



The mediating role of change management in the relationship between transformational leadership, organizational culture and performance: the football teams of the village in Southern China

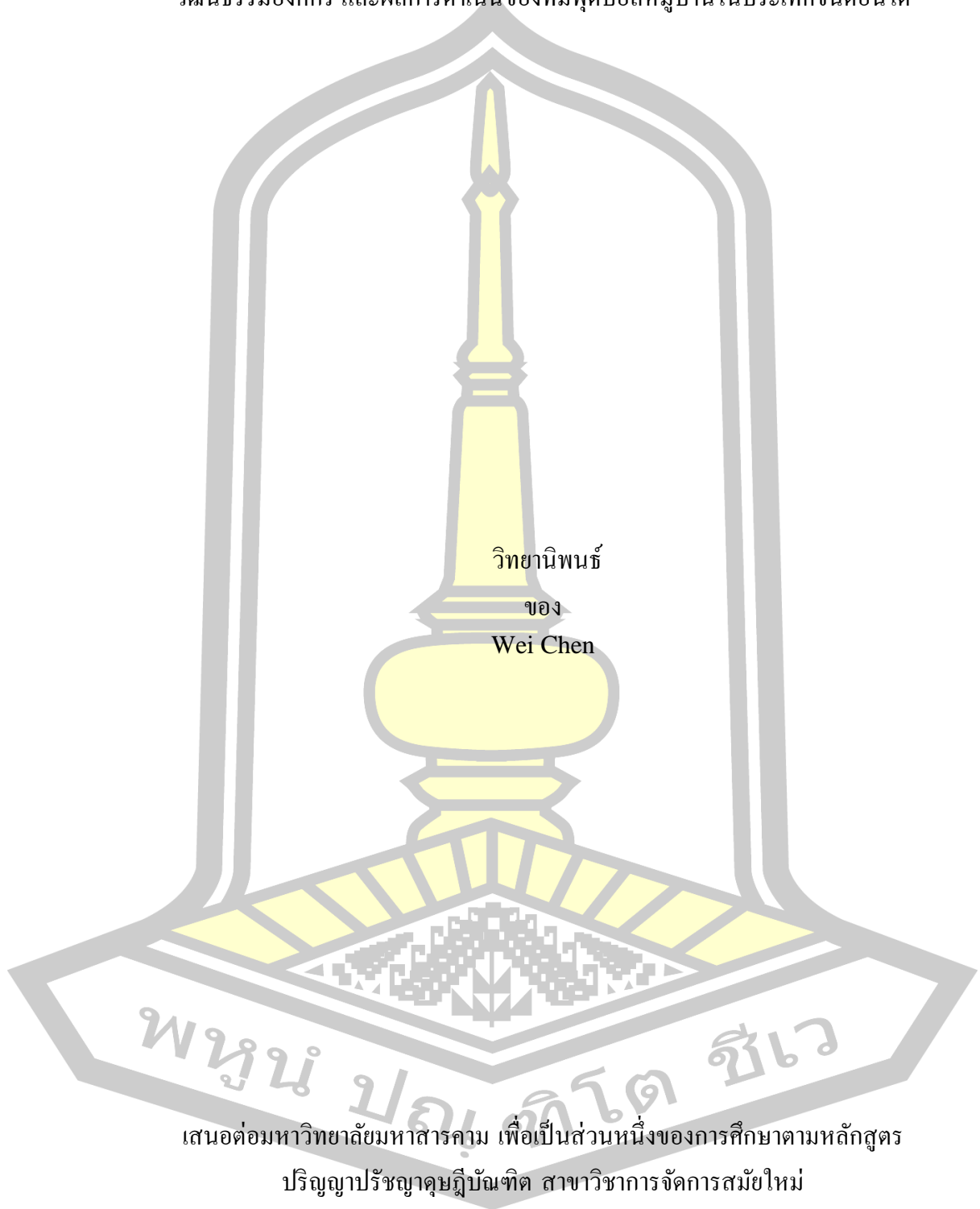
Wei Chen

A Thesis Submitted in Partial Fulfillment of Requirements for
degree of Doctor of Philosophy in Modern Management

January 2025

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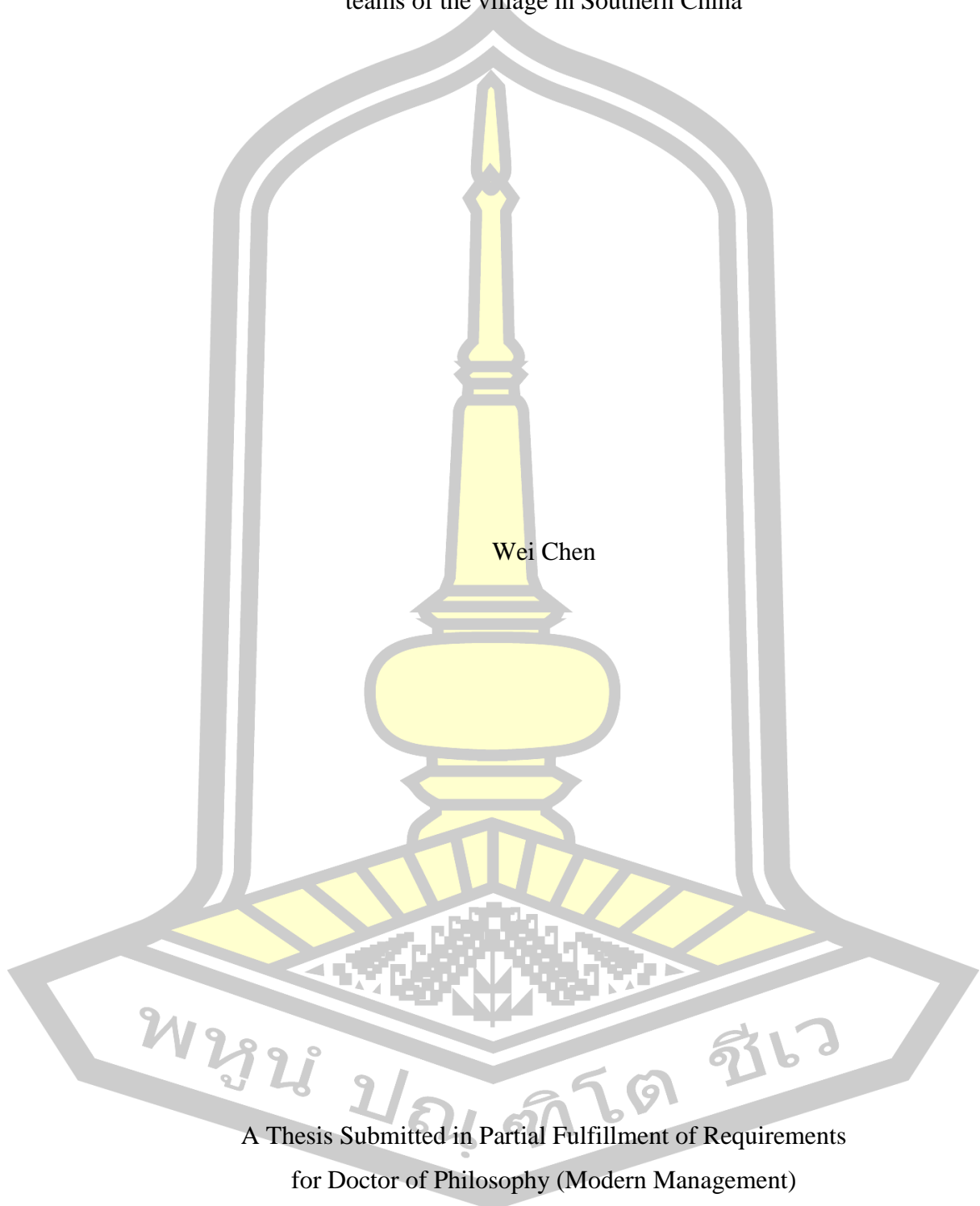
วิทยานิพนธ์
ของ
Wei Chen

เสนอต่อมหาวิทยาลัยมหาสารคาม เพื่อเป็นส่วนหนึ่งของการศึกษาตามหลักสูตร
ปริญญาปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการสมัยใหม่

มกราคม 2568

ลิขสิทธิ์เป็นของมหาวิทยาลัยมหาสารคาม

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January 2025

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The examining committee has unanimously approved this Thesis, submitted by Mr. Wei Chen , as a partial fulfillment of the requirements for the Doctor of Philosophy Modern Management at Mahasarakham University

Examining Committee

	Chairman
(Assoc. Prof. Thanet Wattanakul , Ph.D.)	
	Advisor
(Asst. Prof. Achariya Issarapaibool , Ph.D.)	
	Co-advisor
(Asst. Prof. Ploychompoo Weber , Ph.D.)	
	Committee
(Asst. Prof. Atthaphon Mumi , Ph.D.)	
	Committee
(Assoc. Prof. Sujinda Popaitoon , Ph.D.)	
	Committee
(Asst. Prof. Sutana Boonlua , Ph.D.)	

Mahasarakham University has granted approval to accept this Thesis as a partial fulfillment of the requirements for the Doctor of Philosophy Modern Management

(Assoc. Prof. Charuay Savithi , Ph.D.)	(Assoc. Prof. Krit Chaimoon , Ph.D.)
Dean of Mahasarakham Business School	Dean of Graduate School

TITLE	The mediating role of change management in the relationship between transformational leadership, organizational culture and performance: the football teams of the village in Southern China		
AUTHOR	Wei Chen		
ADVISORS	Assistant Professor Achariya Issarapaibool , Ph.D. Assistant Professor Ploychompoo Weber , Ph.D.		
DEGREE	Doctor of Philosophy	MAJOR	Modern Management
UNIVERSITY	Maharakham University	YEAR	2025

ABSTRACT

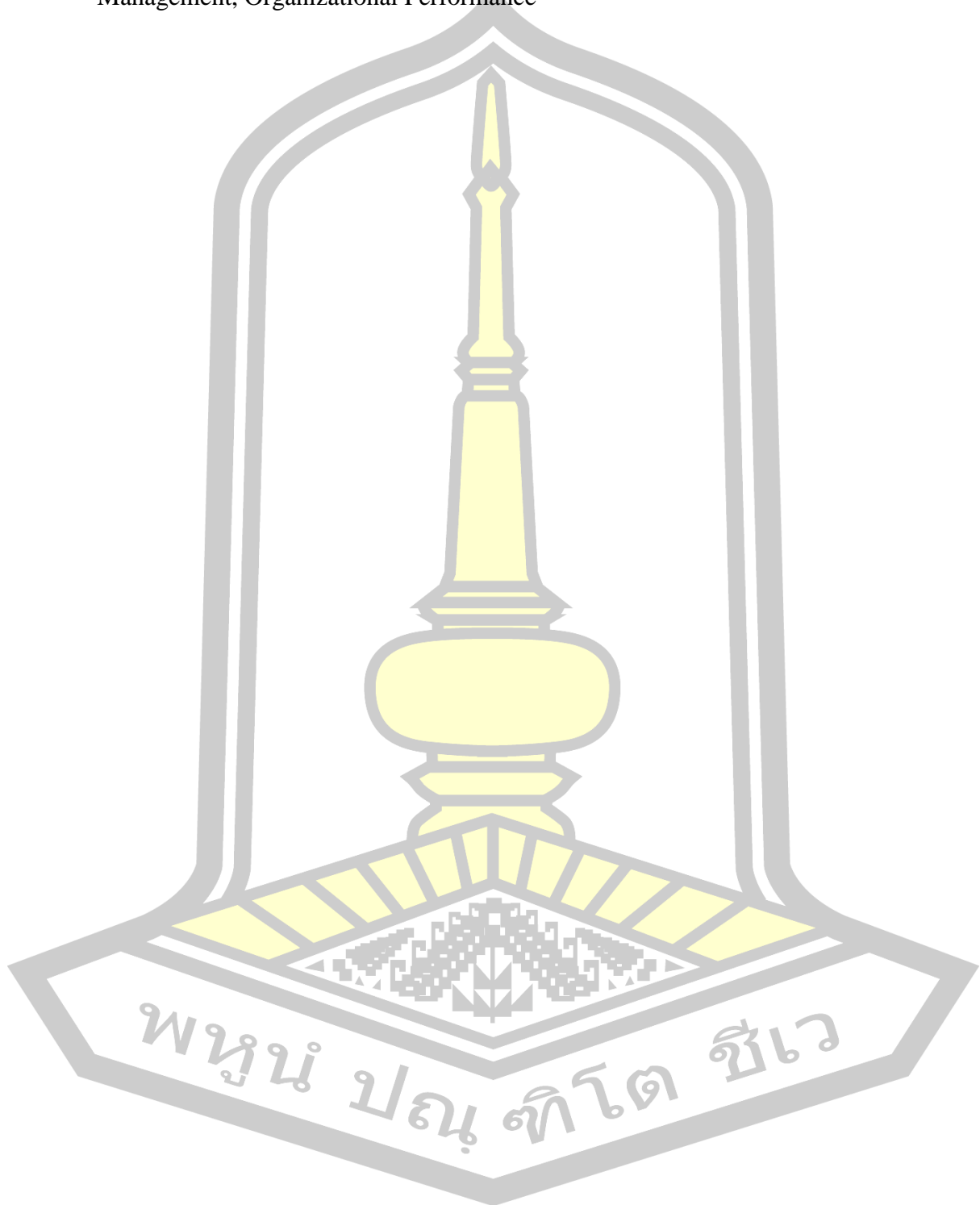
This research explores the mediating role of change management in the relationship between transformational leadership, organizational culture and performance, select village football teams in southern China as the research object. Through theoretical analysis and empirical research, this paper aims to reveal how transformational leadership influences organizational culture through change management, thereby improving team performance.

This research used survey research. Data for the study is based on the data from 401 village football teams in southern China. The literature's existing scales were used to operationalized the constructs proposed in this research. Based on responses to the questionnaire, this research applied the structural modeling technique to test the hypotheses. The market variable technique had been implemented to confirm the minimal risk of common method variance. Moreover, data were validated and passed the convergent and discriminant validity tests through various analyses.

The results show that transformational leadership can promote positive transformation of organizational culture by developing and implementing effective change management strategies. Specifically, change management plays a key role in enhancing collaboration, adaptability and innovation among team members, leading to a degree of greater team cohesion and morale. The research found that this benign transformation was obviously reflected in the final performance, and the team's performance in the game was significantly improved.

The case research of South China Village football team further verifies the mediating role of change management in connecting transformational leadership with organizational culture and performance. Through change management, the leader successfully guides the optimization of the team culture, and then promotes the overall performance of the team. This finding provides practical guidance and implications for village football teams and other similar organizations in dealing with change.

Keyword : Transformational Leadership, Organizational Culture, Change Management, Organizational Performance



ACKNOWLEDGEMENTS

The completion of my doctoral thesis marks the end of an important journey in my academic career, and finally the completion of this dream in my life. The journey is full of challenges, exploration and growth. I would like to thank every mentor, family member, friend and colleague who has supported and helped me along the way.

First of all, I would like to give special thanks to my supervisor Asst. Prof. Achariya Issarapaiboo Ph.D. and Asst. Prof. Ploychompoo Weber, Ph.D. The two ladies not only gave me endless guidance and inspiration in academic research, but also supported me with patience, trust and encouragement when I faced difficulties and setbacks. Their knowledge and attitude have deeply influenced me and inspired me to pursue excellence.

I would like to thank the members of my thesis review committee, Assoc. Prof. Dr. Thanet Wattanaku, Asst. Prof. Dr. Achariya Issarapaibool, Asst. Prof. Dr. Ploychompoo Weber, Asst. Prof. Dr. Atthaphon Mumi, Assoc. Prof. Dr. Sujinda Popaitoon, Asst. Prof. Dr. Sutana Boonlua.

