and listed for this study[2].

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[2] The original list of 154 articles can be found in Appendix A.

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The next stage of the analysis was to read and to scrutinize all the articles. In time, they were crossed out of the final study framework if they were: not pertinent to the subject by reading the abstract; not pertinent to the subject by reading the full article; pertinent to the subject but being a theorical study (instead of empirical); or enlisted more than once (Figure 1).

Figure 1 – Development of Research Framework

| Research and collection or articles and studies |
| Indexation of articles and studies |
| Reading articles and studies |
| Exclusion of inappropriate articles |
| Listing of valid articles for final research framework |

Literature review

Analyzes and conclusions
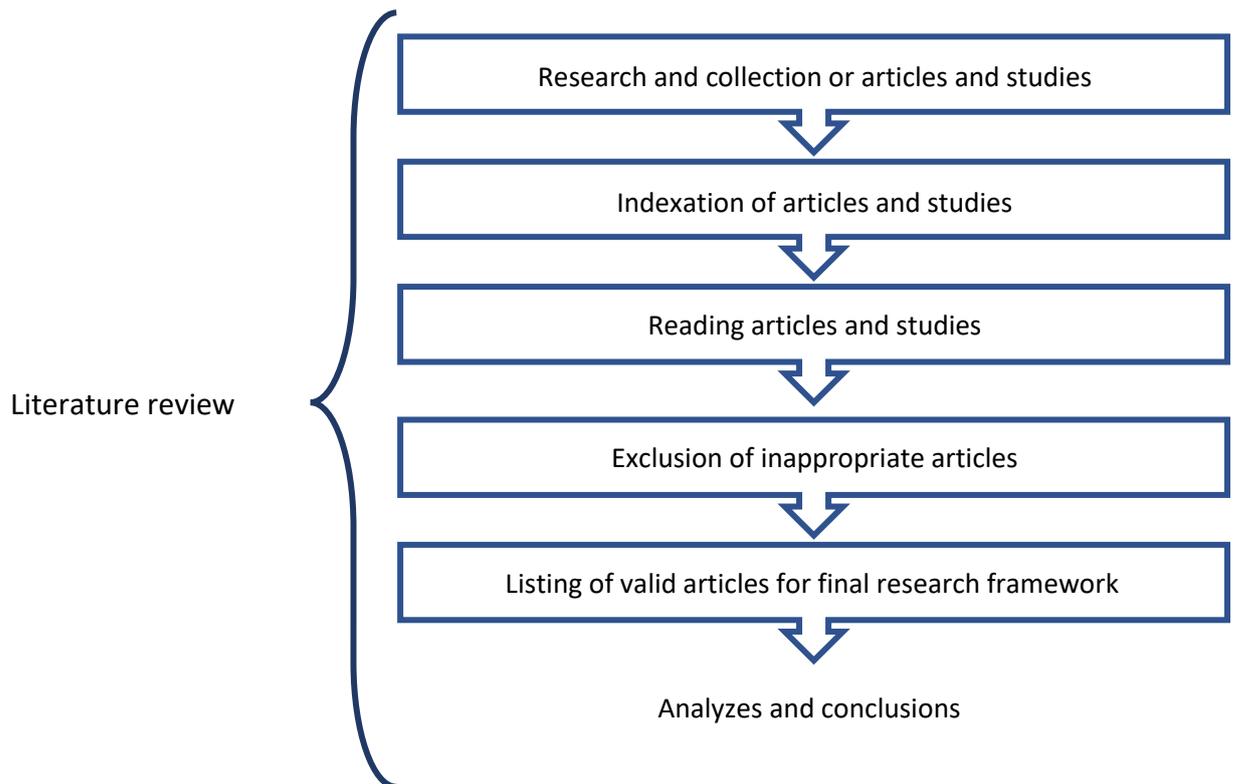
Source: elaborated by the author

4. Data analysis and results

After the process of reading and examination of the 154 articles, it was possible to create a second table in order to analyze the data following the criteria: empirical studies only, not duplicated and pertinent to theme; according to the study's objectives. Thus, some refining actions were necessary.

The following articles were excluded from the final data table due bad indexation by the online platform: 16, 18, 19, 23, 29, 34, 36, 48, 53, 64, 85, 94, 95, 97,

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98, 105, 112, 117, 118, 123, 124, 126, 127, 131, 132, 133, 139 and 141. Even though they were indeed in compliance with the research made using the searching engine, their main subjects were different than change management and, therefore, they could not be included in the study.

Despite requesting the online platform to display only empirical articles, some of the engine search outputs were theoretical ones. For that reason, the following articles were left out of the final sample: 28, 32, 35, 42, 46, 49, 50, 56, 58, 62, 66, 69, 70, 73, 78, 79, 82, 84, 87, 96, 111 and 125.

Some articles were also listed more than once by the platform. They were also omitted in order to not damage the data. The duplicated articles were: 41, 80, 101, 102, 103, 108, 109, 110, 113, 134, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153 and 154.

Figure 2 presents only the analyzed articles considering those within the appropriate subject, not duplicated and not theoretical. At the end, 78 articles were classified as valid (entire list of analyzed articles in Appendix B).

It is possible to reach several different analyses about the academic literature production considering the table previously mentioned. These analyses show how the theme has been explored through the last two decades considering different aspects.

Content analysis of the studies shows an increase of articles published regarding change management mentioning not only the leadership level, but also the followers (no matter where the focus of actions was).

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The growth can be seen throughout the second half of the time range analyzed. There are 55 articles published between January 1st, 2010 and April 30th, 2020 as opposed of 23 articles published between January 1st, 2000 and December 31st, 2009. It is possible to confirm that the topic mentioned as the focus of this study has increased in importance on the second decade, taking into consideration that the number of articles has more than doubled if compared to the first decade.

Figure 2 - Articles per year
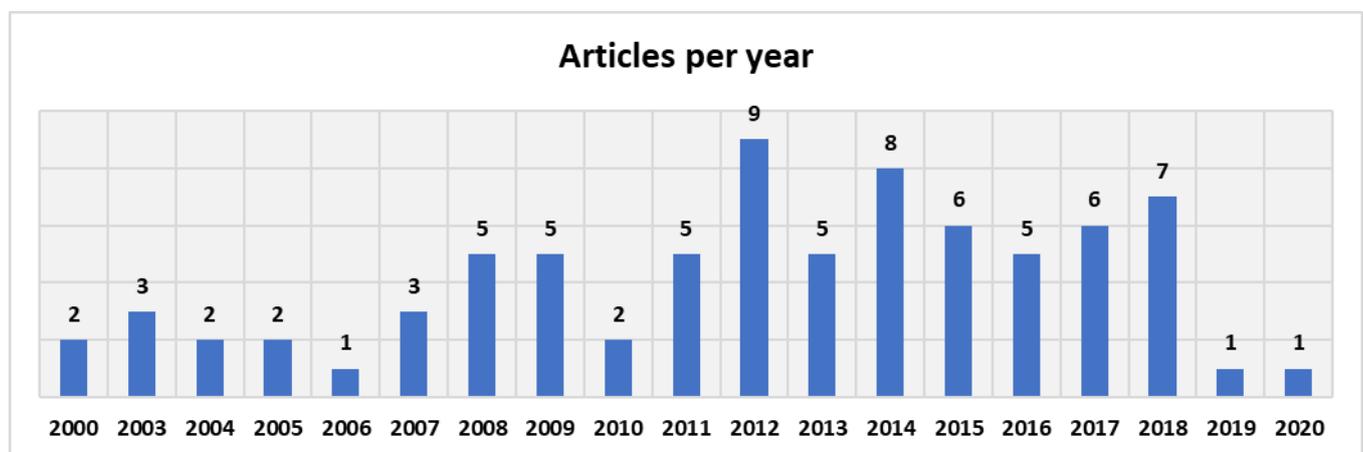
Source: elaborated by the author

A new trend can also be identified by analyzing the data when comparing the publishing year versus the group that received emphasis at the article; if leadership, followers or both (Figure 3).

The number of published articles focusing the change management actions at the followers or both followers and leaders was almost non-existing at the first decade (January 1st, 2000 – December 31st, 2009), in opposition to the articles that focused the efforts at the leadership level, which were more frequent at their turn.

The attention given to the three possible options of focus changed at the second decade (January 1st, 2010 – April 30th, 2020). The number of articles focusing at followers or both followers and leaders increased, as the number of articles focusing exclusively at the leadership level has decreased recently.

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Figure 3 - Articles reporting leaders, followers and both perspectives

The articles enlisted also ratify the fact that change management is a cross-industry subject. When analyzing the main activities from the organizations in the valid sample, it is possible to verify that the base studies came from several different industries, being healthcare and administration the only sectors to be studied in more than three different articles. These numbers endorse the fact that change management is universal in our current reality. The studies that took place in more than one industry were labeled as "cross-market" (Figure 4).