I would also like to thank the professors who helped me so selflessly during the writing of my thesis: Asst. Prof. Dr. Jindarat Peemane, Dr. Anupong Sukprasert, Asst. Prof. Dr. Suteera Chanthes and Asst. Prof. Dr. Chutima Ruanguttamanurn. Thank you all for your recognition and valuable comments on my research work. Your rigor and professionalism make my research more complete.

Thanks to my parents and family, you are my most solid support. During my studies, your unconditional support and encouragement gave me unlimited strength to devote myself to academic research. Special thanks to my wife, Ms. Wenhong Li, for your unconditional support during my doctoral study, understanding and tolerance of my busy and pressure, which is also the most fundamental guarantee for me to finish my study. As well as my beloved son-in-law Mr. Xuelai Guan and my daughter Ms. Xiaochen Chen, it is your spiritual encouragement that makes me come to today without hesitation. During this period, the arrival of my grandson Mr. Yilin Guan as scheduled added endless fun and new hope to my doctoral career.

I would also like to thank my classmates Ms. Shuwei Wang, Ms. Di Ma, Ms. Ziyi Jiao, Ms. Bifeng Ren, Mr. Fu Jiang, Ms. Yemei Yuang and other colleagues and

friends, thank you for your exchanges and sharing in the academic discussion. I benefited a lot from my research. Thank you members, thank you for your support, let me gain a lot of valuable experience in the research.

I would also like to thank Guangdong Peizheng University for its policy funding and support for my research, which provides me with opportunities and conditions for further exploration.

Finally, I would like to thank myself. In the three years of the novel coronavirus epidemic, I did not stop moving forward, but used this special time to find a new direction to continuously improve myself and persevere.

The completion of this paper is not only the result of my own efforts, but also the common crystallization of all the people who have given me help and support. Thank you again!

Wei Chen

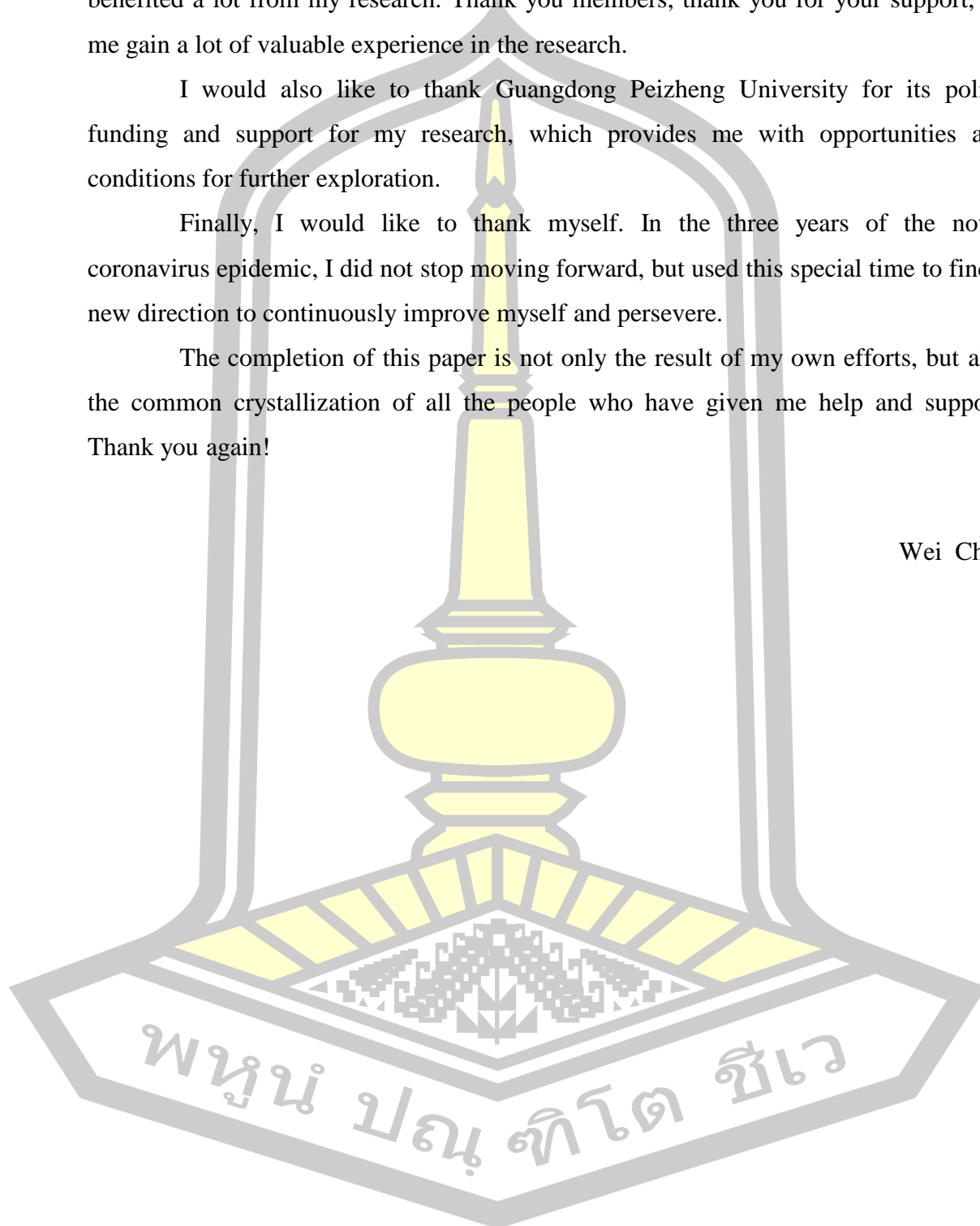


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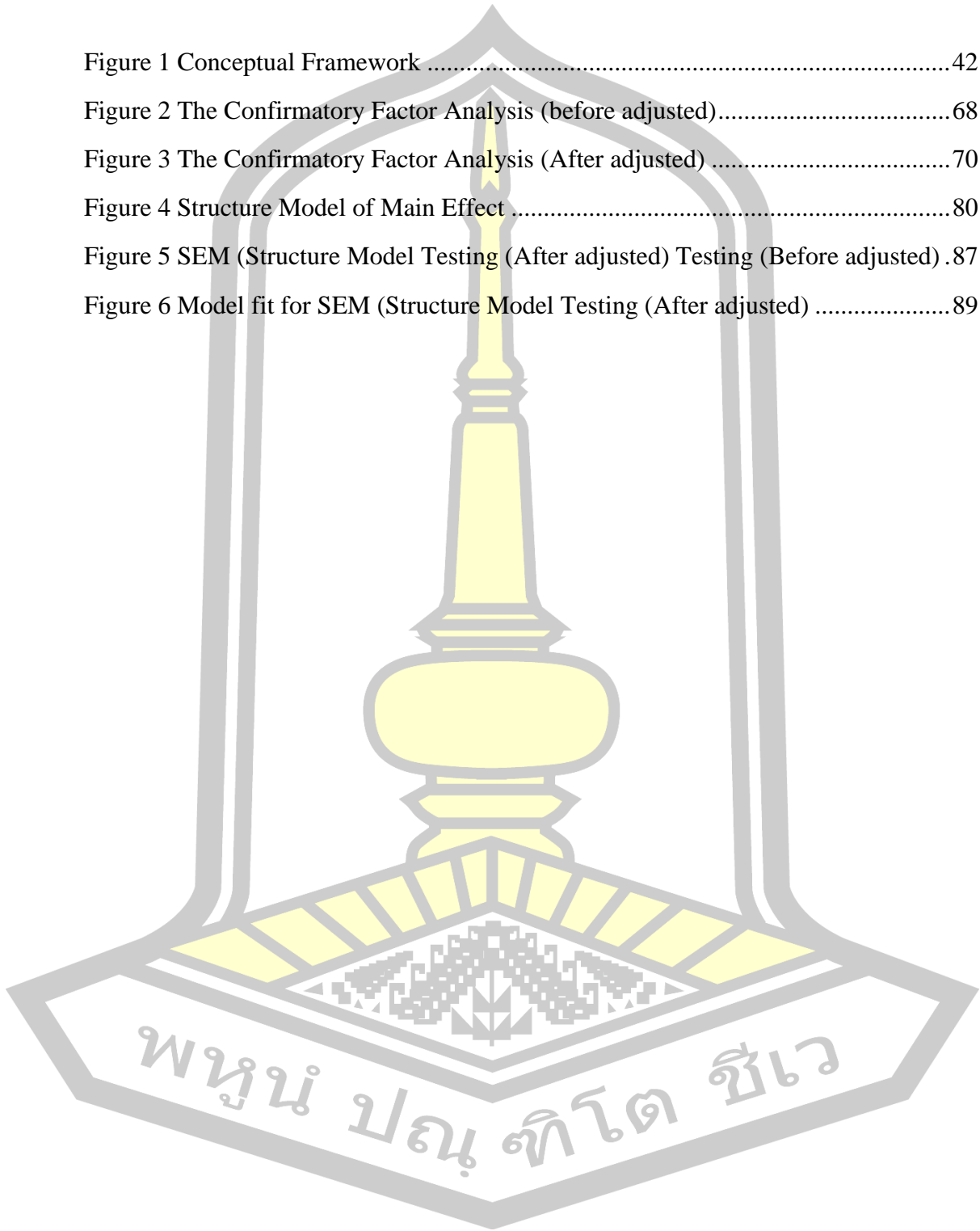
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Chapter 1

Introduction

Overview

With the continuous improvement of people's living standards, people pay increasing attention to the importance of physical exercise for maintaining health. More and more people actively participate in a series of team sports, such as basketball, football, volleyball and so on. This is not only for physical exercise, but also for the fun of socializing and cultivating teamwork. There is also an increasing interest in professional sports events, not just watching the games, but also in comparing the individual skills of athletes, tactical analysis of sports events, and even various sports technologies. These changes reflect the increasing emphasis on health, leisure, social and personal fulfillment, as well as the continuous pursuit of improving the quality of life, which in turn has triggered a day of attention for health and sports in the whole society. As an important part of community sports (Mohammadi, S., 2019), the development of village football team (Giampiccoli & Nauright, 2019) can reflect the overall degree and quality of the popularity of sports in a society.

Village football teams are often part of local cultural and community activities and play an important role in enhancing community cohesion and cultural heritage. In many countries, especially in developing countries such as China, the government has promoted a rural revitalization strategy, which includes the promotion of sports activities, and the organizational performance of rural football teams is one of the key indicators of the success of this strategy. The "Village Super" (Angel, 2023) competition in Guizhou, China, is a symbol of the promotion of rural football in China. It is an amateur football league held by the rural areas of Guizhou Province (Binyang Li & Zhenxin Nie, 2024). Its game rules are loose, inclusive and more down-to-earth, which is very in line with the football participation habits and entertainment needs of people in rural areas. In terms of the organization and publicity of the game, the Guizhou provincial government adopted a series of publicity measures to attract and keep fans watching, such as accurate scores, introducing players' personal lives, holding wonderful literary performances, etc. The successful

implementation of these measures has made these grassroots "Village Super League" (Qing, C.F., 2023) more concerned and loved by people than the Chinese Super League.

As a folk grassroots organization, the performance of the rural football team will determine its future trend and development prospect. The organizational performance of a village football team refers to the extent to which the football team achieves its goals and mission in all aspects, as well as the impact and value it generates within its particular community or region. Although village football teams are smaller in size compared to large professional football clubs, they can still have their own unique organizational performance indicators. Research by Williams and Fraser (2021) suggests that successful athletic performance in village football teams can increase community cohesion and self-esteem. The organizational performance of rural football teams can also be reflected through competition results, community participation, youth development, financial indicators and other factors. As a result, the theory of organization, organizational culture, organizational performance, leadership and other important management research issues are contained in this phenomenon.

Ghoshal and Bartlett (2023) pointed out that in the context of globalization, organizations need to build a strong transnational organizational network to obtain and share information, resources and best practices, so as to improve organizational performance. Economic globalization has many effects on organizational performance, which requires organizations to adapt to the global competitive environment and improve their performance. From different perspectives, researchers have elaborated the influence of strategic management, organizational structure design, leadership style, employee participation and motivation, employee quality, quality management and technological innovation, organizational culture and other factors on organizational performance, and constantly enriched the content of organizational performance theory.

Research based on strategic management shows that organizational strategic planning and execution capabilities have a significant impact on organizational performance (Porter, Michael E., 2020). At the same time, the research of

organizational structure design found that various factors in organizational structure design would have an impact on organizational performance (Mintzberg, Henry, 2023). Studies from leadership theory and organizational behavior show that transformational leadership can motivate employees and improve performance (Bass, Bernard M., 2021), by focusing on employee engagement and motivation (Frederick, 2021), employees face cognitive and emotional challenges during the change process, and if the organization does not actively manage these aspects, the change may negatively affect performance (Armenakis & Bedeian, 2020). Moreover, organizational performance is affected by multiple factors at the same time. Edgar H. Schein (2020) found that organizational culture can shape leadership style and further improve organizational performance through researching the relationship between organizational culture, leadership style and organizational performance. In addition to the analysis of internal factors in organizations, as shown above, technological innovation under the economic globalization also brings changes to organizational performance. Christensen and M. Clayton (2020) discussed the mechanism of organizational performance change from the perspective of technological innovation. Overall, organizational culture and leadership style are critical to shaping employee behavior and the organizational climate. Employee engagement and motivation directly affect daily operational efficiency and innovation. Strategic management and technological innovation are key drivers for long-term success and sustained competitiveness.

As mentioned above, there are many factors affecting organizational performance, and the discussion of a single dimension and a single path will inevitably lead to a deviation of the research results. Through literature review, this research discusses many key factors affecting organizational performance, constructing a system model of four variables, namely transformational leadership, organizational culture, change management and organizational performance, and discusses the operational mechanism of the system and its ultimate impact on organizational performance.

As a folk grassroots organization, the performance of a rural football team will determine its future trend and development prospect. The organizational performance of a village football team refers to what extent the football team achieves its goals and

mission in all aspects, as well as the impact and value it generates within the particular community or region. Although village football teams are smaller in size compared to the large professional football clubs, they can still have their own unique organizational performance indicators. Research by Williams and Fraser (2019) suggests that successful athletic performance in village football teams can increase community cohesion and self-esteem. The organizational performance of rural football teams can also be reflected through competition results, community participation, youth development, financial indicators and other dimensions.

As mentioned above, as a form of organization, we will look at the three variables of transformational leadership, organizational culture and change management to see how they work together to affect the performance of the rural football team.

Research Questions

A key research question in this thesis is how transformational leadership affects organizational performance through its impact on change management, and how organizational culture affects organizational performance through its impact on change management. Specific research questions are as follows:

1. How does the transformational leadership positively relate to change management and the transformational leadership is positively related to organizational culture? For what reason does the organizational culture is positively relate to change management? How are the transformational leadership and organizational culture related to organizational performance?
2. How does the change management mediate between transformational leadership and organizational performance, and the change management mediate between organizational culture and organizational performance?

Purposes of the Research

The purpose of this thesis is to research how transformational leadership and organizational culture influence organizational performance through change management. Specific research objectives are as follows:

1. To examine the positive and significant impact of transformational leadership on change management.
2. To test the positive and significant impact of transformational leadership on organizational culture.
3. To examine organizational culture has a positive and significant impact on change management.
4. To investigate the positive and significant impact of transformational leadership on organizational performance.
5. To test the positive and significant impact of organizational culture on organizational performance.
- 6a. To investigate how change management plays a mediating role between transformational leadership and organizational performance.
- 6b. To investigate how organizational culture plays a mediating role between change management and organizational performance.