Figure 4 - Main activities of the organizations in the studies

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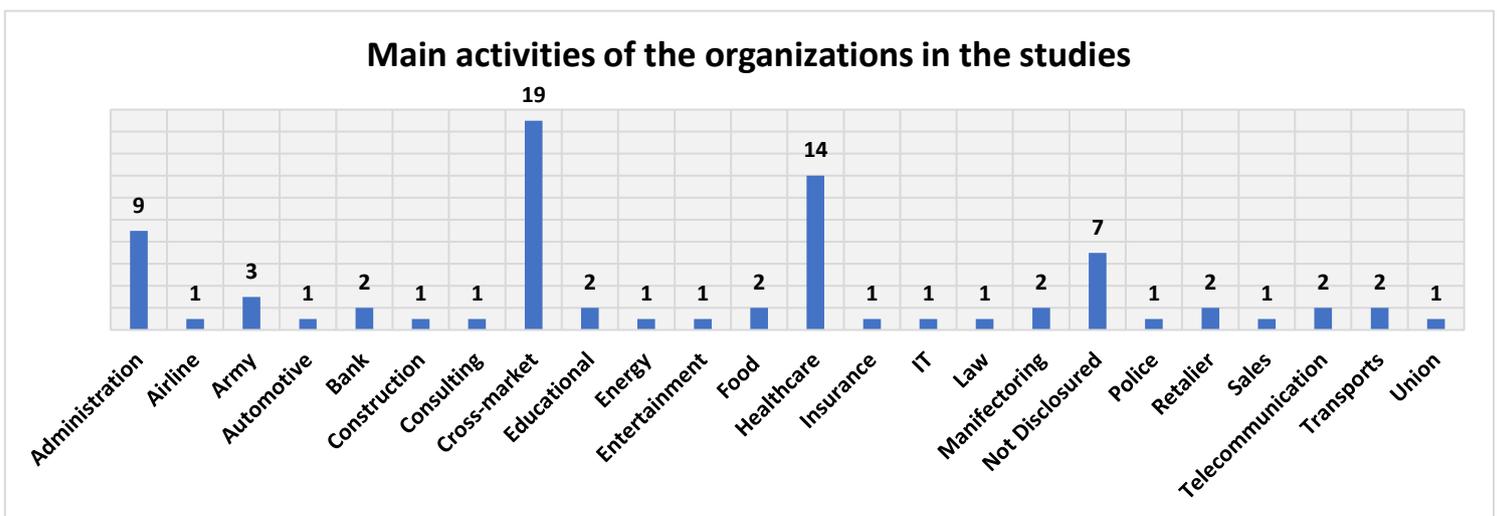
It is possible to also identify by the analysis done over the table that most of the studies were made inside large companies. A probable explanation for this could be the fact that it is usually required to be in a higher level of organizational structure to have a change management team or even a designed changing process, which would allow to host an empirical study in an easier manner.

The criteria used to classify the organizations described at the articles into small, medium-sized or large were: first, according to rules made by the *Portuguese National Institute of Statistics* (originally: *Instituto Nacional de Estatística*). A small company employs up to 50 personnel and it has no more than 10 million euros as annual business; a medium-sized company employs up to 250 personnel and the annual business goes no higher than 50 million euros; and bigger companies than those measures are classified as large. Second, If the numbers were not disclosed by the articles, the companies were classified according to the self-description found at the article or categorized as "undefined" if no information was given whatsoever (Figure 5).

Figure 5 - Articles per frequency of organization size in the studies

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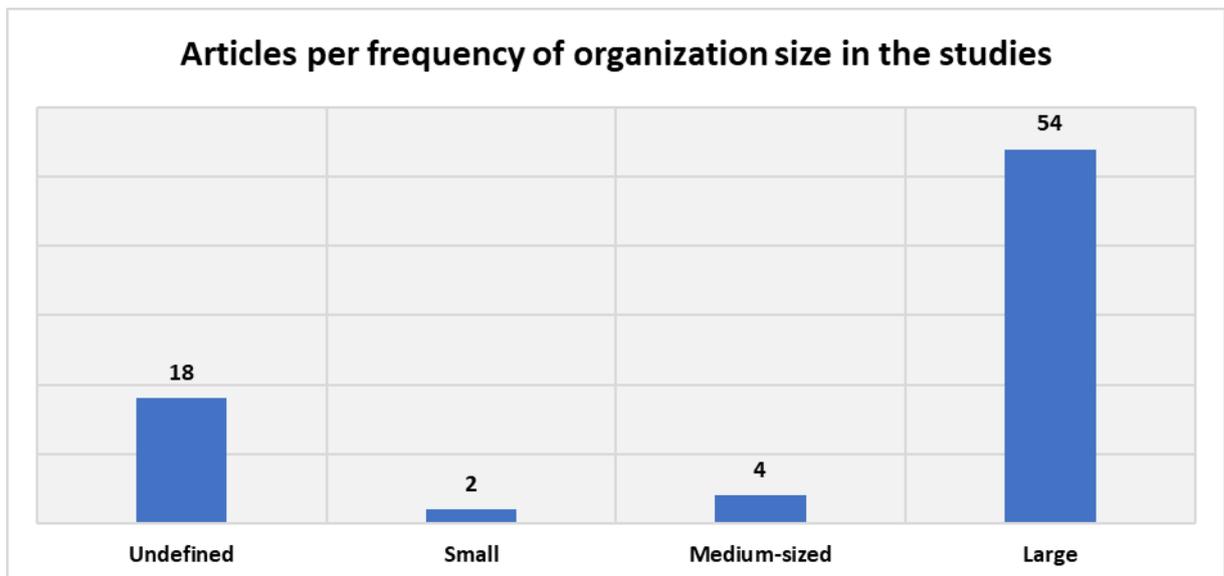
The journals listed[3] also reinforced that change management is studied and issued in journals directed to several different fields. The top five journals were: *Human Resource Management*, with 6 articles; *Journal of Applied Behavioral Science*, with 4 articles; *International Journal of Human Resource Management*, with 3 articles; Journal *of Change Management*, with 3 articles; and *Organization Development Journal*, with 3 articles.

It is also possible to note that almost half of the articles from the top 5 were published by journals related to human resources studies (9 out of 19), accentuating the bound between human resources and change management (Figure 6).

Figure 6 - Top 5 journals
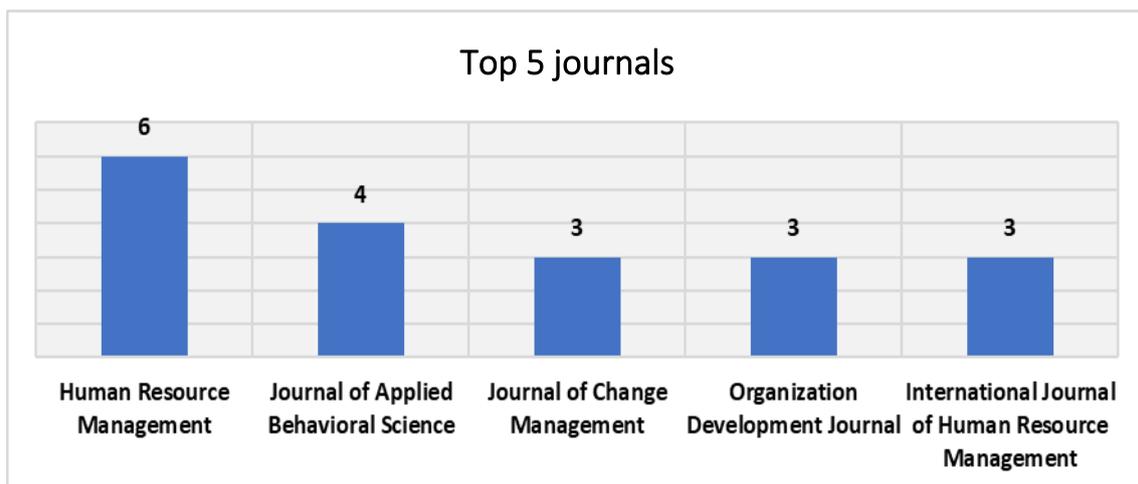
Source: elaborated by the author

The articles were published usually by more than one author. It is possible to verify that 38,5% of the articles were written by two authors; followed by 22% of the articles written only by one author, 20% of articles being written by three authors and 14,5% of them being written by four authors. Only 5% of the articles were authored by groups of 5 or 6 researchers (Figure 7).

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[3] The full list of journals can be found in Appendix C.

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Figure 7 - Number of authors in each article
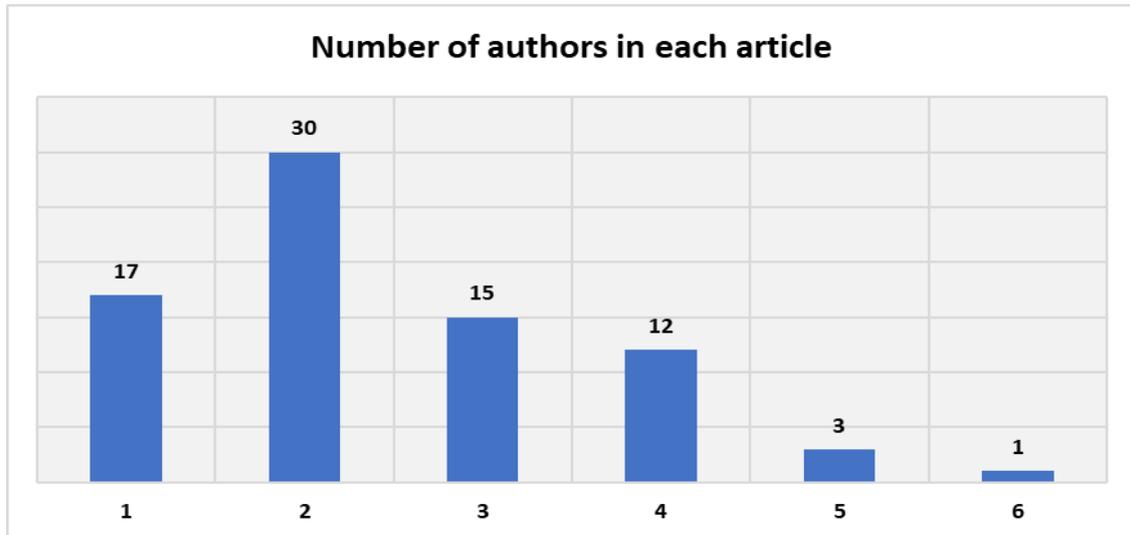
Results show that most of the studies had Europe as base; around 33% of the
studies were made with data from this continent. America (considering North and South
America) comes in second place, counting almost 28% of the studies. It is possible to
verify that Europe and America hold together more than 60% of the studies. Africa, Asia
and Oceania embody around 28% of the studies. At last, some studies took place in
different continents simultaneously, being labeled here as "global"; they represent
around 9% of the sample[4] (Figure 8).

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[4] A graphic showing all countries per continent can be found in Appendix D.