Scope of the Research

The main purpose of this research is to explore the relationship between transformational leadership, organizational culture, change management and

organizational performance. Three basic theories are used as the material support of this research, the Transformational Leadership theory (Burns, J.M., 1978), the Change Management theory (Lewin, K., 1964) and the Organizational Culture theory (Schein, E., 1985). Change management theory emphasizes the positive correlation between transformational leadership and high organizational performance, including higher productivity, better quality, and higher employee satisfaction. Organizational Culture Theory explores how organizational culture affects an organization's performance, including employee satisfaction, teamwork, innovation, and adaptability. Change Management Theory demonstrates that through effective change management, organizations can improve their operational efficiency, enhance competitiveness and improve employee satisfaction and other performance indicators.

Transformational leadership theory (Dinh, Lord & Hoffman, 2020), change management theory and organizational culture theory all influence organizational performance in different ways, but they can complement each other to promote organizational success. When these theories work together, organizations can better cope with external and internal challenges and maintain and improve organizational performance. Transformational leadership can inspire employees to strive for excellence, change management ensures that change is implemented smoothly, and a strong organizational culture keeps employees motivated and loyal, all of which are key to achieving high organizational performance.

In essence, the focus of this thesis is the village football teams, which are active in rural China, in particular, the captain and all the players of the football team are the key figures that are investigated. They have a good understanding of the formation of their football team, the basic situation of the members, the mission of the team. They have a clear understanding of the current state of the football team, its development prospects and its future expectations. Therefore, they hope to have a leader who can constantly carry out reform and innovation, have an organizational culture that can inspire team members to work together to create miracles, and they also hope to have an effective management and control skills in the process of these changes to ensure the success of various innovations, so as to lead the team to continuous progress.

The research was conducted using a deductive approach and the participants were all members of the 401 teams. Data was collected in the form of questionnaire surveys. In order to ensure the quality of the questionnaire, it is necessary to measure the reliability and validity.

In this thesis, transformational leadership, organizational culture, change management, organizational performance and other concepts were investigated through designing questionnaires. Questionnaire items and related concepts are the relationship between latent variables (Henseler, Hubona, & Ray, 2021) and observed variables (Brown, Moore, 2020), and the quality of the questionnaire design directly affects the relationship between latent variables and observed variables. In order to ensure the quality of the questionnaire, it is necessary to measure the reliability and validity of the questionnaire first, and make the reliability and validity of the questionnaire reach an acceptable range through statistical methods. Secondly, there are direct and indirect relationships between independent variables, mediating variables and dependent variables, and there are multiple mediating relationships in this research. Structural equation model should be used to judge the fit degree of the model, as well as the significance of the mediating relationship, the significance of the relationship between independent variables and dependent variables to complete the hypothesis test of variable relations. Finally, this thesis aims to explain the deviations in the research results, analyzes the causes of the deviations, and provides scientific basis for the future development of this research.

Definition of the Variables

Transformational Leadership

Transformational Leadership (Reza, M. H., 2019) is a leadership style that emphasizes that this style of leadership achieves organizational change and improves performance by inspiring motivation and a sense of purpose in their employees. According to Siangchokyoo, Klinger and Campion (2020), transformational leadership represents a creative form of interaction between management leaders and personnel. Transformational leaders truly accept the needs and desires of their

subordinates and seek improvement, so that they can progress. On this basis, Avolio & Bass (2021), gave an in-depth description of leadership styles, such as the charisma, influence and the organizational performance of leaders.

Transformational leadership (Wang, Luthans, Wang & Wu, 2021) aims to change the values, expectations and goals of employees by motivating and inspiring them to achieve a higher level of motivation and ethics, so that the personnel can transcend their own interests and work hard for the benefit of the organization.

Based on the aforementioned researchers' comprehensive description of this concept, this dissertation gives the following definition: Transformational leadership is a kind of leader who can exert positive influence in various organizational environments. In an organization with such a leadership style, the potential of employees is given full play, the resonance between employees and leaders is established, the positive emotions of employees are stimulated, the organizational change is promoted, and the organizational performance is improved.

Organizational Culture

Organizational culture refers to the values, beliefs, habits, norms, languages, symbols and customs shared within an organization, which shape the behavior of employees and the way the organization communicates both internally and externally.

Deal and Kennedy (2019) regarded organizational culture as a ritual and convention in corporate life, emphasizing how culture is rooted in an organization and influences employee behavior, and used cases to explain the role of organizational culture on organizational performance. On this basis, Schein (2023) described organizational culture as the collection of basic assumptions, values and beliefs shared in an organization. Denison (2020) discussed in detail the relationship between organizational culture and organizational performance from four dimensions: consistency, participation, adaptability and growth. This provides a theoretical basis for the positive impact of organizational culture on organizational performance as proposed by Cameron & Quinn (2019).

Based on this, in this research, we give the specific content of organizational culture. Organizational culture is the important influence of intra-organizational decision-making and organizational decision-making, and ultimately affect organizational performance.

Change Management

Change management is a management approach that aims to effectively plan, implement and control change within an organization to ensure the success of change and the sustainability of development.

Change management refers to the use of a range of tools and techniques from an organizational management perspective to guide individuals, teams, and organizations to successfully transition from the current state to the desired future state in order to achieve and sustain change.

The definition given by J. Hayes (2023): a way to transform organizations in order to maintain or improve their effectiveness. Thus, change management is a systematic approach to managing change within an organization to ensure the smooth implementation of organizational change and ultimately the success of change within and out with the organization. Change management includes a set of methods, tools, and models used to help organizations respond to change so that they can adapt to changing environments.

Organizational Performance

In terms of the definition of organizational performance, R. Likert (2020) proposed that organizational performance is a comprehensive index including productivity, human resources, financial performance, market share and other aspects. Steers (2021) believed that organizational performance is the efficiency and effect of an organization in achieving its goals through its resources and task environment in a specific period. K. Cameron (2019) pointed out that organizational performance includes a variety of performance indicators, such as satisfaction, learning and

development, productivity and efficiency. He emphasized the importance of considering a variety of indicators to obtain a comprehensive view of organizational performance. Sink and Tuttle (2019) proposed that organizational performance should include seven key performance areas such as efficiency, effectiveness, quality, productivity, quality of life, innovation and earnings. Scholars have given different definitions in different periods, which reflect the multi-dimension and complexity of the concept of organizational performance, indicating that the connotation of the definition of organizational performance is a changing process. From these definitions, it can be seen that organizational performance is multidimensional, and its dimensions and measurement methods are constantly changing and evolving over time.

Based on the above literature, this thesis defines organizational performance: it is a measure of the fulfillment of organizational goals and tasks, which is used to evaluate the efficiency and effectiveness of an organization in achieving its predetermined goals and results. The organization should regularly evaluate its performance in order to better achieve its strategic objectives. Metrics include revenue, profit, customer satisfaction, internal process efficiency, and more.

Summary

This chapter introduced the achievements and problems (village football teams lack funds for their activities and it is difficult for them to gain recognition from government departments.) of village football teams in southern China. This thesis selects village football teams in southern China as the research object and attempts to explore effective ways to improve the organizational performance. This chapter also introduces the research questions and objectives and aims to provide useful reference for the development of the organizational performance of village football teams.

Chapter II

Literature Review and Conceptual Framework

Change management, transformational leadership and organizational culture are the key elements to achieve change and improve performance in an organization, and should be utilised together to influence the success of the organization. ‘Transformational Leadership theory (TFL) holds significant potential for coaching research in youth sport’ and ‘TFL influences follower development.’ (Turnnidge, Jennifer & Côté, Jean, 2019). Wagstaff and Burton-Wylie (2019) state, ‘leadership has an important role to play within the research and influence of organizational culture in sport’. Many organizational cultures in sport researchers have acknowledged the valuable role of leadership’. The improvement of organizational performance usually requires the synergy of these three elements. Change management ensures effective implementation of change, transformational leadership inspires passion and creativity in the team, and organizational culture provides a framework of shared values and codes of conduct for employees. These elements together constitute a comprehensive system conducive to the improvement of organizational performance.

In the case of Guizhou Village Super (36Kr, 2023), the intervention of Chinese Football Association in the Village Super triggered people's thinking about the impact of transformational leadership, change management and organizational culture on organizational performance.

From the perspective of transformational leadership, it emphasizes that leaders realize organizational change by motivating and stimulating the potential of their subordinates. In the case of the "Guizhou Village Super League", the leaders of the Football Association should promote the development of the village Super League by setting a clear vision and encouraging and supporting local organizations. This leadership style can promote positive interaction inside and outside the organization and improve organizational performance (Bass & Avolio, 2021). From the perspective of change management theory, it focuses on the implementation of change through

systematic steps and strategies to ensure the smooth progress of the change process. In the case of "Guizhou Village Chao", the intervention of the Football Association should follow the principle of change management to reduce the resistance and ensure the effectiveness of the change (Kotte, 2019; Hiatt, 2023). From the perspective of organizational culture theory, it emphasizes the importance of culture in organizations, especially the power of culture in the process of change. In the case of "Guizhou Village Super League", the intervention of football association should respect and accommodate local culture, and promote the development of the Village Super League through cultural coordination (Schein, E. H., 2021; Hofstede, G., 2023)

Theoretical Foundation

Under the background of economic globalization (Rodrik, 2020), organizational change (Burnes & Bargal, 2020) shows many characteristics. With the globalization of the market, organizations must adapt to the changing market environment in order to maintain their competitiveness. Furthermore, the rapid development of technology, especially information technology, requires organizations to update the way they operate so that they can take full advantage of new technologies. Globalization has led to a more diverse customer base, so organizations need to adapt their products and services to meet the needs of different markets. As almost all industries are affected by globalization, organizations also need to consider cultural factors in internal management and external communication during the change process. In addition, the rapidly changing market environment requires organizations to adapt quickly and make corresponding strategic adjustments. Therefore, in the global competition, organizations need continuous innovation to maintain their competitive advantage.

It can be seen that economic globalization requires organizations to constantly change in response to new market environments, technological advances, customer needs and cultural differences. Therefore, organizations also need to adopt flexible strategies, effectively manage cross-cultural teams, and constantly innovate to maintain their competitiveness.

In the process of implementing change, change management is the key to ensure smooth, efficient and sustainable organizational change, and effective change management is crucial. First, change management not only helps ensure that change goes smoothly, but also minimizes disruption to employees and day-to-day business. Employees are the key to change success. Bouckennooghe (2023) illustrated that resistance can be reduced and employee acceptance can be improved through active communication strategies and participation mechanisms. Secondly, the purpose of change is to give the organization a sustained competitive advantage, so change management must ensure that the organizational change is consistent with the long-term strategic goals and vision (Herold & Fedor, 2023). Finally, in the process of implementing change, the organization should be deeply aware that change management is not only concerned with immediate change implementation, but also involves cultivating the organization's continuous learning and adaptability (Oreg, Vakola & Armenakis, 2022) to ensure that the organization can keep up with the times. Amongst scholars who have studied change management, Hayes (Hayes, 2024) pays more attention to the effectiveness of change. He demonstrates that effective change management also helps to ensure the reasonable allocation of resources and improve the efficiency and effect of change implementation. At the same time, due to globalization, multiple cultures will coexist inside and outside the organization. This phenomenon will persist forever, therefore, considering the change of organizational culture and behavior in change management is crucial to ensure long-term success (Schein & Schein, 2023).

In the field of organizational management, change management is a major issue, which is of great significance to the success and sustainable development of an organization. This thesis will explore the impact of change management, transformational leadership and organizational culture on organizational performance, with special attention to the mediating role of change management between transformational leadership, organizational culture and organizational performance.

Theoretical Basis

This thesis attempts to integrate theoretical perspectives supporting the impact of transformational leadership, organizational culture, and change management on organizational performance. The theories supporting this research include Transformational Leadership Theory, Organizational Culture Theory and Change Management Theory. The explanation is as follows:

Transformational Leadership Theory

In his book *Leadership*, Van Knippenberg (2020) proposed the concept of Transformational Leadership and gave a classic definition: "Transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Their purposes, which might have started out as separate but related, as now fused. Power bases are linked not as counterweights but as mutual support for common purpose. The result is people who work together to achieve extraordinary outcomes." (Burns, 1978)

The concept of transformational leadership involves multiple aspects such as vision and goals, culture, structure, intellectual stimulation, personal support, and performance expectations (Luyten & Bazo, 2019). In addition, transformational leaders accomplish organizational goals by being self-motivated and in a collaborative manner. Through these behaviors, transformational leaders can develop new ideas and innovations within the organization, including motivating team members to solve problems in new ways (Waldman & Bass, 2023), thereby improving organizational performance. Burns divides leadership into transactional leadership, which relies primarily on rewards and punishments to motivate employees; and transformational leadership, which encourages employees to go beyond their initial expectations and interests to a higher level of ethics and value.

In the 1970s, the field of leadership studies began to focus not only on the behavior of leadership itself, but also on the interactions between management and employees. The relationship between manager and employee becomes particularly important. As a result, the theory of transformational leadership comes into being,

which breaks through the traditional transactional leadership framework and emphasizes the profound influence of leadership on subordinates.

The theory of transformational leadership was first proposed by James MacGregor Burns in 1978. Burns described how leaders encourage and motivate subordinates to transcend their own interests for the overall good of the organization (Burns, 1978). This leadership style encourages innovation, creativity, and acceptance of change.

Bass and Avolio (Bernard, Bass & Bruce, Avolio, 2021) expand on Burns' theory and identify four main elements of transformational leadership, emphasizing their role in organizational performance: charismatic/inspirational motivation (where the leader provides vision and mission and encourages pride and respect); Intellectual stimulation (where leaders encourage employees to think about problems and seek new solutions); Personal attention (leaders care about and understand the needs and feelings of each employee); Beneficial motivation (leaders set clear goals for employees and encourage them to accomplish them).

The leadership style of transformational leadership theory is embodied in encouraging innovation, creation and the acceptance of change. It values the needs, values and emotions of its employees and encourages their active participation.

This theory has been applied in a variety of organizational and cultural contexts, providing theoretical support for leadership training and development around the world.

Change Management Theory

Change management theory (Todnem & Burnes, 2020) is a complex and diversified field, which has evolved and expanded several times, each period has had different views and change management has become an important part of modern organization research.

K. Lewin (1964) was one of the first researchers to put forward the theory of change. He proposed a three-step theory of "defrost, change, and refreeze" to describe

the process of successful change. J. P. Kotter (2021) highlighted the importance of leadership in change management, arguing that successful change requires strong leadership support. After years of research, J. P. Kotter (2019) further developed its eight-step change process model to provide organizations with a set of change management steps and strategies. M. Beer and N. Nohria (2020) propose two basic strategies for change: E strategy (economic value) and O strategy (organizational capability), and discuss how best to combine them to facilitate success. E. Cameron and M. Green (2020) conducted a comprehensive evaluation and comparison of various change management models and strategies, providing practitioners with practical tools and recommendations. B. Burns (2020) explored change management in organizational dynamics from a strategic perspective. S. Oreg, M. Vakola and A. Armenakis (2022) reviewed the past sixty years of research on how organizational members respond to change, and they highlighted the cognitive and emotional responses of employees to change. S. Cummings, T. Bridgman, and K. G. Brown (2023) reevaluated Lewin's "defrost-change-refreeze" model, providing new insights into modern change management.