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Figure 8 - Studies per continent
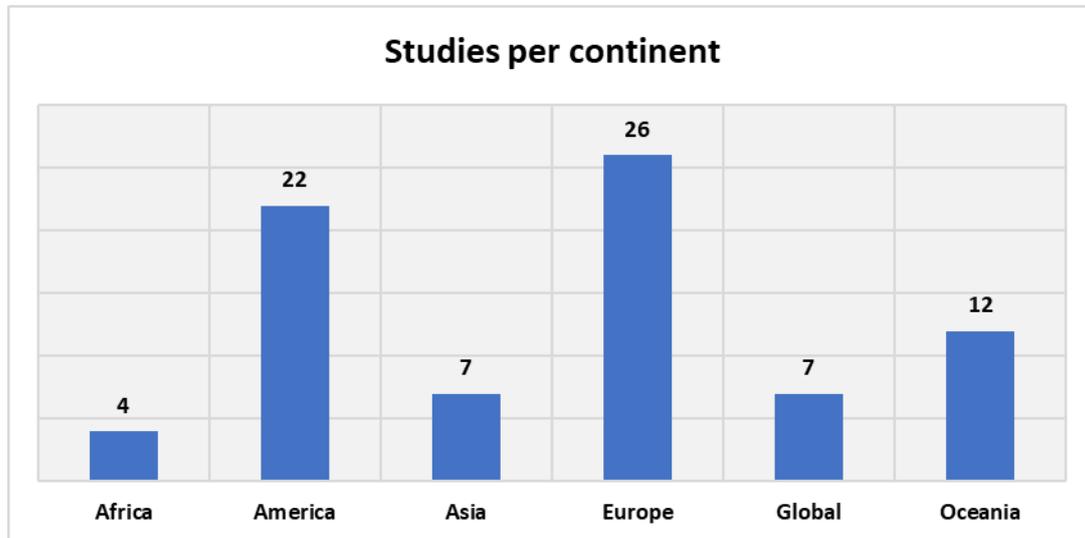
A significant finding when analyzing the data relates to the effectiveness of the change processes. A table was made considering the success or the lack of it described at the articles versus the focus of the change management actions.

The success or the lack of success is defined according to the self-described targets established at the articles and whether they were achieved or not. Some articles did not specify in detail what their original targets were, but all of them described if the outcomes were majority or completely positive or negative.

The focus of the change management actions is defined according to three possible concentration of efforts by the empirical processes: 1) if the actions were focused only at the leadership level, 2) if the actions were focused only at the followers or 3) if actions were focused on both of them. The self-described appointment of leadership and followers at the articles was considered here for these analyses.

The table of change process outcome shows that there is more effectiveness when the change management actions are focused on the followers or both followers and leaders. Considering the focus at the followers, 92% of the outcomes were completely or mostly positive, followed close by actions being focused on both perspectives, with a rate of 90% of success. The average of positive outcomes rate in

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processes that valued the perspective of followers and both the followers and the leaders is 91%.

The change processes that focused their main efforts only at the leadership level shows a significant lower rate of effectiveness outcome: only 60% of the processes were completely or mostly positive (Table 1).

Table 1 – Change process outcomes considering the perspective of leaders, followers or both.

Main Focus	Mostly or completely negative - Total	Mostly or completely negative - Percentage	Mostly or completely positive - Total	Mostly or completely positive - Percentage
Both	3	10%	26	90%
Leaders	10	40%	15	60%
Followers	2	8%	22	92%

Source: elaborated by the author

The processes were also itemized according to the change management process orientation. They were categorized if the process was developed to take place, considering the organization hierarchy, top-down or bottom-up.

Analysis shows that bottom-up processes are more likely to result in mostly or completely positive outcomes, being 10% of the processes. On the contrary, top-down processes with mostly or completely negative outcomes are almost 27% of the top-down change management process.

The articles were classified as top-down if the action plan considered principal change management actions focusing on the leadership first and then being cascaded to the followers. The bottom-up were classified if the process went the other way. This classification, however, does not exclude the leadership responsibility to manage the process, it only targeted the process orientation of actions (Figure 9).

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Figure 9 – Change management process orientation
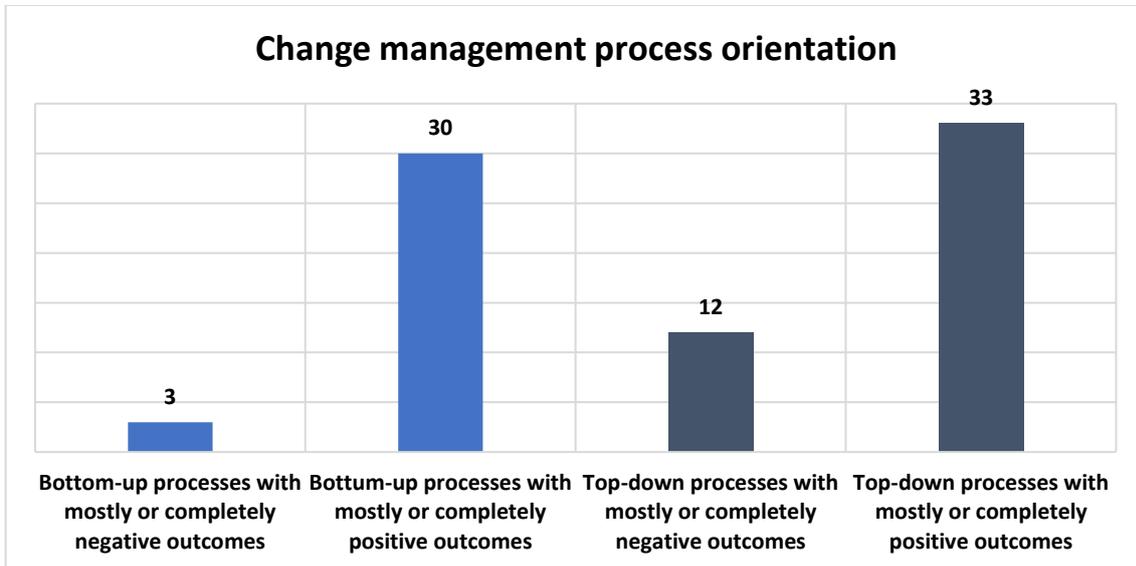
Source: elaborated by the author 1

When it comes to be a planned or an unplanned change process, the analysis shows that most of the planned change process were leadership-oriented, being top-down executed. The highest chance of the process being made bottom-up comes from the unplanned change processes.

The articles listed with bottom-up and unplanned change processes described in majority scenarios where the change were already happing when identified officially by the organization or there was no time to create a proper chain of actions focusing at the leadership, and the followers on the frontline had to adapt first, becoming the initial step on the change process as well (Figure 10).

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Figure 10 - Planned and unplanned change process
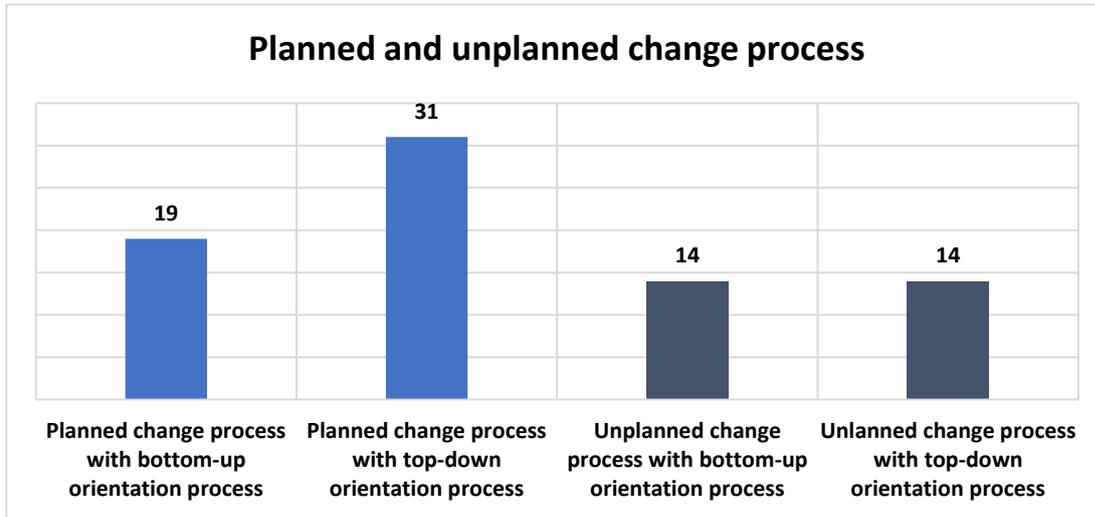
Source: elaborated by the author

It is possible to verify after focusing only at the mostly or completely positive outcomes that the reasons for success are almost equally divided between two focusing areas of support from the organization: an universal support to every person inside the company – such as: autonomy, communication, intrinsic culture of change or even support from human resources or the responsible department for the change process – or a leaders-oriented support where the organization focused on empowering the leaders first (Figure 11). Both approaches seem to be effective. It is important to highlight that no case of success was found where the support did not come first from

Figure 10 - Factors of success

Source: elaborated by the author

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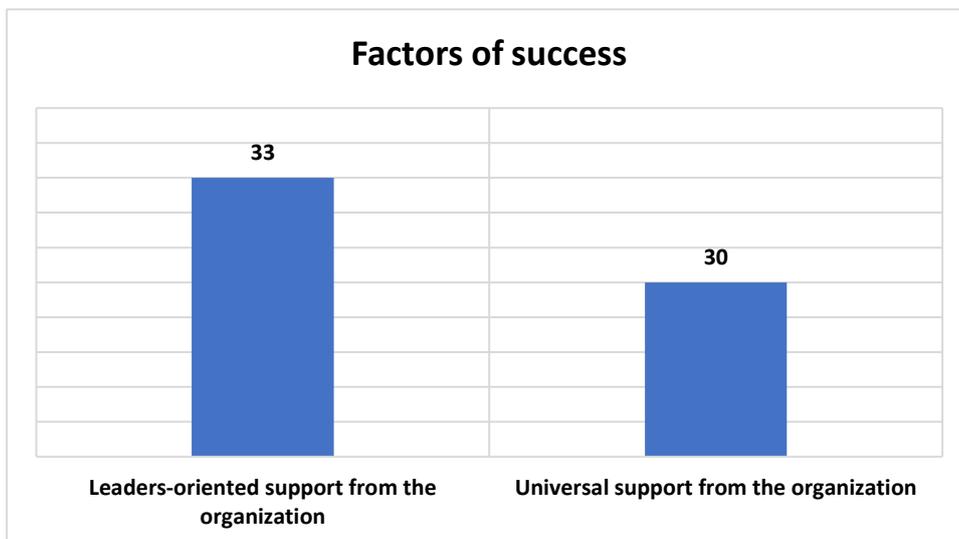
the organization.