Change management theory is mainly applied in the field of organizational management, especially when dealing with major changes within or out with an organization. Its main contribution is to provide a systematic approach to understanding, planning, implementing and evaluating change to ensure that it goes smoothly and achieves its intended goals.

Organizational Culture Theory

Organizational culture theory (Schein & Schein, 2019) is a complex and diverse field that has gone through multiple evolutions, each with different representative views. Early management theory focused on the mechanical structure and efficiency of organizations, while ignoring culture and treating organizations as mechanical systems. During that period, theories mainly focused on how to maintain organizational stability by improving production efficiency, and cultural factors were not fully considered or prioritized.

In the 1970s, the symbolic school and the concept of culture were introduced; illustrating that organizational culture is a symbol and a system that affects employee behavior and organizational performance. Edgar Schein (1985) introduced the concept of organizational culture for the first time, focusing on three levels of organizational culture: surface culture, middle culture and grassroots culture. Subsequently, Terrence Deal and Allan Kennedy (2021) studied the rituals and habits of organizational culture, focusing on the symbolic and ritualistic aspects of organizational culture and the influence of culture on employee behavior.

In 2019s, the theory of cultural types and cultural dimensions was further developed. Theories of this period emphasized the diversity of cultural types and proposed measurement tools to help organizations understand their cultures. Cultural type theory proposes different types of organizational culture, such as "authority culture" and "innovation culture" to explain cultural differences. Cameron and Quinn (2023) proposed the "Competing Values Framework", which describes four different types of organizational cultures: family-based, market-based, hierarchical and innovative.

Since the 2000s, focus has shifted to social cognitive theory and cultural values. Social cognitive theory emphasizes that culture is a shared cognitive structure that influences employee behavior and decision making. Shalom Schwartz (2023) put forward the theory of cultural values and described the commonalities and differences of various cultural values. Focus on cultural values and shared cognitive structures to explain the impact of culture on organizations.

Organizational culture theory is also mainly used in the field of organizational management. It studies and describes the characteristics of values, beliefs, behavior patterns and shared cognition within an organization. Organizational culture has an important impact on understanding the working style, employee interaction and organizational performance within an organization.

Relevant Literature Reviews

Leader

"Leader" is a widely discussed concept whose definition can vary depending on the context, discipline, and culture. However, the classic definition of a leader usually covers the ability of an individual or group to guide, influence, and inspire others to achieve a common goal or vision in an organizational, social, or other context. J. M. Burns (1978) divided leadership into transformational leadership and transactional leadership for the first time, and pointed out that transformational leadership focuses on stimulating employees' inner motivation and passion to achieve goals beyond the conventional, and influences employees by inspiring their values, visions and goals. This style of leadership often involves building trust, supporting employees' personal and professional development, and conveying positive emotions. Transactional leadership focuses on exchanges and rewards, using rewards and punishments to manage employees. This style of leadership usually involves supervision and control, focusing on task completion and compliance. In an organization such as a village football team, the players are only organized by common interests and hobbies, and there should be no conflict of interests. Therefore, as the leader of the team, he should be a transformational leader. B. M. Bass (2021) believes that leadership is the ability to guide others by example, so that they can better understand and realize the vision of the organization or society, and at the same time improve the morale, motivation and performance of others. G. Yukl (2023) proposed that a leader is no longer a simple individual, but an individual who can achieve a common goal and influence an organization or community by cooperating with others, coordinating resources and directing actions. P. G. Northouse (2023) inherits this view and proposes that a leader is an individual or group who can guide and influence others for a common vision or goal. They do this by demonstrating correct behavior, providing guidance, and inspiring passion.

These classic definitions highlight the key characteristics of leaders, which include: guidance, influence, common purpose, role modeling, collaboration, et cetera. The definition of a leader can vary from school to school and research context, but together they demonstrate the important role of a leader and the impact and responsibility they have on an organization, team, or society.

Leadership classification

Leaders can be classified according to different perspectives and characteristics. Much has been written about leadership qualities and types of leadership (Bass and Avolio, 2021). For example, Bass and Stogdill's (2021) argue that leaders must promote change by creating a vision. In general, leaders must have a clear understanding of the organization's strategic goals, identify the actions needed to achieve those goals, and conduct an analysis of the organization's existing ideology.

Leadership behavior and function can be divided into:

Task-oriented leadership: focus on the achievement of tasks and goals.

Relationship-oriented leadership: focus on employee needs, interactions, and satisfaction.

Transformational leadership: motivates and inspires employees to drive organizational change.

Strategic leadership: focus on the long-term strategy and vision of the organization.

If the goal of strategic leadership is to serve the organization, then it needs to be transformative. In many cases, the type of leadership needed to change a culture is transformational, because cultural change requires a lot of energy and commitment to achieve results. The transformational leadership theory posits that change is achieved by the leader realizing the unique vision of the organization through strong personal characteristics to change the cultural norms within the organization (Hatch, 2022). More importantly, transformational leaders must be grounded in high moral and ethical practices and have a fundamental understanding of the complex factors in an organization that make collective effort possible.

Strategic leaders have the best perspective to see the dynamics of the culture, and what should remain and what needs to change. According to Kouzes and Posner (2021), "leadership is the art of mobilizing others to fight for common aspirations" when faced with major change. Therefore, if leaders want to be successful as change agents, they must become proficient in the change management process.

Leadership is considered to exert a dominant influence on the direction of cultural norms and basic assumptions in institutional settings. It is generally accepted that leadership and organizational culture are linked in the process of change (Schein, 2021). A business leader who encourages continuous learning and supports change helps define a flexible organizational culture. In this environment, employees do not fear condemnation for proposing a different direction, but are free to express their innovative ideas, thereby increasing the productivity of the organization.

An understanding of culture and how to change it is a vital skill for leaders trying to achieve strategic outcomes in organizational management. Ott (2022) discusses the role of leaders in adapting to culture, which he claims can be done through a number of processes, including employee selection, socialization, removal of deviant members, and communication mechanisms. In addition, the competitive value framework points out the contradiction and dynamic nature of the organization. It also means that people in management must be able to perform demonstrate behavior.

The main task of management today is to lead enterprise change. Good strategic change leadership includes instrumental roles and strong interpersonal skills. Good change leaders will find important dimensions of change leadership. Balancing these roles depends largely on whether the leader possesses certain qualities required for good change leadership. Finally, strong skills support these key change leadership qualities.

Transformational leadership

Transformational leadership is a different style of leadership from transactional leadership. Transformational leadership is a type of leadership that inspires subordinates to transcend their personal interests and pursue higher goals together. This concept was first proposed by leadership scholar James MacGregor Burns in his 1978 book *Leadership*, which emphasizes the interaction between leaders and followers and the transformation of values. Later, Bass (2021) further developed this theory and proposed that transformational leadership including four main elements. Bass and Avolio (2021), in their research of business leaders, describe TFL as an

opportunity for leaders and subordinates to exchange ideas and reach a bilateral top level with each other. In late 2021, Bass and his colleagues described TFL as made of four factors: Idealized influence (II), which refers to leadership traits that are admired, respected, and imitated by role models. Inspirational motivation (IM) is when a leader adopts a futuristic approach to providing followers with important and challenging work in order to motivate themselves (Bass et al., 2021; Mittal & Dhar, 2021). Intellectual stimulation (IS) is a leadership trait that inspires subordinates to forget previous assumptions, values, and traditions, thereby stimulating an interest in new ideas. Individual consideration (IC) emphasizes that leaders consider the needs and ability of subordinates for further guidance (Bass et al., 2021; Guay, 2023). More recently, Busari et al. (2020) and Islam et al. (2021) describe TFL as a proactive leader who acts as a driver of change, raising the awareness of subordinates by going beyond the collective good and supporting them to achieve particular goals. As a result, transformational leaders are able to establish a deep emotional connection with their subordinates and facilitate their followers' needs and values, thereby driving change in an organization or society.

The main characteristics of transformational leadership

The leadership style of transformational leadership (Inez Wilson Heenan et al., 2023) is often associated with the following characteristics: vision and goal setting, innovation and creativity, motivation and stimulation, trust and teamwork, adaptability, et cetera. Vision and purpose: Transformational leaders have a clear vision and long-term goals, and are able to inspire employees to share that vision and inspire their commitment. Emotional Intelligence: They have a high level of emotional intelligence and are able to understand the emotional needs of their employees and build trust and close relationships. Encourage innovation: They encourage employees to come up with new ideas and approaches, support innovation, and drive organizational change. Motivate and inspire: Transformational leaders inspire intrinsic motivation in employees, making them willing to go the extra mile to achieve organizational goals. Leaders' involvement: They actively participate in activities in the organization, demonstrate role models, and provide guidance and

support to employees. Adaptability: They are able to adapt to changing circumstances and flexibly adapt strategies to achieve organizational success. These characteristics provide transformational leaders with advantages when implementing their policies.

The relationship between transformational leadership and organizational performance

The relationship between transformational leadership and organizational performance is an important topic in management and leadership research. Transformational leaders are those who can drive change and innovation in an organization, and they usually have the ability to inspire team innovation and encourage employees to participate in decision making and improvement. Organizational performance is a measure of the overall performance and results of the organization, including financial performance, employee satisfaction, customer satisfaction and so on.

First, transformational leadership can promote organizational adaptability. Avolio & Gardner (2021) showed the positive effects of transformational leadership, including stimulating employees' intrinsic motivation, improving their sense of self-efficacy, and promoting organizational adaptability. Transformational leadership helps organizations better adapt to changes in the external environment, thereby positively impacting performance. Secondly, transformational leadership has a positive impact on employees' job satisfaction. Afsar, Badir, and Kiani (2023) pointed out that there is a positive relationship between transformational leadership and employee job satisfaction, and employee job satisfaction which, in turn, is related to organizational performance. Finally, there is a positive relationship between transformational leadership and employee innovation. Wang and Waldman (2019) found that there is a significant positive relationship between transformational leadership and employee innovation behavior, and employee innovation behavior is positively correlated with organizational performance.

Thus, transformational leadership can improve organizational performance in various ways, such as stimulating employees' intrinsic motivation, improving their work performance, and enhancing the competitiveness of the organization (Bass & Riggio, 2023), and improving employees' core self-evaluation. So as to promote the

improvement of job performance (Judge & Bono, 2023), or improve employees' self-efficacy, job satisfaction and job performance through positive leadership. (Walumbwa, Avolio, Gardner, Wernsing & Peterson, 2021), it can even stimulate employees' intrinsic motivation through positive leadership traits and behaviors. Consequently, improving job performance (Avolio & Gardner, 2021).

Organizational culture

Definition

Organizational culture is the shared cognition, values, behavior patterns and symbols of the members of the organization, which jointly shape the characteristics, atmosphere and behavior of the organization. Organizational culture plays an important role in the research of management and organization as it has a significant impact on the operation of an organization and the behavior of employees.

The research of organizational culture can be traced back to the Hawthorne experiment in the 1920s. However, the concept of organizational culture had not been formally proposed at that time. The concept studied by scholars was organizational climate, that is, the collective perception or cognition of organization members on the environment (Lewin, K., 1939), and was predominantly qualitative research. The concept of organizational culture was formally put forward in the 2010s and is defined as "the basic assumptions and values shared by the members of the organization, which are formed within the organization and are seen as the correct way to respond to the problems of the external environment". Schein et al. (2021) made a qualitative discussion on the connotation, category, power and function of organizational culture, so, they divided the connotation of organizational culture into three levels: artificial charm, explicit values and basic assumptions. At the same time, the categories of organizational culture were expanded to macro culture, meso culture, subculture and micro culture. Leadership is the driving force of organizational culture, and organizational culture is an important means to integrate internal processes and adapt to external environment.

The research path of organizational culture

Schein, Hofstede, O'Reilly, House et al. pioneered a multi-dimensional measurement method of organizational culture in a pioneering way (Hofstede et al., 2023; O'Reilly et al., 2023; House et al., 2020). Hatch, Scott, Weick et al. further developed Schein's discussion on how organizational culture plays a role within organizations, and systematically discussed the theoretical mechanism of this role (Hatch, 2022; Scott, 2020; Weick, 2020). Chatman, Trice et al. innovatively developed Schein's theory of subculture and team culture (Chatman et al., 2021; Rice and Beyer, 2022). Park, Ralston, Hofstede et al. developed Schein's theory on national culture and built a theoretical system for researching national culture (Park and Ungson, 2020; Ralston et al., 2020; Hofstede, 2023). Kozlowski, Weber et al., focusing on the discussion of organizational culture research methods, systematically studied the cross-level approach and language tool approach of organizational culture research (Kozlowski and Klein, 2020; Weber, 2021).

In addition to the above research paths, three important documents in the field of organizational culture also provide important theoretical and methodological foundations. First, Hofstede et al. (2023) proposed six dimensions to measure organizational culture, namely, power distance, avoidance of uncertainty, individualism-collectivism, masculinity-femininity, long-term orientation -- short-term orientation, and self-indulgence -- constraint. Second, O'Reilly et al. (2023) put forward the overall scale of organizational culture, including seven dimensions: innovation, performance orientation, respect for people, team orientation, stability, initiative and attention to detail, with a total of 54 measurement items. Third, House et al. (2020) suggested a multi-dimensional organizational culture model based on the research of cross-cultural leadership in 62 regions, arguing that organizational culture includes two parts: values and practices. The dimensions of values include security needs, work-centered needs, and power needs. The dimensions of practice include process orientation - result orientation, employee orientation - work orientation, localization - specialization, open system - closed system, loose control - tight control, standardization - practicality. These studies play a directional role in researching how organizational culture influences organizational performance.

The research perspective of organizational culture

Organizational culture researchers explain how organizational culture is formed and how organizational culture plays its role from three perspectives. One is the paradigm of leadership dynamics. The paradigm of leadership dynamics holds that organizational culture is the product implanted by the leader into the organization, designed by the founder or leader, and used to exert influence on the group. Therefore, organizational culture is fundamentally created, embedded, developed and ultimately controlled by the leader (Schein, 2021). Early studies mainly adopted such a paradigm, especially in the research of organizational culture at the micro level, such as how the leader of a work team exerts influence on team members through the establishment of culture. Major studies were conducted by scholars such as Schein (2021) and Hatch (2022) et cetera. The second is the paradigm of environmental dynamics. According to the paradigm of environmental dynamics, organizational culture is the sum of various social experiences of organization members, so the main source of organizational culture is the norms on how to perceive, feel and act formed by the characteristics of the society or occupation in which the organization is located. It has certain stability and rigidity, and can serve to maintain a certain "order" of the organization (Schein, 2020). Many studies in 2023 adopted this paradigm, which was mainly applied to the research of organizational culture at the meso-level and macro-level, such as the transient influence of occupational subculture under different social cultures, cross-cultural organizational culture management and other issues. Major studies include Park and Ungson (2020), Scott, (2020), Ralston et al., (2020), Hofstede, (2023), House et al., (2020), et cetera. The third is the paradigm of mixed dynamics. The hybrid dynamic paradigm holds that organizational culture is a function that includes both the emotional strength of leaders and the time span of social history, and therefore comes from the shaping of leaders and social history at the same time. With the dynamic contingent changes of leader factors and environmental factors, organizational culture is also constantly changing in terms of strength and stability. Under the influence of the context of the organization, the organizational culture is binding and stable, and provides structure and meaning to the members of the organization, and even ultimately defines what kind of leadership will be accepted in the future. On the other hand, although the environment has certain constraints on organizational culture, if the function of organizational culture is abnormal or no longer effective, leaders can lead the cultural change through various

measures, influence the existing culture and bring about organizational change (Schein, 2023).