When analyzing only the mostly or completely negative outcome cases, it is possible to verify that the majority of the factors of unsuccess come from the lack of change management process; meaning that on those articles, there was no process established whatsoever or no one prepared. The lack of organizational support was also verified as a second reason why the change processes were not effective (Figure 12).

Figure 11 - Factors of unsuccess
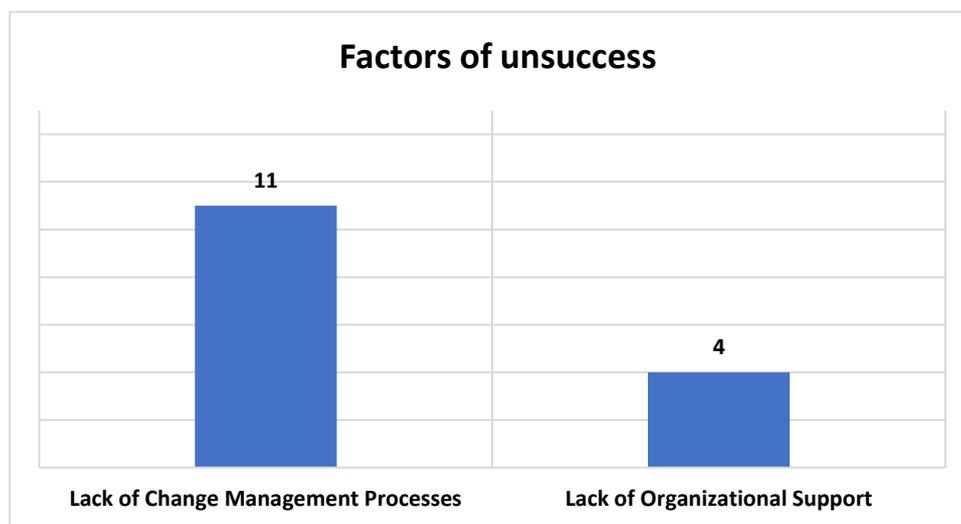
Source: elaborated by the author

The emphasis of actions described at the articles for one group or the other does not mean that the opposite group was elapsed; it only means that actions such as: being a part of the change process designing creation, being a part of a change process committee or being eligible to productivity bonus, for example, focused heavily on one specific group. It is safe to undertake by reading the articles that if those actions focused on the leaders, for example, the followers also had a part at the change process itself and the other way around, even if not focused by the majority of efforts.

This systematic literature review only considered articles that mentioned leaders and followers simultaneously through their empirical studies. If someone were to make almost the same research at the online platform B-On demonstrated here, but just not considering the followers as a restraining topic for the results, it should be likely

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to find a higher number of articles in opposition to the 78 analyzed here (a quick research without "followers" as a limiting topic found over 40.000 articles in September 12th, 2020).

It is important to consider, however, both approaches at the same study otherwise the results would be considered fallacies under *argumentum ex silentio*; meaning that by not mentioning the followers at the other articles, it would not be possible to make a statement that their change processes were more or less effective than those that did assessed the followers alongside. The absence of topics referring the followers cannot imply that those researches do not acknowledge the positive effects of focusing on the followers.

5. Discussion

The higher effectiveness of the change processes that focused on the followers or both followers and leadership can create a turnaround for change management, as it is usually seen today. The current *status quo* inside the organizations is to maintain the focus of actions at the leadership level (Quinn & Quinn, 2016; Petrou, Demerouti & Schaufeli, 2018), not questioning how effective this can be or not associating the unsuccessful cases to it; however, the results presented here show otherwise: the followers must have a role as change agents.

Most positive outcomes when the followers are an active part of the change agents impacts deeply on how the organizations should apply their efforts and assets in a change management process. It might be cheaper at first glance to budget positive outcomes bonus only to the leaders (as an example of a focused action), as they tend to be a minor number than the followers; however, showing a 60% success rate, an organization should be careful not to apparently save efforts and assets first, but spending more in the future to amend the failed changing process.

The superior number of positive outcomes when the followers have a role as change agents presented here must also be read alongside the other graphics originated

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by the data collected. As the numbers of main activities of the organizations in the studies gathered and the number of countries where the data was collected for the studies were all rather balanced, it is safe to sustain that the followers should have a role as change agents in a holistic perspective, independently what industry the organization is a part of or where the operation is being held.

This review of articles shows a practical trend through collected data that followers must have an active role as change agents, instead of being passive during the changing process. This concept needs to be taken into consideration when choosing which change management method will be used inside the organization. Not unexpectedly, the five most popular methodologies estimated by Galli (2018) all consider the followers for their steps.

The factors for success analyzed in detail identify the top two reasons for change effectiveness as "autonomy and trust on both leads and followers", and "support through budget, tools, and assets for both leads and followers". The listed factors show that 60% of the "mostly or completely positive outcomes" happened primarily because either the organization gave autonomy to the individuals involved in the process or provided the proper instruments to achieve success to both leads and followers.

Empowering the change agent will more likely bring success to the change process, as stated by Long, Ismail and Amin (2019); and the table shows that enhancing the change agents, both the leads and the followers, is more critical than the actions developed by the leaders or an objective communication plan.

Detailed factors for success	Total	Percentage
Autonomy and trust on both leaders and followers	19	30%
Support through budget, tools, and assets for both leaders and followers	19	30%
Assessment, evaluation, influence, and development from the leaders	13	21%
Clear communication plan	12	19%

Table 2- Detailed factors for success   *Source: elaborated by the author*

Examining the failures is also important because it can demonstrate what needs to be avoided totally or partially in a changing process. The analyzed articles show that

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for categorized articles as "mostly or completely negative outcomes" processes, the reason for over 50% of the failures is the lack of pre-established change process. In such cases, even when the change was originally planned as a target, the lack of a previously implemented and well-rounded process was nominated as the responsible failure factor. It is recommendable that, based on our results, future processes should aim for the basic change management process first and then move forward to level it up.

Table 3 - Detailed factors for unsuccess

Detailed factors for unsuccess	Total	Percentage
Lack of pre-established change process	8	53%
Lack of budget or asset support	3	20%
Communication plan failure	2	13%
Leadership failure	2	13%

Source: elaborated by the author

The errors at the change management processes and the unsuccessful processes are highly valued at the academic literature as a way of improving the methods; however, it is important to highlight that an ineffective change process can inflict deep damages to the organizations such as: waste of budget and resources, decrease in engagement, reduction of morale and it can also make employees grow suspicious about the next change process (Galli, 2018). As the analysis shows, when focusing exclusively on the leaders presents a 40% rate of mostly negative or completely negative outcomes and it should be, therefore, avoided.

Taking into consideration the impact caused by change management at the human resources management; Butler and Tregaskis (2018) affirm that as a result of being a change agent, there is an increase of engagement towards several topics for all the employees. Not only this is beneficial to the change process itself, but it also helps human resources professionals as raising engagement is a current challenge, no matter if they work inside a center of excellence, a shared service center or as a business partner. Even if raising the engagement is not the current challenge for a specific HRM, the benefits of having the followers as change agent should make the other HRM processes easier (Quinn & Quinn, 2016).

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6. Conclusions

A deeper analysis at the graphics originated by the articles reinforce what the most modern authors have been writing about change management in the last two decades: change management is a cross-cultural, cross-country and cross-industry constant contemporary process (Lehmann, 2017; Petrou, Demerouti & Schaufeli, 2018; Galli).

This study also shows that there is an increase of articles focusing on the importance of followers inside of the change management process. This seems to be a natural growing tendency once the common employees have been more often identified as an important part of the organizations and not just an "engine" (Lehmann, 2017). As said by Baran, Filipkowski & Stockwell (2019), change is a holistic process and all the participants inside the process must be taken into consideration not only for the process itself, but also for the strategic course of action.

The analyses made at this study regarding the empirical articles listed shows a gain of efficiency when the change process management focus most of the actions at the followers or at them alongside the leaders, as opposed to focusing only at the leadership level.

Taking into consideration that change management and human resources management are profoundly connected, as described by Baran, Filipkowski & Stockwell (2019), this study presented here shows a very important trend on how to apply efforts when a changing process is held in place, improving the effectiveness for both change management and human resources management.

7. Limitations and further research

Nevertheless, the results and conclusions this study shows still have limitations. First, even though the initial research showed a high number of results, there were a lot of articles that had to be cut out of the final table due: bad indexation, being strictly theoretical or duplicated. Second, the other databases could have been used in order to achieve a higher number of valid articles and, therefore, to present a more significant

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data. Third, more subject-like disciplines could have been added to the research engine in order to analyze more areas than the four selected. These three issues limited the data gathered and they pushed back a possible wider range of analyses.

Further research could approach a wider range of articles, considering more areas and activities. Once this study shows that change is published through an extensive variety of journals specialized in different fields, a larger research should proof be very interesting. Also, it will be thought-provoking to make the same analyzes considering a new time frame in the future; once we can check an increase of literature production on the second decade of this century, if compared to the first decade, it would be intriguing to compare how the numbers evolves over the next years.

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Appendixes

Appendix A. List of articles prior to the examination.

#	Respect for inclusion criteria	Title	Year	Authors	Publication
1	Included	Crafting the Change: The Role of Employee Job Crafting Behaviors for Successful Organizational Change.	2018	Petrou, P.; Demerouti, E. and Schaufeli, W. B.	Journal of Management
2	Included	Why Do Employees' Perceptions of Their Organization'S Change History Matter? The Role of Change Appraisals.	2017	Rafferty, A.E.; Restubog, S.L.D.	Human Resource Management
3	Included	Lost (But Not Missing) At Work: Organizational Lostness As an Employee Response to Change.	2015	Jones Christensen, L.; Hammond, S.C.	Journal of Management Inquiry
4	Included	Exploring Employee Engagement in Scottish Nursing at A Time of Multi-Faceted Change: Developing A Research Agenda.	2015	Beattie, R. S. and Crossan, F.	Public Money and Management
5	Included	How Do Employees Adapt to Organizational Change Driven by Cross-Border M&As? A Case in China.	2014	Chung, G. H.; Choi, J. N. and Du, J.	Journal of World Business
6	Included	Connect, Communicate, Collaborate and Create: Implementing an Enterprise-Wide Social Collaboration Platform at KPMG - Part Two: Realizing Value.	2013	Hughes, C. and Chapel, A.	Business Information Review

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
7	Included	New Public Management: Evaluating the Success of Total Quality Management and Change Management Interventions in Public Services from The Employees' and Customers' Perspectives.	2000	Scharitzer, D. and Korunka, C.	Total Quality Management
8	Included	Management of Employees' Commitment in The Process of Organization Transformation.	2015	Brzeziński, Stanisław; Bąk, Agnieszka	Elsevier B.V.
9	Not Included - Duplicated	How Do Employees Adapt to Organizational Change Driven by Cross-Border M&As? A Case in China.	2014	Chung, G. H.; Choi, J. N. and Du, J.	Journal of World Business
10	Included	Distributed Leadership and Employee Cynicism: Trade Unions as Joint Change Agents.	2018	Butler, P. and Tregaskis, O.	Human Resource Management Journal
11	Not Included - Duplicated	How Do Employees Adapt to Organizational Change Driven by Cross-Border M&As? A Case in China.	2014	Chung, G. H.; Choi, J. N. and Du, J.	Journal of World Business
12	Included	What, When, And Who: Manager Involvement in Predicting Employee Resistance to Acquisition Integration.	2020	King, David R.; Bauer, Florian; (Derek) Weng, Qingxiong; Schriber, Svante; Tarba, Shlomo	Human Resource Management
13	Included	Predictors and Processes Related to Employees' Change-Related Compliance and Championing.	2018	Fugate, M. and Soenen, G.	Personnel Psychology
14	Not Included - Duplicated	Why Do Employees' Perceptions of Their Organization'S Change History Matter? The Role of Change Appraisals.	2017	Rafferty, A. E. and Restubog, S. L. D.	Human Resource Management

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
15	Included	Supporting Staff Through Stressful Organizational Change.	2017	Smollan, Roy K	Human Resource Development International
16	Not Included - Bad Index	The Od Practitioner: Beginnings.	2018	Burke, W. Warner	OD Practitioner
17	Included	Perception of Change Management in Nigerian Universities.	2016	Banjo Ally, H., Kehinde Agbolade, O. and Hassanat Adunni, A.	Revista de Administração FACES Journal
18	Not Included - Bad Index	Workforce Development Strategies: A Model for Preparing the Workforce to Support Transformational Systems in Child Welfare.	2020	Leake, Robin; De Guzman, Anna; Golieb, Katie; Rienks, Shauna	Journal of Public Child Welfare
19	Not Included - Bad Index	Propelling Careers Through Telling Stories About Change.	2007	Hansen, Katharin	Business Communication Quarterly
20	Included	Telling 'Em How It Will Be: Previewing Pain of Risky Change in Initial Announcements.	2013	Lewis, L. K., Laster, N. and Kulkarni, V.	Journal of Business Communication
21	Included	A Configurational Perspective on The Theory of Planned Behaviour To Understand Employees' Change-Supportive Intentions.	2018	Straatmann, Tammo; Rothenhöfer, Lisa Maria; Meier, Alexander; Mueller, Karsten	Applied Psychology: An International Review

#	Respect for inclusion criteria	Title	Year	Authors	Publication
22	Included	Transformational Leadership Style and Its Relationship with Change Management.	2018	Alqatawenh, A. S.	Business: Theory & Practice
23	Not Included - Bad Index	The Perils of Health Care Nostalgia.	2014	Cohn, Jonathan	Milbank Quarterly
24	Included	Creating Intangible Value Through A Corporate Employee Portal.	2017	David Mendes, Jorge Gomes and Mário Romao	Journal of Entrepreneurship, Management and Innovation
25	Included	Demystifying Ward Nurse Manager'S Approach to Managing Change.	2012	Moen, C. and Core, G.	International Journal of Clinical Leadership
26	Included	Building Workforce Capacity for Ethical Reflection in Health Promotion: A Practitioner'S Experience.	2015	Axford, A. and Carter, D.	Health Promotion Journal of Australia
27	Included	Exhibiting Resistance During an Organisational Transformation: The Telecommunication Industry in Ghana.	2017	Badinye Bapuuroh, C	Qualitative Report
28	Not Included - Theoretical	Understanding Resistance to Change – Building on Coch And French.	2015	Burnes, B	Journal of Change Management
29	Not Included - Bad Index	Managing A Downsizing Process.	2014	Cascio, W. F. and Wynn, P.	Human Resource Management

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
30	Included	Employee Involvement in A Change Process - A Case Study for Romanian Organizations.	2015	Prediscan Mariana and Roiban Roxana Nadina	Annals of the University of Oradea: Economic Science
31	Included	Corporate Rebranding: An Employee-Focused Nonprofit Case Study.	2016	Chad, P.	Journal of Nonprofit & Public Sector Marketing
32	Not Included - Theoretical	Forces That Enhance or Reduce Employee Resistance to Change.	2013	Mariana, P., Daniela, B. and Nadina, R. R.	Annals of the University of Oradea, Economic Science Series
33	Included	Employees' Concerns About Change and Commitment to Change Among Italian Organizations: The Moderating Role of Innovative Work Behavior.	2014	Battistelli, Adalgisa; Montani, Francesco; Odoardi, Carlo; Vandenberghe, Christian; Picci, Patrizia	International Journal of Human Resource Management
34	Not Included - Bad Index	Variations in Practice Adoption: The Roles of Conscious Reflection and Discourse.	2013	Gondo, M. B. and Amis, J. M.	Academy of Management Review
35	Not Included - Theoretical	Employees' Reactions to Organizational Change.	2012	Wittig, C.	OD Practitioner
36	Not Included - Bad Index	Burke-Litwin Organizational Assessment Survey: Reliability and Validity.	2015	Stone, Kyle B	Organization Development Journal

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
37	Included	Employee Empowerment for Sustainable Design.	2014	Verhulst, E. and Boks, C.	Journal of Corporate Citizenship
38	Included	Change Management Needs A Change.	2014	Welbourne, Theresa M	Employment Relations Today
39	Included	Prospective Sensemaking, Frames and Planned Change Interventions: A Comparison of Change Trajectories in Two Hospital Units.	2019	Konlechner, Stefan; Latzke, Markus; Güttel, Wolfgang; Höfferer, Elisabeth	Human Relations
40	Included	Characteristics That Enhance Training Effectiveness in Implementing Technological Change in Sales Strategy: A Field-Based Exploratory Study.	2010	Sarin, Shikhar; Sego, Trina; Kohli, Ajay K.; Challagalla, Goutam	Journal of Personal Selling & Sales Management
41	Not Included - Duplicated	Perception of Change Management in Nigerian Universities.	2016	Hassan Banjo Ally, Obasan Kehinde Agbolade and Abass Hassanat Adunni	Revista de Administração
42	Not Included - Theoretical	Resisting the Urge To Merge.	2016	Sidle, S. D.	Academy of Management Perspectives
43	Included	Promoting Organizational Learning and Self-Renewal In Taiwanese Companies: The Role Of Hrm.	2003	Bih-Shiaw Jaw and Weining Liu	Human Resource Management
44	Included	Assessing Employees' Reactions to Organizational Change.	2016	Straatmann, T, Kohnke, O, Hattrup, K & Mueller, K	Journal of Applied Behavioral Science

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
45	Included	Lean Thinking with Improvement Teams in Retail Distribution: A Case Study.	2012	Jaca, C, Santos, J, Errasti, A & Viles, E	Total Quality Management & Business Excellence
46	Not Included - Theoretical	Performance Orientation or Learning Orientation: Which Helps Salespeople Better Adapt to Organizational Change?	2010	Coget, J.-F.	Academy of Management Perspectives
47	Included	Change Management in Hard Times.	2017	Van Der Voet, J. and Vermeeren, B.	American Review of Public Administration
48	Not Included - Bad Index	Corporate Social Responsibility's Influence on Organizational Attractiveness.	2018	Lis, B.	Journal of General Management
49	Not Included - Theoretical	Improving Change Implementation.	2010	Stragalas, N.	OD Practitioner
50	Not Included - Theoretical	Organizational Design: Business Literature Insights.	2012	Maclean, R	Environmental Quality Management
51	Included	Creating Positive Employee Change Evaluation: The Role of Different Levels of Organizational Support and Change Participation.	2014	Fuchs, S. and Prouska, R.	Journal of Change Management
52	Included	Employee Perceptions of The Management of Cultural Diversity And Workplace Transformation.	2009	Zulu, P. S. and Parumasur, S. B.	SA Journal of Industrial Psychology