Organizational culture and leadership

Organizational culture is one of the many situational factors that determine leadership effectiveness. In addition, this concept represents all the elements that "glue" the members of an organization together. Therefore, it affects the operation of the organization. In addition to scholars, organizational culture has also received the attention of enterprises and managers. Regarding organizational culture and leadership, more researchers have realized that culture is a multi-dimensional concept. Schein (2023) gives the most detailed definition, according to Schein (2023), "Organizational culture is a pattern of fundamental assumptions, invented or discovered by a group as it learns to cope with problems of external adaptation and internal integration, that work well enough to be considered valid, and therefore, can be taught to new members as the right way to perceive, think and feel in relation to these issues." According to him, organizational leadership is a key source of influence on organizational culture (Schein, 2023).

Organizational culture has always been a key variable in determining the success of efforts to implement change in an organization. In this field, Peters and Waterman (2021) point out that the key characteristics of successful companies are mainly culture, that is, values and mentality. In a group, people's shared values can be so enduring that they continue to exist even when group membership changes.

Organizational culture and change management

Organizational culture is one of the most difficult factors of change management, involving both formal and informal structural components. These cultures are not uniform or static, they evolve over time, and it seems reasonable that all cultural systems exhibit constant change, with occasional more radical changes (Weick and Quinn, 2020).

According to Mumford, Scott, Gaddis and Strange (2024), organizational culture represents collective social construction over which the leader has substantial control. This statement is widely regarded as the source of competitive advantage for enterprises. It can be described as a set of basic assumptions (Schein 2016) common norms to help its members deal with problems that provide for the smooth running of the company. How change occurs within an organization will be influenced by the fact that culture is underpinned by shared deep assumptions (Schein, 2023).

Organizational culture is concerned with shared behavioral expectations and normative beliefs in the workplace. In this regard, Amabile (2021) proposed that by influencing the nature of organizational culture, leaders can influence the working attitude and motivation of organizational members. The next challenge is to choose a set of actions that are feasible within the organization's ability to absorb change. Amabile (2021) describes a balancing act that determines how much pressure to apply to achieve cultural change. Defining an organization's culture requires being able to identify common organizational references. For many researchers, organizational culture is the link between successful and effective organization (Peters and Waterman, 2021). Others argue that organizational culture is a pluralistic phenomenon and that the various factors that make up this concept must be identified (Beyer and Trice, 2021). Organizational change usually comes from two main sources, including change caused by external or internal environmental factors beyond the control of the leader and change caused by the implementation of the plan. For an organization to succeed, both the external and internal environment should be considered. Gregory (2021) supports this view and suggests that a strong homogenized culture may make it difficult for organizations to adapt when the external environment changes frequently. Therefore, the strategy proposed by Ott (2022) is appropriate.

Organizational culture is an important internal environmental factor that can lead to the success or failure of an organization. There is evidence that it expresses the internal environment of the organization and reflects the degree of agreement between managers and employees' assumptions (Aycan, Kanungo and Sinha, 2020), and thus can have a profound impact on all aspects of the organization. In addition, the analysis

of organizational culture helps to determine the structure of the organization and the beliefs of employees, which are essential elements of implementing leadership.

Organizational culture evaluation

There is evidence that an assessment of organizational culture may be helpful in helping to establish change, whether structural or technical (Cabrera, Cabrera and Barajas, 2023). In the 21st century, as more and more universities enter the new landscape, the evaluation of organizational culture becomes crucial. The term has proved difficult to define, but there are several important components to it that most scholars agree on. As mentioned earlier, these include norms, assumptions, and beliefs shared by members of the organization. Due to the abstract nature of these elements, it is a challenge for outside researchers who want to assess organizational culture. Sometimes, members of an organization find it challenging to describe their own culture.

What's more, top managers can spot a mismatch between the current organizational culture and the culture they wish to build. As a result, assessments can help them better design potential changes in the organization's culture or management style (Cabrera et al., 2023). Therefore, the evaluation of organizational culture is important because it affects employee job satisfaction (Koustelios, 2023), job performance and organizational change. In addition, organizational culture has been found to be strongly related to organizational leadership, corporate performance, knowledge acquisition, and organizational learning (Liao, Chang, Hu, and Yueh, 2023).

Change Management

Definition

Change management is a systematic approach that aims to plan, organize, implement, and monitor change within an organization to ensure that the change is

successful in achieving its intended goals, effects, and benefits while minimizing negative impacts and risks to the organization. At the same time, change management is a management domain approach and practice that aims to plan, organize, execute, and monitor change within an organization to ensure that the change is successful in achieving its intended goals and effects. It covers a range of strategies, techniques and tools designed to manage changes in people, culture, processes, technology and other factors to ensure that organizations can adapt to changing external or internal environments, improve performance and remain competitive.

Castel and Friedberg (2021) describe organizational change as a complex dialectical process in which the connection of old and new ways leads to a dynamic world. Shin et al. (2023) refer to organizational change as a shift in old work practices, processes, and strategies that affect the entire organization. Agote et al. (2023), while supporting the views of the above authors, also explains how organizations can change from the current state to other desired states to achieve the long-term goals of the organization. From the perspective of business organizations, Al Manei et al. (2023) refer to change as the overall movement behavior of business organizations from one level to another. Smith (2023) points out that CM is a systematic process sequence that is broken down into several components: planning for change, communicating change effectively, participating in change, supporting change, leading change, managing change, and dealing with resistance to change. Smith (2023) also introduced the concept of change communication, defining change communication as how to make the change process run, explain and manage very smoothly through effective communication, creating a favorable environment for individuals in the organization (Johansson & Heide, 2021). Participation in change means that individuals are ready for change only when every member of the organization participates in the change initiative (Smith, 2023). In this thesis, participation in change and communication for change have explained CM.

The role of change management in the organization

Change management is a key tool to ensure smooth implementation of organizational change, minimize negative impacts, and improve organizational

performance. It is a systematic approach to managing and guiding change within an organization. The effect of change management on the organization is manifested in the following aspects:

Managing change is complex: Change management helps organizations identify, understand, and address the various complexity factors involved in change, including cultural differences, employee resistance, and technology implementation. Change management can improve employee acceptance: through effective communication, training and support, change management can help improve employee acceptance and participation in change and reduce employee anxiety and uncertainty. J. P. Kotter, (2020) explained that employees' acceptance of change is closely related to their emotional involvement and understanding. Change management can ensure the achievement of objectives: Change management helps to clarify the objectives and expected effects of the change, and develop feasible plans and measures to ensure the smooth implementation and success of the change. Change management can improve the efficiency of change projects: through effective project management and resource allocation, change management can accelerate the change process and reduce delays and cost overruns.

Change management can maintain the stability of the organization: Change management helps to ensure that changes do not cause too much disruption to the normal operation of the organization, and maintain the stability and business continuity of the organization. Change management can ensure continuous improvement: change management emphasizes learning and reflection, which helps the organization learn from the experience of change, constantly improve and adapt to future changes. Sarah Cook (2020) points out that change management encourages organizations to continuously evaluate and improve their operations and processes to increase efficiency and effectiveness. Change management can improve organizational performance: successful change management can lead to improved organizational performance. This could include improvements to improve efficiency, reduce costs, increase innovation, improve customer satisfaction, and more (M. Beer & N. Nohria, 2020). The relationship between change management and organizational learning, cultural change, and performance improvement is explored, highlighting how effective change management can help improve organizational performance.

Change management improves organizational learning: feedback and evaluation in the change management process can help organizations learn and improve future change practices. This helps organizations adapt more quickly to changing needs. Change management helps build teamwork: change management often requires collaboration between different departments and teams. This helps promote collaboration and communication between teams, which improves overall performance.

Organizational Performance

Organizational performance is a broad concept that is often used to describe how well an organization performs in meeting its goals, executing its strategy, and achieving its mission and vision. It can be measured through multiple factors and perspectives: including, financial, strategic, operational, employee satisfaction, and more.

As researchers stand from different perspectives, they will have different views on organizational performance. Thus, organizational performance remains a controversial issue among organizational researchers (Barney, 2020). From the many definitions, the term "performance" should have a broader base, including effectiveness, efficiency, economy, quality, behavioral consistency, and normative measures (Ricardo, 2023).

Drucker (2020) defines performance from a holistic perspective as "doing the right thing" and distinguishes it from "doing the thing right". Porter (2019) judged whether an organization had successfully implemented its strategic plan and achieved its strategic objectives by looking at the performance of market share, competitive position and product innovation. Brealey, Myers & Marcus (2022) measured organizational performance from the perspective of financial indicators, such as income, profit, cash flow, etc. Heskett, Sasser & Schlesinger (2020) gauged organizational performance from employee satisfaction and engagement, and believed that satisfied employees are usually more motivated and loyal, and have a positive impact on organizational performance.

According to Hansen and Wernerfelt (2022) in the business policy literature, there are two main schools of research on the determinants of organizational performance. One is based on economic tradition, which emphasizes the importance of external market factors in determining organizational performance. The second line of research builds on behavioral and sociological paradigms and looks at organizational factors and their "fit" with the environment as major determinants of success. The economic model of organizational performance focuses on measuring organizational performance from the perspective of organizational profit. The organizational model of organizational performance focuses on organizational factors such as human resource policy, organizational culture, organizational climate and leadership style. In further research conducted by Chien (2020), found that there are five main factors that determine organizational performance, namely, leadership style and environment; Organizational culture; Work design; Motivational models, and human resource policies.

Based on the above literature, this thesis posits that non-profit organizations such as village football teams tend to use organizational models to measure their performance. Therefore, in the whole research process, this thesis aims to focus on how change management mediates the relationship between transformational leadership and organizational performance, and how change management partially mediates the relationship between organizational culture and organizational performance.

Literature Review

The impact of Transformation Leadership on Change Management

The relationship between transformational leadership and change management has attracted much attention in management and leadership research. As mentioned above, transformational leadership is when a leader inspires and inspires followers to rise above their personal interests and work together to achieve organizational goals. Its core characteristics include motivation, personal care, intellectual stimulation and idealized influence.

The theoretical premise of the relationship between transformational leadership and change management is based on Hirschi's (2023) SBT theory. The theory explains that when employees exhibit negative attitudes and behaviors due to the insecurity and challenges brought about by organizational change, their hostile attitude will be reduced, and the strong bond between leaders and subordinates will be strengthened, thus reducing the ethical violations of employees (Zhang & Arvey, 2020). Herold et al. (2021) emphasizes that engagement and communication are the dimensions of SBT, namely employee attachment, engagement, commitment, communication and trust, which are closely related to the positive attitude of employees in managing change.

As the relationship between transformational leadership and change management is concerned, the previous research results are consistent, highlighting the positive correlation between the two. Hamstra et al. (2022) believes that TFL brings about effective change management. Nazim et al. (2024) and Li et al. (2023) illustrated transformational leaders, as change agents, help to bring about organizational change and encourage employees' change-oriented behaviors. Yaghi (2022) found in non-Western countries that managers need to adopt a transformational leadership style in order to thrive in a changing environment. Alqatawenh (2023) confirmed the significant positive correlation between transformational leadership and change management among 500 employees of a Jordanian insurance company.

A limited number of studies have evaluated the relationship between transformational leadership and change management. For example, D'Mello (2021) describes the impact of globalization on global software organizations and suggests that IT professionals working in these organizations must consider both global and local actions by focusing on soft skills training and development programs with the promotion of self-esteem and values.

This literature demonstrates the critical role of transformational leadership in promoting effective change management. Transformational leadership has a significant positive impact on change management. It improves the effectiveness and success of change management by enhancing employee engagement, facilitating

communication and collaboration, and stimulating innovative thinking. These researches provide important insights and guidance for understanding and implementing effective change management strategies. Based on this, this thesis proposes the following hypothesis:

H1: Transformational Leadership is statistically correlated with Change Management.

The impact of Transformational Leadership and Organizational Culture

The relationship between transformational leadership and organizational culture is an important field in the research of management and organizational behavior.

A large number of studies have confirmed the positive and significant relationship between transformational leadership and organizational culture in the existing literature (Jati et al., 2021; Lasrado & Kassem, 2020; Poturak et al., 2020). However, the positive correlation between transformational leadership and organizational culture was conceptualized by Bandura (1977) from the theoretical perspective of SLT. The theory explains that observational learning (imitation) is concerned with individuals who learn by observing the behaviors of others and then effectively imitating those behaviors in an organizational setting. The observations here suggest that employees of an organization tend to imitate leaders because leaders have a great influence on the creation of an effective organizational culture at work. Moreover, there is an interaction between leaders and organizational culture, as one parameter cannot be understood without the other (Lefrancois, 2023). To demonstrate this, Odeh et al. (2021) affirm that transformational leadership enhances the organizational culture of Dubai's service sector.

Ghasabeh (2021) studied the direct impact of transformational leadership on organizational culture. The results show that transformational leaders cultivate effective organizational culture. In another research, Ratina, Indradewa, and Syah (2021) explored the significant relationship between transformational leadership and organizational culture at Harapan Mulia Hospital. The results show that the more

influential the transformational leadership, the stronger the organizational culture in the organization.

Leadership is significantly related to organizational culture and business excellence (Wiengarten et al., 2021). However, leadership styles varied for different organizational cultures, and relationships between different types of organizational culture models alongside different types of organizational performance (Denison and Mishra, 2020; Para-Gonzalez et al., 2023). Although a limited number of studies have grasped the importance of transformational leadership styles and organizational culture in VTs (Mangla, 2021; Sedrine, Bouderbala, & Nasraoui, 2020).

Davidaviciene and Al Majzoub (2022) found that in Europe and the United States, transformational leadership and organizational culture have a positive impact on the process of corporate transformation. In a retrospective research, Newman and Ford (2021) describe how leaders at VT maintain organizational culture by providing visual reminders to team members, such as overlaying a corporate values statement on a screen, sending a value statement and additional symbols on a web screen for display at home. Their findings suggest that instead of addressing this threat by directly regulating employee identity, companies are providing employees with an organizational toolkit that includes both political resources (policies and procedures) and cultural resources (frameworks and stories) to create positive identities.

Together with these show that transformational leadership is critical to shaping and maintaining a positive, open, and inclusive organizational culture. Through its impact on employee behavior and attitudes, transformational leadership helps create a work environment that supports innovation, diversity, and teamwork, thereby improving the overall performance and effectiveness of the organization. Based on this, this paper proposes the following hypothesis:

H2: Transformational Leadership is statistically correlated with Organizational Culture.

The relationship between transformational leadership and organizational culture is a key area of organizational behavior and leadership research. Transformational leadership can significantly influence and shape organizational culture.

Some previous empirical studies have confirmed the positive correlation between organizational culture and change management (Al-Ali et al., 2022; Rajala et al., 2023). Kotter (2021) describes in an eight-step model how successful change can happen as long as there is communication to change the vision and reinforce the change by anchoring the new approach into the organizational culture. Furthermore, his final step explains that when change is embedded in core parts of the organization, change will become part of the organizational culture and values must align with the new vision to ensure that employees support the change. Based on this, this thesis is based on Kotter's eight-step model to link the theoretical basis between organizational culture and change management. Yildirim and Birinci (2023) further explain that organizational culture contributes to organizational change. Based on the research of Sikri, Onyango (2024) tested the significant and positive impact of organizational culture on change management. Their findings suggest that organizational culture dimensions (attitudes and support) have a more significant impact on change management, while beliefs and norms have no impact on change management. Muscalu (2024) further emphasizes that any cultural change in an organization requires communication, as it is synonymous with the changing behaviors and attitudes of the organization's members. Too et al. (2023) also confirm that organizational culture significantly influences change management in Kenya. While there was little conceptual research in the previous literature on organizational culture and change management, Jackson (2023) focused on the strategic change process for employees to focus on the cultural dynamics of implementing change. Dani et al. (2023) studied the role of organizational culture in expressing trust in corporate organizations.

This literature provides an in-depth understanding of how transformational leadership enhances organizational performance by shaping and maintaining a positive organizational culture. By motivating and inspiring employees, transformational leaders help create a more open, innovative, and inclusive work environment that enhances effectiveness and adaptability across the organization.

Transformational leaders can also have a profound impact on organizational culture through their leadership style, values and behaviors, as well as their focus on employee motivation and development. They help create a positive, innovative and adaptable culture that makes organizations more competitive and better able to respond to changing environments. This relationship is critical to the long-term success of the organization. Based on the discussion and findings of these empirical studies, this paper proposes the following hypotheses.

H3: Organizational Culture is statistically correlated with Change Management.

The impact of Transformational Leadership on Organizational Performance

Being a bridge between transformational leadership and organizational performance, change management is an important topic in current management and organizational behavior research.

Many previous studies have consistently found a significant positive correlation between transformational leadership and change management (Jati et al., 2021; Ratina et al., 2021). Individuals often learn how to behave through the lens of SLT by imitating and observing the attitudes and behaviors of leaders (Bandura, 1977). Abrell-Vogel and Rowold (2024) explain that employees develop a psychological connection to change management by emulating and learning from the behavior of transformational leaders and adopting cultural initiatives to follow change-oriented values. In this way, SLT theory provides a theoretical basis for transformational leadership and change management through organizational culture. In addition, based on the findings of the following reference studies, this thesis acknowledges the relationship between organizational culture and transformational leadership and firm performance (Zehira et al., 2022), and between transformational leadership and ERP success (Shao et al., 2022). The relationship between leader-member exchange (LMX) and change management (Arif et al., 2022), transformative leadership and psychological empowerment (Pradhan et al., 2022), and transformative leadership and innovative behavior (Zheng et al., 2019).

The relationship between TFL and organizational learning (Hosseini et al., 2019) and the relationship between transformational leadership and organizational excellence (Lasrado & Kassem, 2020). At present, there is no correlation between transformational leadership and change management in the Indian context using organizational culture as a mediating variable. To the best of my knowledge, no studies have observed the mediating role of organizational culture in the relationship between transformational leadership and change management, especially among VTs employees in the top 10 IT companies in India. Although, the authors have addressed some other gaps that are limited, such as establishing the relationship of virtual leadership to performance and decision-making processes (Baba et al., 2020; Chen et al., 2023; Mattarelli et al., 2022).

Together with those literatures, it suggests that change management plays a key role between transformational leadership and organizational performance. Effective change management not only requires transformational leadership to provide guidance and motivation, but is also critical to improving organizational adaptability and performance. Through these studies, we can gain an in-depth understanding of the interaction and importance of change management, transformational leadership, and organizational performance. Based on previous theoretical and empirical work, this paper proposes the following hypotheses:

H4: Transformational Leadership is statistically correlated with Organizational Performance

The impact of Organizational Culture on Organizational Performance

The role of change management in the relationship between organizational culture and organizational performance is a complex and multi-dimensional research area, and scholars have many views on it. K. S. Cameron & R. E. Quinn (2023) proposed that the competitive value framework, which divides organizational culture into four different types: family culture, hierarchical culture, market culture, and innovation culture. Family culture emphasizes stability and internal consistency, hierarchical culture emphasizes control and efficiency, market culture emphasizes competition and market orientation, and innovation culture emphasizes innovation

and adaptability. Different cultural types produce different results in different situations. Organizational culture has a profound impact on organizational performance, and different types of culture have different impacts on organizational performance. C. A. O'Reilly, J. Chatman and D. F. Caldwell (2023) discussed the degree of matching between individuals and organizational culture, arguing that when individuals are highly matched with organizational culture, they are more likely to obtain satisfactory work experience in the organization and thus improve performance. They are more likely to show higher performance. The fit of an individual with an organization's culture can be measured by the "fit of the individual with the organization," which affects employees' job satisfaction and performance. This emphasizes the importance of organizational culture to performance. Cummings and Worley (2024) introduced the relationship between organizational change and performance in detail. The authors propose different change models and methods to help organizations adapt to changing environments and thus improve performance. Denison (2023) discussed the relationship between organizational culture and performance, emphasizing the influence of organizational culture on performance. He proposes a model to measure the relationship between organizational culture and performance. Denison identifies four dimensions of organizational culture: adaptability, engagement, consistency, and core values, and performance indicators related to these dimensions.

This research believe that healthy organizational culture can promote the improvement of performance, while unhealthy organizational culture may hinder the development of performance. Kotter and Heskett (2023) discussed the interrelationship between organizational culture and performance. Cummings & Worley (2015) believed that a healthy organizational culture can promote the improvement of performance, while an unhealthy organizational culture may hinder the development of performance.

Overall, there is a complex interaction between organizational culture types and organizational performance.

These literatures show that change management plays a crucial role in shaping organizational culture and improving organizational performance. Effective change

management can not only guide the organization to adapt to new challenges and opportunities, but also promote the positive development of organizational culture, thus improving the overall organizational performance. Through these studies, the research hope to gain a deeper understanding of the complex relationship between change management, organizational culture and organizational performance and its importance. Based on the discussions of different researchers and empirical research results, this paper proposes the following hypotheses:

H5: Organizational Culture is statistically correlated with Organizational Performance

Change Management is mediate Transformational Leadership and Organizational Performance.

The relationship between change management and organizational performance is an important topic in organizational behavior and management research.

Kotter (2019) is a well-known expert in the field of change management. The eight-step change model proposed by him emphasizes the key role of leaders in change management. He also emphasizes that effective change management can improve organizational performance, and the key is to establish a sense of urgency, formulate a clear vision, and stimulate the participation of employees. Carnall (2023) and Kotter (2023) in a similar manner, suggest how managers, as effective leaders, should help organizations successfully implement change and thus improve performance. Cummings and Worley (2024) integrate the theory and practice of organizational development and change management. They proposed the importance of change management to organizational performance, including how to effectively manage change, establish change culture, and measure and evaluate the impact of change on performance. E. Cameron and Green (2021) provide various change management models and tools to help organizations implement change and improve performance. They describe the main elements of change management from different aspects, including organizational culture, leadership, employee engagement, and how they relate to performance. Anderson (2021) pointed out the difference between change management and change leadership, believing that change leadership is the

key factor to promote the improvement of organizational performance. It proposes an approach to conscious change leadership to help organizations achieve breakthrough performance improvements. In addition to leadership factors in the organization, the influence of culture in the organization is another important thing on motivation and performance improvement, to measure how much influence it has in achieving the vision and mission of the organization (Putra & Dewi, 2019).

The above literature represents different aspects and perspectives on the impact of change management on organizational performance. This literature provides a comprehensive understanding of the impact of change management on organizational performance. They highlight the importance of effective change management to improve organizational adaptability, optimize processes and resource allocation, and increase employee engagement and satisfaction. Through these studies, we can gain a deeper understanding of the key role of change management in improving organizational performance. Based on this, this research proposes a sixth hypothesis.

H6A: Change Management mediates between Transformational Leadership and Organizational Performance.

H6B: Change Management mediates between Organizational Culture and Organizational Performance.

Conceptual Model and Hypotheses Summary

Based on the previous literature review and research hypothesis, this thesis constructs a conceptual model to empirically investigate the topic of "the mediating role of change management in the relationship between transformational leadership, organizational culture and performance in rural football teams in southern China". The conceptual model is shown in Figure 1.

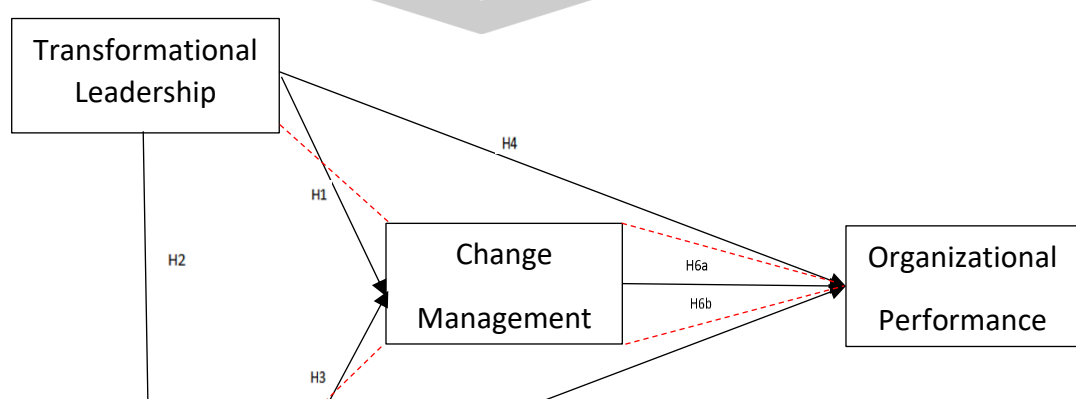


Figure 1 Conceptual Framework

Table 1 Research Hypotheses in Summary

Hypotheses	The statement
H1	Transformational Leadership has a positive effect on Change Management.
H2	Transformational Leadership has a positive impact effect on Organizational Culture.
H3	Organizational Culture has a positive effect on Change Management.
H4	Transformational Leadership has a positive effect on Organizational Performance
H5	Organizational Culture has a positive effect on Organizational Performance
H6a	Change Management is mediate between Transformational Leadership and Organizational Performance.
H6b	Change Management is mediate between Organizational Culture and Organizational Performance.

Summary

This chapter introduce the transformational leadership theory, organizational culture theory, and change management theory that support this thesis, systematically sorts out the existing research on the mediating role of change management in the relationship between transformational leadership, organizational culture and performance, and process a research framework and related hypotheses.

Chapter III

Research Methods

In this chapter, the research methods adopted in this thesis will be introduced, it will examine: first, the population selection and data collection procedures, involving the calculation of the population and sample data, the data collection process, concepts and selection methods; second, the measurement of variables and questionnaire development will be introduced; third, a briefly introduces of the methodology used in this research, including the problems of reliability and validity; finally, the statistical techniques used in this research are introduced, including the use of descriptive statistical techniques and structural equation models to conduct preliminary analysis of the collected data.

Sample Selection and Data Collection Procedure

This thesis researches the village football team in rural China as the empirical research topic exploring the performance of the village football team as an organization. Therefore, all the village football teams in China are the focus of this research. However, considering that village-based football teams have only developed in recent years in China, not all rural administrative villages have their own football teams, and such village-based football teams are not registered with the corresponding government agencies, and their basic information is not within the jurisdiction of the Chinese Football Association. Accurate data on the number of such teams is therefore not currently available. Due to the great differences in regional economies, administrative villages in economically underdeveloped areas may not have the economic strength to set up their own football teams. The researcher sent the questionnaires to the captains of village football teams through the football associations, sports bureaus and other institutions in some provinces and cities, and distribute QR codes and hyperlinks through WeChat Moments. However, in China's economically developed areas (such as the Pearl River Triangle and the Yangtze River Triangle) and villages with a long history of football culture or tradition (such as Rongjiang County, Qiandongnan Miao and Dong Autonomous Prefecture, Guizhou Province), village football teams/or village football organizations have been formed

on a certain scale, and these village football teams have been utilized as the samples of this research.

Population and Sample Selection

What scholars are concerned about is how the team led by a transformational leader influences the relevant process of organizational performance through the implementation of change management, how organizational culture influences the relevant process of organizational performance through the impact of change management in the formation process, and the final performance of organizational performance after the implementation of these processes. Therefore, I tested my hypothesis by focusing on the performance of a village-level football team in a representative region. According to the Statistical Communique of the Ministry of Civil Affairs of the People's Republic of China on the development of Civil Affairs Undertakings in 2022, as of December 31, 2022, there were 489,000 administrative villages in China. As mentioned above, not all administrative villages have their own football teams. I divided the administrative divisions of China into north and south, and calculated the southern regions of China as half of the total number of the country. Therefore, the total number of my sample is 244,500 soccer teams in 244,500 administrative villages. The sample I selected is the football team of an administrative village located in an administrative region of the economically developed Pearl River Delta region in southern China.

In this research, the sample size was calculated according to the formula developed by Taro Yamane's (1973):

$$n = N / (1 + N^e)$$

$$n = 364,292 / (1 + 364,292(0.05)^2)$$

$$n = 399.35$$

Thus, the samples size is 400 village football teams.

In addition to using the formula developed by Taro Yamane's (1973) to calculate the sample size for this research, there is another method for calculation, that is, using the structural equation model (SEM) to estimate the sample size needed to

complete the research. The number of observed and latent variables in the model, the size of the expected effect, and the expected probability and statistical power level are given first. The results will return the minimum sample size recommended by Cohen (2021), Soper (2020) and Awaestland (2021) to detect the specified effect, and the minimum number of samples required for the given structural complexity of the model. Its specific parameters are as follows:

Expected effect 0.3

Desired level of statistical competence 0.8

The number of latent variables 4

Number of observed variables 18

Probability level 0.05

Then the recommended minimum size is 400.

Since the minimum recommended sample size obtained from the calculation results of this method is only suitable for small sample data, this method was not adopted in this research.

Data Collection Procedure

In this research, the focal points were the captain of the village football team or the coach of the football team, who were identified as suitable key focuses. In this research, questionnaires were used to collect data. I think this method is appropriate because it is conducted on the site of the village football league organized in the area, so the data collected is more reliable. The questionnaires were sent out to the coaches of each team as there are more than 300 teams in this region, it is a valid way to obtain data. This is a widely used method, and field questionnaires are shown to be effective (Newman, 2023). After the questionnaire is completed, we will immediately seal up the collected questionnaires of each team, and after the end of the competition, our volunteers returned all the recovered results to the researcher to ensure the timeliness and confidentiality of the questionnaire.

In this research, the questionnaire consists of four parts. The first part asks for personal information. The second part investigates the team members' views on the impact of transformational leadership and organizational culture on organizational performance. The third part is to investigate team members' evaluation of organizational performance. The final section, is an open-ended question that allows respondents to make personal suggestions and improvements on all aspects of organizational performance (in this case, team performance). In addition, the questionnaire content in Parts 2 through 3 was strongly correlated with each association in the conceptual model, which measures items anchored by a five-level Likert scale, from 1= strongly disagree to 5 = strongly agree, according to Nunnally (1978) and Neuman (2023).

The recovered data is properly filtered to avoid potential duplications in the data set. Data was collected by questionnaire survey.

Testing of Non-Response Bias

Non-response bias in survey research can result in misleading or inaccurate finding and assessment of non-responses bias is advocated to determine response sample representativeness (Lewis, Hardy, & Snaith, 2023), which the researcher's effort to produce reliable and valid techniques for measurement data to for consistent application is through generally accepted methods in the design, conduct, analysis, and reporting the survey research. This is necessary to ensure the quality of survey techniques (Tuckman & Harper, 2023). Non-response error arises from a difference between the respondents and non-respondents. Thus, researchers may undertake a telephone call and e-mail follow-up on the survey, as it is possible respondents need a little motivation or are unwilling to answer a question (Lindner, Murphy, & Briers, 2023), for an increased response rate.

Thus, to protect possible response bias problems between respondents and non-respondents, a non-response bias test must be done to confirm that non-respondents are not different from respondents (Lewis et al., 2023). Linder et al., (2023) suggested that to test non-response bias the respondents might be grouped as early and late

respondents. Afterward, the two groups can be compared on their responses to the Likert scale questions using the t-test analysis to indicate any significant differences. However, Lindner et al. (2023) also recommended that late respondents be defended operationally and arbitrarily as the later 50% of respondents because any other arbitrary dichotomy of more or less than 50% implied that the early and the later respondent groups are not equal in size and this might reduce the statistical power of any comparison.