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
53	Not Included - Bad Index	A Sociocognitive Interpretation of Organizational Downsizing.	2000	Mckinley, W., Zhao, J. and Rust, K. G.	Academy of Management Review
54	Included	Discovering Conditions for Staff Acceptance of Organizational Change.	2003	Welch, R. and Mccarville, R. E.	Journal of Park & Recreation Administration
55	Included	The Interplay Between Cognitive Styles and Organizational Change.	2016	Đurišić-Bojanović, M.	Journal for East European Management Studies
56	Not Included - Theoretical	Reinventing Management Practices in Long-Term Care: How Cultural Evolution Can Affect Workforce Recruitment and Retention.	2010	Brannon, Sd, Kemper, P, Heier-Leitzell, B & Stott, A	Generations. Winter
57	Included	The World Café in South Africa A Case Study on Improving Performance and Commitment.	2012	Oelofse, E. and Cady, S. H.	Organization Development Journal
58	Not Included - Theoretical	Managing Change Through Employee Empowerment.	2012	Rothermel, R. and Lamarsh, J.	Global Business & Organizational Excellence
59	Included	Nurses and Nurse Assistants' Experiences with Using A Design Thinking Approach to Innovation in A Nursing Home.	2018	Eines, T. F. and Vatne, S.	Journal of Nursing Management

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
60	Included	Organizational Identification During A Merger: The Role of Self-Enhancement and Uncertainty Reduction Motives During A Major Organizational Change.	2015	Elstak, Mn, Bhatt, M, Van Riel, Cbm, Pratt, Mg & Berens,	Journal of Management Studies
61	Included	Nurse Manager Perspective of Staff Participation in Unit Level Shared Governance.	2017	Cox Sullivan, S, Norris, Mr, Brown, Lm & Scott, Kj	Journal of Nursing Management
62	Not Included - Theoretical	Changing Jobs, Changing People: Developing Employee Selection Processes in Radical Change Settings.	2007	Rees, C. and Eldridge, D	EBS Review
63	Included	Enabling Organizational Cultural Change Using Systemic Strategic Human Resource Management – A Longitudinal Case Study.	2013	Molineux, J.	International Journal of Human Resource Management
64	Not Included - Bad Index	Customer Uncertainty Following Downsizing: The Effects of Extent of Downsizing and Open Communication.	2012	Homburg, C., Klarmann, M. and Staritz, S.	Journal of Marketing
65	Included	When Does Voice Lead to Exit? It Depends on Leadership.	2013	Mcclean, E. J., Burris, E. R. and Detert, J. R.	Academy of Management Journal
66	Not Included - Theoretical	Promoting Effective Psychological Contracts Through Leadership: The Missing Link Between HR Strategy and Performance.	2013	Mcdermott, Am, Conway, E, Rousseau, Dm & Flood, Pc	Human Resource Management
67	Included	How Culture Influences It-Enabled Organizational Change and Information Systems.	2009	Martinsons, M. G., Davison, R. and Martinsons, V.	Communications of the ACM

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
68	Included	The Effect of Change on Adaptive Performance: Does Expressive Suppression Moderate the Indirect Effect of Strain?	2011	Schraub, E., Stegmaier, R. and Sonntag, K.	Journal of Change Management
69	Not Included - Theoretical	Change Management in The Banking Industry: Lessons Learned.	2012	Rodriguez, A.	Organization Development Journal
70	Not Included - Theoretical	Questions to Ask Before Leading Change.	2016	Cable, D.	London Business School Review
71	Included	Gone but Not Lost: The Different Performance Impacts Of Employee Mobility Between Cooperators Versus Competitors.	2018	Somaya, D., Williamson, I. O. and Lorinkova, N.	Academy of Management Journal
72	Included	Opportunities Arising from Change Management in Business Organizations.	2011	Anita Kuleš	Faculty of Economics in Osijek
73	Not Included - Theoretical	When Flexible Routines Meet Flexible Technologies: Affordance, Constraint, And the Imbrication of Human and Material Agencies.	2011	Leonardi, P. M.	MIS Quarterly
74	Included	Redesigning the Human Resources Function at Lafarge.	2003	Som, A.	Human Resource Management
75	Included	Are Commitment Profiles Stable and Predictable? A Latent Transition Analysis.	2016	Kam, C, Morin, Ajs, Meyer, Jp & Topolnytsky, L	Journal of Management

#	Respect for inclusion criteria	Title	Year	Authors	Publication
76	Included	Cultivating Openness to Change in Multicultural Organizations: Assessing the Value of Appreciative Discourse.	2014	Rao, M	Organization Development Journal
77	Included	Building Employee Commitment to Change Across Organizational Levels: The Influence of Hierarchical Distance and Direct Managers' Transformational Leadership.	2012	N. Sharon Hill; Myeong-Gu Seo; Jae Hyeung Kang and M. Susan Taylor	Organization Science
78	Not Included - Theoretical	Exploring A Model for Finding Meaning in The Changing World of Work.	2012	Burger, D. H., Crous, F. and Roodt, G.	SAJIP: South African Journal of Industrial Psychology
79	Not Included - Theoretical	Enhancing Readiness for Change by Enhancing Mindfulness.	2013	Gärtner, C.	Journal of Change Management
80	Not Included - Duplicated	Employee Perceptions of The Management of Cultural Diversity And Workplace Transformation.	2009	Pascal S. Zulu and Sanjana B. Parumasur	SA Journal of Industrial Psychology
81	Included	HR As A Strategic Partner: Culture Change as An American Express Case Study.	2005	Fairbairn, U.	Human Resource Management
82	Not Included - Theoretical	New Concepts in The Change Management Within Public Organizations.	2010	Barcan, L.	Young Economists Journal / Revista Tinerilor Economisti

#	Respect for inclusion criteria	Title	Year	Authors	Publication
83	Included	Leader Visioning and Adaptability: Bridging the Gap Between Research and Practice on Developing the Ability to Manage Change.	2004	Zaccaro, S. J. and Banks, D.	Human Resource Management
84	Not Included - Theoretical	Response to Comments: "Promise and Peril in Implementing Pay- For-Performance".	2004	Beer, M. and Cannon, M. D	Human Resource Management
85	Not Included - Bad Index	A Preliminary Investigation of The Effect of Rules on Employee Performance.	2010	Squires, J. and Wilder, D.	Journal of Organizational Behavior Management
86	Included	Aspects of Social Processes Within A Business Organization for A Positive Development of Organizational Behavior.	2009	Žydžiūnaitė, V. and Lepaitė, D.	Current Issues of Business & Law
87	Not Included - Theoretical	Working with Symbolic Transference.	2016	Vanheule, S. and Arnaud, G	Journal of Applied Behavioral Science
88	Included	Values Management: Aligning Employee Values and Organization Goals.	2007	Paarlberg, L. E. and Perry, J. L.	American Review of Public Administration
89	Included	The Role of Change Agent as Mediator in The Relationship Between HR Competencies And Organizational Performance.	2013	Long, C. S., Wan Ismail, W. K. and Amin, S. M.	International Journal of Human Resource Management
90	Included	Identification of Barriers Towards Change and Proposal to Institutionalize Continuous Improvement Programs in Manufacturing Operations.	2011	Torres, J.. A. S. and Gati, A. M.	Journal of Technology Management & Innovation

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
91	Included	When Does Management's Support for A Change Translate to Perceptions of Fair Treatment? The Moderating Roles of Change Attributions and Conscientiousness.	2012	Liu, Y, Caldwell, Sd, Fedor, Db & Herold, Dm	Journal of Applied Behavioral Science
92	Included	The Effectiveness and Specificity of Change Management in A Public Organization: Transformational Leadership and A Bureaucratic Organizational Structure.	2014	Van Der Voet, J.	European Management Journal
93	Included	The Crafting of Jobs and Individual Differences.	2008	Lyons, P.	Journal of Business & Psychology
94	Not Included - Bad Index	Best Laid Plans: Establishing Fairness Early Can Help Smooth Organizational Change.	2003	Sidle, S. D.	Academy of Management Executive
95	Not Included - Bad Index	Employer Perceptions of Elder Care Assistance Programs.	2008	Dembe, Ae, Dugan, E, Mutschler, P & Piktialis, D	Journal of Workplace Behavioral Health
96	Not Included - Theoretical	I Scratch Your Back - You Scratch Mine. Do Procedural Justice and Organizational Identification Matter for Employees' Cooperation During Change?	2010	Michel, A., Stegmaier, R. and Sonntag, K.	Journal of Change Management
97	Not Included - Bad Index	From Bipartite to Tripartite Devolved HRM In Professional Service Contexts: Evidence from Hospitals In Three Countries.	2015	Mcdermott, Am, Fitzgerald, L, Van Gestel, Nm & Keating, Ma	Human Resource Management

#	Respect for inclusion criteria	Title	Year	Authors	Publication
98	Not Included - Bad Index	... From the Chairman.	2010	Freedman, R. J.	Global Business & Organizational Excellence
99	Included	Haunted by The Past: Effects of Poor Change Management History on Employee Attitudes and Turnover.	2011	Bordia, P, Restubog, Sld, Jimmieson, Nl & Irmer, Be	Group & Organization Management
100	Included	Dialogic Democracy Meets Command and Control: Transformation Through the Appreciative Inquiry Summit.	2004	Powley, Eh, Fry, Re, Barrett, Fj & Bright, Ds	Academy of Management Executive
101	Not Included - Duplicated	Customer Uncertainty Following Downsizing: The Effects of Extent of Downsizing and Open Communication.	2012	Homburg, C., Klarmann, M. and Staritz, S	Journal of Marketing
102	Not Included - Duplicated	When Does Voice Lead to Exit? It Depends on Leadership.	2013	Mcclean, E. J., Burris, E. R. and Detert, J. R.	Academy of Management Journal
103	Not Included - Duplicated	Promoting Effective Psychological Contracts Through Leadership: The Missing Link Between HR Strategy and Performance.	2013	Mcdermott, Am, Conway, E, Rousseau, Dm & Flood, Pc	Human Resource Management
104	Included	Change from Below: The Role of Middle Managers in Mediating Paradoxical Change.	2011	Conway, E. and Monks, K.	Human Resource Management Journal
105	Not Included - Bad Index	An Autoethnographic Tale of Image-Generation Tactics on Employees.	2011	Zavattaro, S.	Employee Responsibilities & Rights Journal