Therefore, to test non-response bias for all 401 received questionnaires were divided into essentially two equal groups: the first 201 responses were treated as the early respondents (the first group), and the last 200 responses were treated as the late respondents (the second group). The results from data analyzed showed no differences for each variable from both early and later respondents exclude exploitation. The exploitation difference rises from the respondent's refusal, inability or reluctance to answer the questionnaires. Despite exploitation showing the difference, there will be no effects to the final results because they are instinctual opinions and the significant value is close to 0.05. The results of the non-response bias test are presented in table 2.

Table 2 Test of Non-Bias between Early and Late Respondents (All Constructs)

Variables	Respondent	N	Mean	S.D.	t-value	p-value
Transformational Leadership (TL)	Early Respondents	201	4.137	0.639	0.202	0.330
	Late Respondents	200	4.114	0.724		
Change Management (CM)	Early Respondents	201	3.946	0.696	0.268	0.685
	Late Respondents	200	3.896	0.749		

Variables	Respondent	N	Mean	S.D.	t-value	p-value
Organizational Culture (OC)	Early Respondents	201	4.132	0.567	0.023	1.67
	Late Respondents	200	4.026	0.686		
Organizational Performance (OP)	Early Respondents	201	4.179	0.631	0.276	1.15
	Late Respondents	200	4.102	0.704		

On this basis, the convergence validity and combination reliability are tested.

Measurement of Variables and Questionnaire Development

In this research, the variables selected are: transformational leadership and organizational culture, the dependent variable is organizational performance, and the intermediary variable is change management.

This research aims to explore the potential impact of transformational leadership, organizational culture and change management on organizational performance. The quantitative analysis of the empirical research is based on the questionnaire survey results of all coaches of more than 300 rural football teams located in a district of Guangzhou, Guangdong Province, China, and the interview data of some team captains. In this research, there are four sets of data that need to be measured. The dependent variable is organizational performance, the independent variable is transformational leadership and organizational culture, and the intermediate variable is change management.

Independent variable

Transformational Leadership

In this research, in order to measure the dimensions of organizational performance, the dependent variables of this research were measured through a five-level scale adapted from Oke, Walumbwa, and Myers, (2023); Faupel, and Süß (2019). These items reflect that organizational performance in this research is influenced by transformational leadership and organizational culture. These items were measured on a 5-level Likert scale, ranging from "1= strongly disagree" to "5 = strongly agree."

Organizational Culture

In order to measure the dimensions of organizational performance, the dependent variables of this research were measured through a five-level scale adapted from Oke, Walumbwa, and Myers ,2023; Faupel, and Süß, 2019; Mainardes, Oliveira Cisneiros, Macedo, & de Araujo Durans, (2021); Sinaga, Asmawi, Madhakomala, and Suratman, (2023). These items reflect that organizational performance in this research is influenced by transformational leadership and organizational culture. These items were measured on a 5-level Likert scale, ranging from "1= strongly disagree" to "5 = strongly agree."

Dependent variable

Organizational Performance

Organizational performance is affected by a variety of factors, which can be divided into internal and external factors. To be able to measure organizational performance, we selected some factors, including transformational leadership (Avolio, B. J. & B. M. Bass, 2020) and organizational culture (Denison, D.R., 2023). These variables have been defined in previous literatures. And the variables that have been proved by scholars to have an impact on organizational performance (Mainardes, Oliveira Cisneiros, Macedo, & de Araujo Durans, 2021). These variables were again measured using a 5-level Likert scale, ranging from "1= Strongly Disagree" to "5 = Strongly Agree".

Mediating Variable

Change Management

The influencing factors of change management are very complex and can be multifaceted (Skorková, 2023). When implementing change management, organizations need to consider these influencing factors comprehensively and take appropriate measures to maximize the positive impact and mitigate the negative impact. Positive change management can lead to improved organizational performance, including increased productivity, improved quality, and reduced costs. These variables were again measured using a 5-level Likert scale, ranging from "1= strongly disagree" to "5 = strongly agree."

Table 3 Definitions and Operational Variables of Constructs

Constructs	Definitions	Scale Sources
Dependent Variable		
Organizational Performance (OP)	Organizational performance encompasses the actual output or results of an organization as measured against its intended outputs (or goals and objectives). It includes multiple dimensions such as financial performance (e.g., profits, return on investment), market performance (e.g., sales, market share), and shareholder return (e.g., total shareholder return, economic value added). (Barnard, Chester I. 1938)	(Mainardes, Oliveira Cisneiros, Macedo, & de Araujo Durans, 2021)
Independent Variables		
Transformational Leadership (TL)	Transformational leaders broaden and elevate the interests of their employees, generate awareness and acceptance of the purposes and mission of the group, and stir their employees to look beyond their own self-interest for the good of the group (Downton, James V. 1973;	Transformational leadership (Faupel, and Süß, 2019)

Constructs	Definitions	Scale Sources
	Burns, James MacGregor. 1978).	
Organizational Culture (OC)	Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. ,2020).	(Mainardes, Oliveira Cisneiros, Macedo, & de Araujo Durans, 2021; Sinaga, Asmawi, Madhakomala, and Suratman, 2023)
Mediating Variable		
Change Management (CM)	Change management is the process, tools, and techniques to manage the people side of change to achieve a required business outcome. It involves preparing, supporting, and helping individuals and teams in making organizational change (Bass, B. M., 2021).	Change Management (Skorková, 2023)

Methodology/Methods

In this research, all the questionnaires were distributed through a website and

WeChat to collect data, the hype link is:

<https://www.wjx.cn/newwjx/manage/myquestionnaires.aspx>

In China, the most famous social software is WeChat, which had reached 1.26 billion users in 2021. In addition to peer-to-peer communication, WeChat can also establish a variety of groups, thus connecting and forming a circle of friends.

At the same time, there is a free questionnaire survey platform in China called “Questionnaires Star”. Users can create and publish self-designed questionnaires through this platform as long as they register. In addition, it also includes data collection, data statistics and other functions. The platform can also generate a unique questionnaire link and QR Code for users, which can be scanned or to linked be able to fill out questionnaires. Figure 2 and Figure 3 respectively show the QR code generated by the platform and the questionnaire interface after scanning.

Based on the powerful social function of WeChat and the two-dimensional code function generated by the “Questionnaires Star” platform, this research realizes the rapid distribution of questionnaires and the rapid recovery of data through the hyperlink of the “Questionnaires Star” platform and the scanning of the two-dimensional code.

Figure 1 Questionnaire link and QR code collecting data

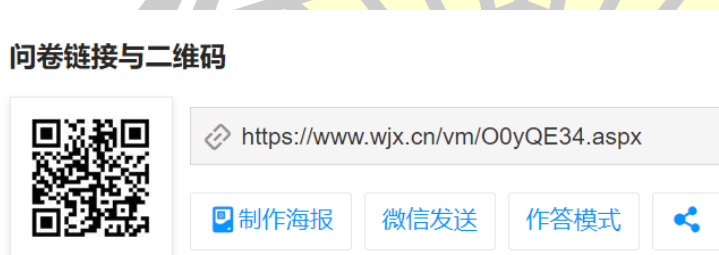
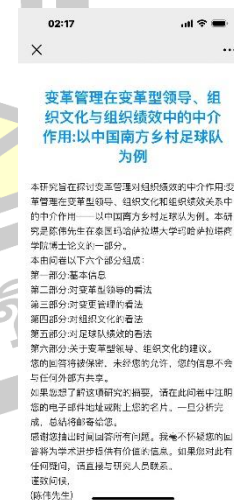


Figure 2 the questionnaire for interface after scanning.



In this way, the researcher prepared and published the questionnaire on April 3, 2024, and by July 10, 2024, 401 valid questionnaires were collected. The

questionnaire survey was conducted through the aforementioned methods, and the collection rate of the questionnaire was 100%.

In order to ensure the reliability and validity of the data, the two experts in the field carefully reviewed the designed questionnaire, and strictly measured whether the data needed by the researchers could be obtained for each content, hoping that the designed scale could meet the needs of the research. In order to make the results of the research effective and the conclusions of the research meaningful, the validity and reliability tests were carried out.

Validity

Validity is an important concept in research methodology and refers to a measurement tool used to evaluate whether a measurement tool or research method can accurately measure or evaluate the concept, attribute or phenomenon of concern.

Validity refers to whether the results of a tool or test truly reflect the concept or characteristic to be measured. It is an important concept for evaluating whether a measurement tool has the ability to measure the properties it is intended for. There are many types of validity, including internal validity (Campbell & Stanley, 1963), external validity (Cook & Campbell, 1979), structural validity (Cronbach & Meehl, 1955), and internal and external validity (Lawshe, 1975), et cetera. These validities are used in different measurement and evaluation contexts.

In this research, transformational leadership, organizational performance, change management and other concepts will be measured using multiple methodologies. According to the principle of questionnaire design, the number of items used for each concept is not less than three. Therefore, whether multiple items can effectively measure related concepts needs to be judged by internal validity indicators. At the same time, in the research of structural equation model, from the perspective of latent variable and observed variable system, structural validity is an important index to measure the overall model matching degree of transformational leadership, organizational performance and change management. According to the requirements of empirical analysis, the model composed of transformational

leadership, organizational performance, change management and other concepts needs to be judged by the validity index to lay a solid foundation for subsequent research and analysis.

In this research, validity is proof that the measurement used in the questionnaire can meet the structure and level desired by the researchers (Hair, Black, Babin, Anderson, & Tatham, 2021). For example, a questionnaire is not valid if the concept it actually measures is different from the dimension it is intended to measure (Civelec, 2023). Therefore, validity is a very important concept when conducting research. The higher the validity of the measurement used in the questionnaire, the more effective it is in predicting future behavior in later analysis (Piercy & Morgan, 2021). If the constructs that researchers use to describe, conceptualize, or analyze what happened do not match well, a loss of validity can occur (Neuman, 2023). Therefore, this research conducted a validity test on the test questionnaire to confirm whether a measurement or a group of measurements can meet the needs of researchers and accurately express the concept of the research through the test of content validity, structure validity and accuracy validity.

Reliability

Reliability is the ability of a measurement tool or test to consistently produce similar measurement results when applied multiple times. It is an important concept for evaluating the stability and consistency of measurement tools. If a measurement tool has high reliability, then different users or testers should get similar results without being affected by random error. Reliability is an important part of the quality of measurement tools and is crucial to ensure the stability and reliability of measurement results.

In this research, the measurement items of transformational leadership, organizational performance, change management and other concepts are obtained by referring to previous research results and self-developed theories. In the confirmatory analysis, SPSS software was used to analyze the data and Cronbach's coefficient was used to measure the data. The higher the value, the higher the reliability. If items from previous questionnaires are used, Cronbach's a coefficient is generally greater than

0.7, indicating that the reliability of the questionnaire is good. Thus, this research shows the reliability test of all constructs are shown in Table 3. For self-developed questionnaire items, Cronbach's α coefficient is generally greater than 0.6, indicating good reliability of the questionnaire. Therefore, the judgment of questionnaire reliability needs to be analyzed according to the specific situation of the research.

Table 4 Reliability Value of Questionnaire

Variable	Items	Cronbach's Alpha (α)
Organizational Performance (OP)	9	0.946
Transformational Leadership (TL)	18	0.962
Organizational Culture (OC)	12	0.921
Change Management (CM)	9	0.928

Statistical Techniques

In order to answer these questions, the research studied had to prove the hypotheses and needed to analyze the data collected through the questionnaire. I used several different analysis techniques on the data, such as descriptive statistical techniques (such as frequency, percentage, mean value, standard deviation), and structural equation model (SEM) modeling to analyze the data, so as to test the hypothesis made earlier, test the relationship between the structures (variables) and determine the prediction ability. In the following paragraph, I will briefly describe the main methods (techniques) I used.

Structural equation model (SEM) is a multi-variable statistical method used to test the assumed relationship between observed variables and latent variables (Schaufeli & Taris, 2020). It can explain not only the relationship between one dependent variable and multiple independent variables, but also the complex relationship between multiple dependent variables and multiple independent variables. The structural equation model consists of measurement model, path model,

full model and model with mean structures. The measurement model can help us test the hypothesis through confirmatory factor analysis and make reasonable estimation of the parameters among the factors, which is essentially the detection of construct validity. Path model helps researchers to understand the relationship between variables, including direct and indirect relationships. For example, in a model with mediating variables, the relationship between independent variables, mediating variables and dependent variables can be clearly displayed through path model. The total model is the sum of the measurement model and the path model, which includes both endogenous and exogenous variables. The mean structure model is an extension of the traditional structural equation model, adding the intercept parameter matrix and the latent variable mean value matrix, which is mainly useful in cross-group comparative research.

Structural equation modeling (SEM) can be analyzed and processed by multiple software, including: AMOS and Mplus, which are frequently used by researchers. SPSS25 and AMOS23.0 were used for data analysis in this thesis. The basic descriptive analysis of the sample data was carried out by SPSS, and then the hypothesis was verified and analyzed.

Confirmatory Factor Analysis (CFA)

In the Confirmatory Factor Analysis (CFA), the theoretically predetermined factor structure is confirmed by the current data. In other words, in the CFA, the factor will be loaded on an observed variables are predetermined, by means of the explanatory factor analysis, the latent variables are revealed from the observed variables (Civelek, 2023). According to statistics experts' suggestions, (e.g., Hair, Black, Babin, Anderson, & Tatham, 2023), factor analysis was performed with the data obtained from the questionnaires administered for all variables to verify that each of the constructs measured something different to evaluate the factors' importance. CFA was purposed to confirm that each of the questions measured the construct as designed which illustrated to examining validity of constructs in research model. Moreover, any items can be removed if the results of the assay are not satisfactory or

not appropriate for the model evaluation and it does not change the meaning of the construct (Jarvis, MacKenzie, & Podsakoff, 2021).

The criteria of CFA to consider in reducing an item or construct consisted of insisting that the standardized factor loading should be higher than 0.5 cut-off and it may be possible to reduce the item number and maintain a strong factor (Costello & Osborne, 2021), the t-value or critical ratio was more than 1.96 ($p < 0.05$) (Harrington, 2020), R^2 was greater than .50 (Moor, Notz, & Fligner, 2023), the Composite Reliability (CR) was more than .70 (Hari, Sarstedt, Hopkins, & Kuppelwieser, 2024), and the average variance extracted (AVE) was greater than .50 (Diamantopoulos et al., 2020).

Structural Equation Model (SEM)

The principal method of analysis in this thesis is the Structural Equation Model (SEM) used to test the relationships between the constructs and determine the predictive power of the model. SEM is used for hypotheses testing because it is a multivariate technique combining aspects of multiple regression and also factor analysis to estimate a series of interrelated dependence relationships simultaneously (Hair et al., 2020). Following Byrne (2023), this research uses two steps in which a measurement model is developed and evaluated separately from the full SEM, which is simultaneously composed of measurement and structural relations. The measurement model in conjunction with the structural model makes possible a comprehensive confirmatory assessment of construct validity (Bentler, 1978). Moreover, superior features distinguish structural equation modeling from other classical linear modeling approaches such as: it can reveal the relationship among hidden structures that are not directly measured, possible mistakes in the measurements of the observed variables are taken into consideration, and it is a very useful method to analyze highly complex multiple variable models and to reveal direct and indirect relationships between variables (Civelek, 2023). Another reason for the adoption of this method is the ability to take into account the measurement errors and the relationships between errors in the observed variables, including

measurement errors can be minimized. By using traditional regression analysis, potential measurement errors can be neglected (Civelek, 2023).