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
106	Included	Utilizing the Theory of Planned Behavior to Inform Change Management.	2008	Jimmieson, N. L., Peach, M. and White, K. M.	Journal of Applied Behavioral Science
107	Included	Turnaround Leadership Core Tensions During the Company Turnaround Process.	2014	O'Kane, C. and Cunningham, J.	European Management Journal
108	Not Included - Duplicated	When Flexible Routines Meet Flexible Technologies: Affordance, Constraint, And the Imbrication of Human and Material Agencies.	2011	Leonardi, P. M.	MIS Quarterly
109	Not Included - Duplicated	Nurses and Nurse Assistants' Experiences with Using A Design Thinking Approach to Innovation in A Nursing Home.	2018	Eines, T. F. and Vatne, S	Journal of Nursing Management
110	Not Included - Duplicated	HR As A Strategic Partner: Culture Change as An American Express Case Study.	2005	Fairbairn, U.	Human Resource Management
111	Not Included - Theoretical	Employee Emotions During Organizational Change—Towards A New Research Agenda.	2011	Klarner, P., By, R. T. and Diefenbach, T.	Scandinavian Journal of Management
112	Not Included - Bad Index	The Rise and Decline of An Open Collaboration System: How Wikipedia's Reaction to Popularity Is Causing Its Decline.	2013	Halfaker, A, Geiger, Rs, Morgan, Jt & Riedl, J	American Behavioral Scientist
113	Not Included - Duplicated	Turnaround Leadership Core Tensions During the Company Turnaround Process.	2014	O'Kane, C. and Cunningham, J.	European Management Journal

#	Respect for inclusion criteria	Title	Year	Authors	Publication
114	Included	Implementing Person-Centered Care in Residential Dementia Care.	2012	Stein-Parbury, J, Chenoweth, L, Jeon, Y, Brodaty, H, Haas, M & Norman, R	Clinical Gerontologist
115	Included	The Effectiveness of Clinical Supervision for A Group Of Ward Managers Based In A District General Hospital: An Evaluative Study.	2012	Davis, C. and Burke, L.	Journal of Nursing Management
116	Included	Recontextualizing New Employee Induction: Organizational Entry as A Change Space.	2012	Daskalaki, M.	Journal of Applied Behavioral Science
117	Not Included - Bad Index	Localizing Management in Foreign-Invested Enterprises in China: Practical, Cultural, And Strategic Perspectives.	2012	Gamble, J.	International Journal of Human Resource Management
118	Not Included - Bad Index	Front-Line Responses to Customer Orientation Programs: A Theoretical and Empirical Analysis.	2000	Peccei, R. and Rosenthal, P.	International Journal of Human Resource Management
119	Included	It Takes Time: A Stages of Change Perspective on The Adoption of Workplace Coaching Skills.	2010	Grant, A.	Journal of Change Management
120	Included	Person-Centered Care and Elder Choice: A Look at Implementation and Sustainability.	2012	Burack, O., Reinhardt, J. and Weiner, A.	Clinical Gerontologist
121	Included	Changing Public Organizations: Four Approaches.	2007	Rusaw, A. C.	International Journal of Public Administration

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
122	Included	Teaching the Role of Language in Managing Organizational Change: The Sunwest Anti-Union Campaign Case.	2006	Ford, J. D. and Ortiz, L.	IEEE Transactions on Professional Communication
123	Not Included - Bad Index	Care Home Leadership: Action Is Needed.	2017	Bowman, C. and Meyer, J.	Age & Ageing
124	Not Included - Bad Index	Do High Rates of Oscar Deficiencies Prompt Improved Nursing Facility Processes and Outcomes?	2011	Klopfenstein, K., Lockhart, C. and Giles-Sims, J.	Journal of Aging & Social Policy
125	Not Included - Theoretical	The Changing Face of Management.	2008	Mclean, J.	Manager: British Journal of Administrative Management
126	Not Included - Bad Index	Promise and Peril in Implementing Pay-For-Performance.	2004	Heneman Iii, H. G	Human Resource Management
127	Not Included - Bad Index	Opportunities for O.D. To Address Work-Life Issues.	2008	Kahnweiler, W. M.	Organization Development Journal
128	Included	The Dimensions of Learning Organization Questionnaire (Dloq): A Validation Study in A Korean Context.	2009	Song, J. H., Joo, B.-K. (Brian) and Chermack, T. J.	Human Resource Development Quarterly
129	Included	Top Management Team Heterogeneity, Strategic Change and Operational Performance.	2008	Naranjo, G. D., Hartmann, F. and Maas, V. S.	British Journal of Management

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
130	Included	Speak-Up All You Whistle-Blowers: An Odd Perspective on The Impact of Employee Hotlines on Organizational Culture.	2007	Church, Ah, Gallus, Ja, Desrosiers, Ei & Waclawski, J	Organization Development Journal
131	Not Included - Bad Index	Comparative Performance Appraisal Practices and Management Values Among Foreign and Domestic Firms In India.	2000	Amba-Rao, Sc, Petrick, Ja, Gupta, Jnd & Embse, Tjvd	International Journal of Human Resource Management
132	Not Included - Bad Index	Becoming A Roi Builder: Delivering Effective Employee Communication.	2008	Yates, K.	Employment Relations Today
133	Not Included - Bad Index	Streamlining Hr Processes to Improve Roi.	2003	Hackney, S.	Financial Executive
134	Not Included - Duplicated	Utilizing the Theory Of Planned Behavior To Inform Change Management.	2008	Jimmieson, N. L., Peach, M. and White, K. M.	Journal of Applied Behavioral Science
135	Included	Identifying and Overcoming the Challenges of Implementing A Project Management Office.	2009	Singh, R., Keii, M. and Kasi, V	European Journal of Information Systems
136	Included	Shaping the Other Maintaining Expert Managerial Status in A Complex Change Management Program.	2008	Cooney, R. and Sewell, G.	Group & Organization Management
137	Included	The Impact of Organizational Culture and Reshaping Capabilities on Change Implementation Success: The Mediating Role of Readiness for Change.	2005	Jones, R. A., Jimmieson, N. L. and Griffiths, A.	Journal of Management Studies

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
138	Included	Managing the Post-Acquisition Integration Process: How the Human Integration and Task Integration Processes Interact to Foster Value Creation.	2000	Birkinshaw, J., Bresman, H. and Håkanson, L	Journal of Management Studies
139	Not Included - Bad Index	Thought Leaders' Breakfast Discussion.	2007	Tavis, A	Human Resource Planning
140	Included	The Role of Human Resource Development Competencies in Facilitating Effective Crisis Communication.	2008	Reilly, A. H.	Advances in Developing Human Resources
141	Not Included - Bad Index	How to Communicate Change to Employees: Video Interview with Sun Microsystem.	2009	Scott, D. L.	Graziadio Business Report
142	Not Included - Duplicated	How Do Employees Adapt to Organizational Change Driven by Cross-Border M&As? A Case in China.	2014	Chung, G. H.: Choi, J. N. and Du, J.	Journal of World Business
143	Not Included - Duplicated	From Bipartite to Tripartite Devolved Hrm In Professional Service Contexts: Evidence from Hospitals In Three Countries.	2015	Mcdermott, Am, Fitzgerald, L, Van Gestel, Nm & Keating, Ma	Human Resource Management
144	Not Included - Duplicated	The Crafting of Jobs and Individual Differences.	2008	Lyons, P.	Journal of Business & Psychology
145	Not Included - Duplicated	Variations in Practice Adoption: The Roles of Conscious Reflection and Discourse.	2013	Gondo, M. B. and Amis, J. M.	Academy of Management Review

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#	Respect for inclusion criteria	Title	Year	Authors	Publication
146	Not Included - Duplicated	Working with Symbolic Transference.	2016	Vanheule, S. and Arnaud, G	Journal of Applied Behavioral Science
147	Not Included - Duplicated	Enhancing Readiness for Change By Enhancing Mindfulness.	2013	Gärtner, C.	Journal of Change Management
148	Not Included - Duplicated	The Rise and Decline of An Open Collaboration System: How Wikipedia's Reaction To Popularity Is Causing Its Decline.	2013	Halfaker, A, Geiger, Rs, Morgan, Jt & Riedl, J	American Behavioral Scientist
149	Not Included - Duplicated	Are Commitment Profiles Stable and Predictable? A Latent Transition Analysis.	2016	Kam, C, Morin, Ajs, Meyer, Jp & Topolnytsky, L	Journal of Management
150	Not Included - Duplicated	Lost (But Not Missing) At Work: Organizational Lostness As an Employee Response to Change.	2015	Jones Christensen, L.; Hammond, S.C.	Journal of Management Inquiry
151	Not Included - Duplicated	Assessing Employees' Reactions to Organizational Change.	2016	Straatmann, T, Kohnke, O, Hattrup, K & Mueller, K	Journal of Applied Behavioral Science
152	Not Included - Duplicated	Predictors and Processes Related to Employees' Change-Related Compliance And Championing.	2018	Fugate, M. and Soenen, G.	Personnel Psychology
153	Not Included - Duplicated	Transformational Leadership Style and Its Relationship with Change Management.	2018	Alqatawenh, A. S.	Business: Theory & Practice
154	Not Included - Duplicated	Management of Employees' Commitment in The Process of Organization Transformation.	2015	Brzeziński, Stanisław; Bąk, Agnieszka	Elsevier B.V.

Source: elaborated by the author

Appendix B. List of analyzed articles.

Article's code	Authors	Year	Publication	Country of study
1	Petrou, P.; Demerouti, E. and Schaufeli, W. B.	2018	Journal of Management	Netherlands
2	Rafferty, A.E.; Restubog, S.L.D.	2017	Human Resource Management	Philippines
3	Jones Christensen, L.; Hammond, S.C.	2015	Journal of Management Inquiry	USA
4	Beattie, R. S. and Crossan, F.	2015	Public Money and Management	Scotland
5	Chung, G. H.; Choi, J. N. and Du, J.	2014	Journal of World Business	China
6	Hughes, C. and Chapel, A.	2013	Business Information Review	Global
7	Scharitzer, D. and Korunka, C.	2000	Total Quality Management	Austria
8	Brzeziński, Stanisław; Bąk, Agnieszka	2015	Procedia Economics and Finance	Poland
9	Butler, P. and Tregaskis, O.	2018	Human Resource Management Journal	United Kingdon
10	King, David R.; Bauer, Florian; (Derek) Weng, Qingxiong; Schriber, Svante; Tarba, Shlomo	2020	Human Resource Management	China

Article's code	Authors	Year	Publication	Country of study
11	Fugate, M. and Soenen, G.	2018	Personnel Psychology	Global
12	Smollan, Roy K	2017	Human Resource Development International	New Zeland
13	Banjo Ally, H., Kehinde Agbolade, O. and Hassanat Adunni, A.	2016	Revista de Administração FACES Journal	Nigeria
14	Lewis, L. K., Laster, N. and Kulkarni, V.	2013	Journal of Business Communication	USA
15	Straatmann, Tammo; Rothenhöfer, Lisa Maria; Meier, Alexander; Mueller, Karsten	2018	Applied Psychology: An International Review	German
16	Alqatawenh, A. S.	2018	Business: Theory & Practice	Jordan
17	David Mendes, Jorge Gomes and Mário Romao	2017	Journal of Entrepreneurship, Management and Innovation	Portugal
18	Moen, C. and Core, G.	2012	International Journal of Clinical Leadership	United Kingdon
19	Axford, A. and Carter, D.	2015	Health Promotion Journal of Australia	Australia

Article's code	Authors	Year	Publication	Country of study
20	Badinye Bapuuroh, C	2017	Qualitative Report	Ghana
21	Prediscan Mariana and Roiban Roxana Nadina	2015	Annals of the University of Oradea: Economic Science	Romania
22	Chad, P.	2016	Journal of Nonprofit & Public Sector Marketing	Australia
23	Battistelli, Adalgisa; Montani, Francesco; Odoardi, Carlo; Vandenberghe, Christian; Picci, Patrizia	2014	International Journal of Human Resource Management	Italy
24	Verhulst, E. and Boks, C.	2014	Journal of Corporate Citizenship	Global
25	Welbourne, Theresa M	2014	Employment Relations Today	Global
26	Konlechner, Stefan; Latzke, Markus; Güttel, Wolfgang; Höfferer, Elisabeth	2019	Human Relations	Austria
27	Sarin, Shikhar; Sego, Trina; Kohli, Ajay K.; Challagalla, Goutam	2010	Journal of Personal Selling & Sales Management	USA
28	Bih-Shiaw Jaw and Weining Liu	2003	Human Resource Management	Taiwan
29	Straatmann, T, Kohnke, O, Hattrup, K & Mueller, K	2016	Journal of Applied Behavioral Science	Australia

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Article's code	Authors	Year	Publication	Country of study
30	Jaca, C, Santos, J, Errasti, A & Viles, E	2012	Total Quality Management & Business Excellence	Spain
31	Van Der Voet, J. and Vermeeren, B.	2017	American Review of Public Administration	Dutchland
32	Fuchs, S. and Prouska, R.	2014	Journal of Change Management	United Kingdon
33	Zulu, P. S. and Parumasur, S. B.	2009	SA Journal of Industrial Psychology	South Africa
34	Welch, R. and Mccarville, R. E.	2003	Journal of Park & Recreation Administration	USA
35	Đurišić-Bojanović, M.	2016	Journal for East European Management Studies	Serbia
36	Oelofse, E. and Cady, S. H.	2012	Organization Development Journal	South Africa
37	Eines, T. F. and Vatne, S.	2018	Journal of Nursing Management	Norway
38	Elstak, Mn, Bhatt, M, Van Riel, Cbm, Pratt, Mg & Berens,	2015	Journal of Management Studies	Not Disclosured
39	Cox Sullivan, S, Norris, Mr, Brown, Lm & Scott, Kj	2017	Journal of Nursing Management	USA
40	Molineux, J.	2013	International Journal of Human Resource Management	Australia

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Article's code	Authors	Year	Publication	Country of study
41	Mcclean, E. J., Burris, E. R. and Detert, J. R.	2013	Academy of Management Journal	USA
42	Martinsons, M. G., Davison, R. and Martinsons, V.	2009	Communications of the ACM	Global
43	Schraub, E., Stegmaier, R. and Sonntag, K.	2011	Journal of Change Management	German
44	Somaya, D., Williamson, I. O. and Lorinkova, N.	2018	Academy of Management Journal	USA
45	Anita Kuleš	2011	Faculty of Economics in Osijek	Croatia
46	Som, A.	2003	Human Resource Management	France
47	Kam, C, Morin, Ajs, Meyer, Jp & Topolnytsky, L	2016	Journal of Management	Canada
48	Rao, M	2014	Organization Development Journal	USA
49	N. Sharon Hill; Myeong-Gu Seo; Jae Hyeung Kang and M. Susan Taylor	2012	Organization Science	USA
50	Fairbairn, U.	2005	Human Resource Management	USA

Article's code	Authors	Year	Publication	Country of study
51	Zaccaro, S. J. and Banks, D.	2004	Human Resource Management	USA
52	Žydžiūnaitė, V. and Lepaitė, D.	2009	Current Issues of Business & Law	Lithuania
53	Paarlberg, L. E. and Perry, J. L.	2007	American Review of Public Administration	USA
54	Long, C. S., Wan Ismail, W. K. and Amin, S. M.	2013	International Journal of Human Resource Management	Malaysia
55	Torres, J., A. S. and Gati, A. M.	2011	Journal of Technology Management & Innovation	Brazil
56	Liu, Y, Caldwell, Sd, Fedor, Db & Herold, Dm	2012	Journal of Applied Behavioral Science	USA
57	Van Der Voet, J.	2014	European Management Journal	Dutchland
58	Lyons, P.	2008	Journal of Business & Psychology	USA
59	Bordia, P, Restubog, Sld, Jimmieson, Nl & Irmer, Be	2011	Group & Organization Management	Philippines
60	Powley, Eh, Fry, Re, Barrett, Fj & Bright, Ds	2004	Academy of Management Executive	USA
61	Conway, E. and Monks, K.	2011	Human Resource Management Journal	Ireland

Article's code	Authors	Year	Publication	Country of study
62	Jimmieson, N. L., Peach, M. and White, K. M.	2008	Journal of Applied Behavioral Science	Australia
63	O'Kane, C. and Cunningham, J.	2014	European Management Journal	Global
64	Stein-Parbury, J, Chenoweth, L, Jeon, Y, Brodaty, H, Haas, M & Norman, R	2012	Clinical Gerontologist	Australia
65	Davis, C. and Burke, L.	2012	Journal of Nursing Management	United Kingdon
66	Daskalaki, M.	2012	Journal of Applied Behavioral Science	United Kingdon
67	Grant, A.	2010	Journal of Change Management	Australia
68	Burack, O., Reinhardt, J. and Weiner, A.	2012	Clinical Gerontologist	USA
69	Rusaw, A. C.	2007	International Journal of Public Administration	USA
70	Ford, J. D. and Ortiz, L.	2006	IEEE Transactions on Professional Communication	USA
71	Song, J. H., Joo, B.-K. (Brian) and Chermack, T. J.	2009	Human Resource Development Quarterly	Korea

| Article's code	Authors	Year	Publication	Country of study
72	Naranjo, G. D., Hartmann, F. and Maas, V. S.	2008	British Journal of Management	Spain
73	Church, Ah, Gallus, Ja, Desrosiers, Ei & Waclawski, J	2007	Organization Development Journal	USA
74	Singh, R., Keii, M. and Kasi, V	2009	European Journal of Information Systems	USA
75	Cooney, R. and Sewell, G.	2008	Group & Organization Management	Australia
76	Jones, R. A., Jimmieson, N. L. and Griffiths, A.	2005	Journal of Management Studies	Australia
77	Birkinshaw, J., Bresman, H. and Håkanson, L	2000	Journal of Management Studies	Global
78	Reilly, A. H.	2008	Advances in Developing Human Resources	Malaysia

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Appendix C. List of publications

Journal	Total of Articles
Human Resource Management	6
Journal of Applied Behavioral Science	4
Journal of Change Management	3
Organization Development Journal	3
International Journal of Human Resource Management	3
Journal of Management Studies	2
American Review of Public Administration	2
Academy of Management Journal	2
Clinical Gerontologist	2
Journal of Management	2
European Management Journal	2
Journal of Nursing Management	2
Group & Organization Management	2
Human Resource Management Journal	2
Applied Psychology: An International Review	1
Procedia Economics and Finance	1
Journal of Corporate Citizenship	1
Business Information Review	1
Journal of Nursing Management	1
Faculty of Economics in Osijek	1
Journal of Business Communication	1
Business: Theory & Practice	1
Current Issues of Business & Law	1
Health Promotion Journal of Australia	1
Journal of Nonprofit & Public Sector Marketing	1
Human Relations	1
European Journal of Information Systems	1
Human Resource Development International	1
Journal of Business & Psychology	1
Human Resource Development Quarterly	1
Communications of the ACM	1
British Journal of Management	1
Journal of Entrepreneurship, Management and Innovation	1
Journal of Personal Selling & Sales Management	1
Journal of Management Inquiry	1
Journal of Technology Management & Innovation	1
Journal of Management Studies	1
Annals of the University of Oradea: Economic Science	1
Employment Relations Today	1
Personnel Psychology	1
Journal of Park & Recreation Administration	1
Qualitative Report	1
SA Journal of Industrial Psychology	1

Journal of World Business	1
IEEE Transactions on Professional Communication	1
Organization Science	1
International Journal of Clinical Leadership	1
Public Money and Management	1
Total Quality Management & Business Excellence	1
FACES Journal	1
Academy of Management Executive	1
Total Quality Management	1
Journal for East European Management Studies	1
Advances in Developing Human Resources	1
International Journal of Public Administration	1

Source: elaborated by the author

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Appendix D. Number of articles per countries and continent