Assessment of model fit, the relevance of the model was indicated by the goodness-of-fit between the hypothesized model and the sample data. Goodness-of-fit statistics used were Chi-square, Root Mean Square Error of Approximation (RMSEA), Normed Fit Index (NFI), Comparative Fit Index (CFI), Goodness of Fit Index (GFI). Careful consideration shows that assessing the goodness-of-fit of a model are more a relative process than one based on absolute criteria (Hari et al., 2021). A chi-square test results should be non-significant and indicate that the hypothesized model is well-fitted to the sample data. RMSEA is a measure of fit that compares the mean differences of each expected degree of freedom that can occur in the population with each other. This scale is adversely affected by the sample size. NFI is the ratio of difference in the chi-square value for the proposed model and the null model. CFI is a fit indices that compare the saturated model with the independent model. The GFI fit indices is a measure of the degree of variance and covariance that is explained by the model. This feature can prevent accurate results when sample size is low. The fit indices and acceptable thresholds are showed in Table 5.

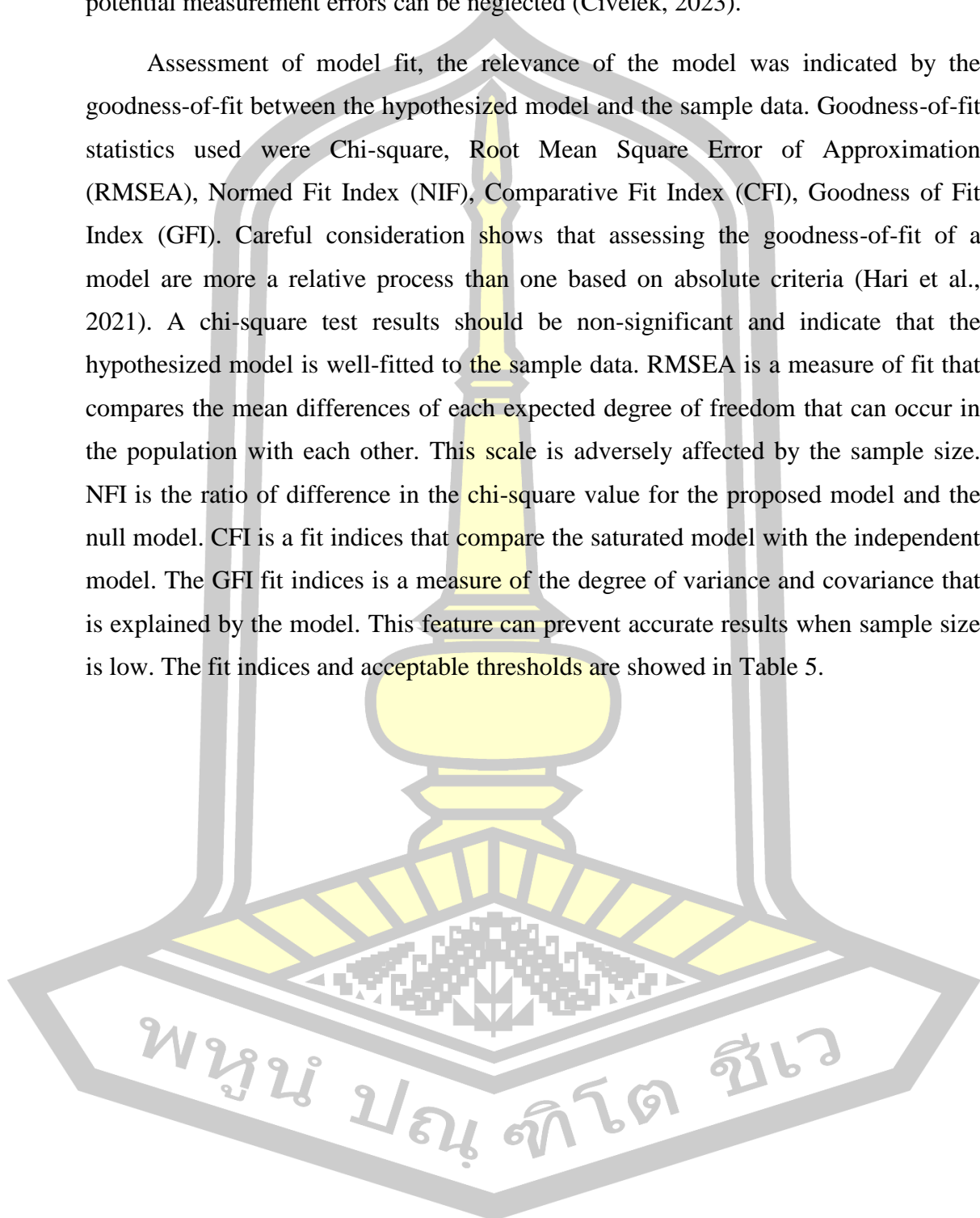


Table 5 Fit Indices and Acceptable Thresholds of Structural Equation Model

Fit Index	Descriptions	Reference
CMIN (X^2)	$p > 0.05$	Diamantopoulos et al., (2020)
CMIN/DF (X^2/df) (Absolute Fit Index)	1-3 is excellent, 3-5 is good	Diamantopoulos et al., (2020)
RMSEA (Root Mean Square Error of Approximation)	$< .05$; good; $.05 < \text{value} < .08$; acceptable $.09 < \text{value} \leq .10$; poor fit	Borwne & Cudck (2022); Wan (2024); Schumacker & Lomax (2020); Garson (2020) Wan (2024)
CFI (Comparative Fit Index)	$\geq .95$; good $.90 < \text{value} < .95$; acceptable	Kaplan (2020:110); Diamantopoulos & Sigauw (2020:88)
TLI (Tucker-Lewis Index)	$\geq .95$; good $.90 < \text{value} < .95$; acceptable	Hoe (2021); Hu & Bentler (2020); Schumacker and Lomax (2020)
IFI (Incremental Fit Index)	$\geq .95$ is excellent 0.9-0.95 is good	Bollen (2022)

In conclusion, the research methods employed in this research are carefully selected to address the questions concerning the relationships between change management, transformational leadership, organizational culture, and organizational performance.

By integrating those approaches, the research ensures a robust and nuanced analysis. Those mixed-methods approach strengthens the reliability and validity of the findings, enabling the research to contribute valuable insights to both academic

literature and practical applications in organizational leadership, change organizational culture construction and organizational performance to be

Chapter IV

Results

The previous chapters introduce the research methods and ideas of this paper, including sample selection and data collection process. The software selected for data analysis and the method of hypothesis testing are briefly introduced.

This chapter will illustrate the results of the hypothesis testing. This chapter will be divided into three parts: the first part, it will present the demographic profile and football team profile. Second, the hypothesis testing and the results are described. Finally, the summary of the hypothesis testing.

Before all of the data analysis work, we should list all the abbreviations of statistical values used in this research.

The abbreviations of all variables:

TL	is	Transformational Leadership
CM	is	Change Management
OC	is	Organizational Culture
PM	is	Performance the Football Teams

The abbreviations for all secondary latent variables:

II	is	Ideological Integrity
MO	is	Motivation
IS	is	Intellectual stimulation
CI	is	Consideration of individuality
VD	is	Visual development
DCP	is	Development Continuous work and personnel
DVS	is	Developing Vision and Strategy
CCG	is	Creating a change-guided coalition
CVC	is	Communicating the vision of change

POC	is	A performance-oriented culture
CES	is	A culture that emphasizes stability
TOC	is	A team-oriented culture
CEC	is	A culture that emphasizes competition and defeating business competitors.
MST	is	Members are satisfied with the team.
GCO	is	Good communication
ESO	is	Effectively solve obstacles

The abbreviations of statistical symbols:

α	is	Coefficient alpha
AVE	is	Average Variance Extracted
β	is	Beta
CFI	is	Comparative Fit Index
CR or ρ	is	Construct reliability
df	is	Degree of freedom
GIF	is	Goodness of Fit Index
IFI	is	Incremental Fit Index
NFI	is	Normed Fit Index
r	is	Correlation coefficients
p-value	is	Level of marginal significance
R^2	is	Squared factor loading
RFI	is	Relative Fit Index
RMSEA	is	Root Mean Square Error of Approximation
S.D.	is	Standard Deviation
t-value	is	t-statistics
χ^2	is	Chi-square
χ^2/df	is	Chi-square Mean/Degree of Freedom
$\bar{\chi}$	is	Mean

γ is Gamma

λ is Factor loading

Demographic profile and Football Team profile

The descriptive statistics are used to show the characteristics of the respondents in Table 6, which consists of the main characteristics of the respondents. The respondent characteristics are described by the demographic characteristics including gender, age, education level, working experience, marital status, current average monthly income, years on the football team, the number of prizes won in the competition and current occupation.

Respondent Characteristics

The subjects of this research survey are the captains of more than 400 rural football teams in southern China and the personnel related to football work. Mostly, more than 95.3% of the respondents are male and only 4.74% are female. The span of age of respondents is under 31 years old (36.66%). The level of education of the respondents is bachelor's degree (75.56%). The basic information of the respondents is shown in Table 1 with descriptive statistics, which contains the main characteristics of the respondents. All questionnaires are published through the website and were collected online. Questionnaire delivery website address below:

<https://www.wjx.cn/newwjx/manage/myquestionnaires.aspx>

Table 6 Demographic Profile of Respondents

variables	Scale	Total/ Frequency	Percent
Gender	Male	382	95.3%
	Female	19	4.74%
Age	Under 31 years old	147	36.66%
	31 to 40 years old	103	25.69%
	41 to 50 years old	106	26.43%
	over 51 years old	45	11.22%
Marital Status	Single	146	36.41%
	Married	251	62.59%
	Divorced	4	1.00%
Education level	Primary school	2	0.50%

variables	Scale	Total/ Frequency	Percent
	graduation Junior School	4	1.00%
	graduation High School	37	9.23%
	graduation Graduate from University	303	75.56%
	Master degree	49	12.22%
	Doctoral degree	6	1.50%
	Current average monthly income	Less than 2,000 RMB	43
2020-3000 RMB		17	4.24%
3001-4000 RMB		17	4.24%
More than 4000 RMB		324	80.80%
Years on the football team	1 year	37	9.23%
	2 years	20	4.99%
	3 years	25	6.23%
	More than 3 years	319	79.55%
How many teams you've served?	1	61	15.21%
	2	56	13.97%
	3	46	11.47%
	More than 3	238	59.35%
The number of prizes won in the competition	1	94	23.44%
	2	44	10.97%
	3	18	4.49%
	More than 3	245	61.10%
Current occupation	Farmer	9	2.24%
	Civil servant	20	4.99%
	Staff of public institutions	107	26.68%
	Temporary employee	16	3.990%
	Freelancer	138	34.41%
	Other, please specify	111	27.68%

Profile Characteristics of football team

The results of the demographics characteristics of 401 different village football teams from the southern China, was that they had been in the football team for more than 3 years (79.55%). From the perspective of the working experiences by the

respondents in the football teams mostly their salaries are more than 4000 yuan monthly (80.80%).

Based on the information collected, this research can identify several key characteristics of the respondents. A majority of the football members have a good educational background. This data completely exceeded our expectations, which will make the results we collected more likely to be of higher quality. For more details, please see the Table 6.

Confirmatory Factor Analysis

SEM consists of two parts: measurement model and structure model.

In terms of data sources, since our sample data comes from questionnaires, the quality of questionnaires needs to be tested when users fill out questionnaires (reliability and validity). It is convenient to analyze the error of the model and check the measurement model. If the measurement model fails to pass the test, the subsequent work will lose meaning and the model will be rejected. In order to ensure that the later SEM model test can be carried out smoothly, it is necessary to conduct confirmatory factor analysis of the model first.

The result of CFA for all variables suggests that this measurement model fit the data. The χ^2/df index is equal to 2.76, which is below the referable threshold of 3.00, the RMSEA index (0.066) is under 0.8, the CFI = 0.988 is values greater than 0.8 recommended by Diamantopoulos et al, (2020). The IFI=0.988, which value is above 0.8 (Bollen, 2022). All regression coefficients between each measurement item and its corresponding dimension in the first-order confirmatory factor analysis are significant at the p-value <0.001 level as show in figure 4,

According to the CFA model, the independent variable TL has 6 dimensions, namely II, MO, IS, CI, VD and DCP. The independent variable OC has 4 dimensions, namely POC, CES, TOC and CEC. The intermediate variable CM has 3 dimensions, namely DVS, CCG and CVC. The dependent variable OP has three dimensions, namely MST, GOC and ESO.

The items for measuring the independent variable II are II1, II2, II3

The items for measuring the independent variable MO are MO1, MO2 and MO3

The items for measuring the independent variable IS are IS1, IS2, IS3

The items that measure the independent variable CI are CI1, CI2, CI3

The items for measuring the independent variable VD are VD1, VD2, VD3

The items of the measured independent variables are DCP1, DCP2, DCP3

The items for measuring the independent variable POC are POC1, POC2, POC3

The item for measuring the independent variable CES is CES1, CES2, CES3

The items for measuring the independent variable CCG are CCG1, CCG2, and CCG3

The items for measuring the independent variable CCG are CCG1, CCG2, and CCG3

The terms for measuring CCG are CCG1, CCG2, and CCG3

The terms for measuring CCG are CCG1, CCG2, and CCG3

The items for measuring the intermediate variable CVC are CVC1, CVC2, CVC3

The items that measure the dependent variable GOC are GOC1, GOC2, GOC3

The items that measure the dependent variable GOC are GOC1, GOC2, GOC3

The items for measuring the dependent variable ESO are ESO1, ESO2, ESO3

The measurement model at this time is shown in the figure4.

Table 7 CFA model fit test for all scales (before adjust)

Index	Measurement value	Criteria	Criteria Author
CMIN/DF (X ² /df) (Absolute Fit Index)	2.761	≤2.00 good fit or 2.00-5.00 acceptable	Diamantopoulos et al. (2020)
RMSEA (Root Mean Square Error of Approximation)	0.066	<0 .05 good fit 0.05-0.08 acceptable 0.09-.10 poor fit	Borwne & Cudck (2022); Wan (2024); Schumacker & Lomax (2020); Garson (2020) Wan (2024) Kline (2021)
IFI (Incremental Fit Index)	0.888	≥0.95 is excellent 0.90-0.95 is good	Bollen (2022)
TLI (Tucker-Lewis Index)	0.88	>.95 good fit 0.90-0.95 acceptable	Hoe (2021); Hu & Bentler, (2020);
CFI (Comparative Fit Index)	0.888	>0.95 perfect fit 0.90-0.95 acceptable	Kaplan, (2020:110); Diamantopoulos & Siguaw (2020:88)

According to the CFA model fit test results in Table 7, CMIN/DF=2.761, which is excellent in the range of 1-3. The second index value is RMSEA=0.066, below 0.08 is in the good range, below 0.08 is good, in addition, ITL, TLI, CIF test results have reached a good level above 0.8, therefore, the comprehensive analysis of

the results can show that the overall model of the CFA scale model has a good fit. It also indirectly proves that the scale has good structural validity.

Because the structure is determined in advance before we can perform confirmatory factor analysis, we verified the suitability of our structure through sample data, and then verified the convergence validity and combination reliability of each dimension on this basis. Therefore, as long as the fit of the model reaches a certain degree, the overall scale structure we determined in advance has good structural validity.



CMIN=2923.725(p =.000) ; NFI=.835
 RMSEA=.066 ;CFI=.888;IFI=.888, TLI=.880
 cmindf=2.761
 df=1059

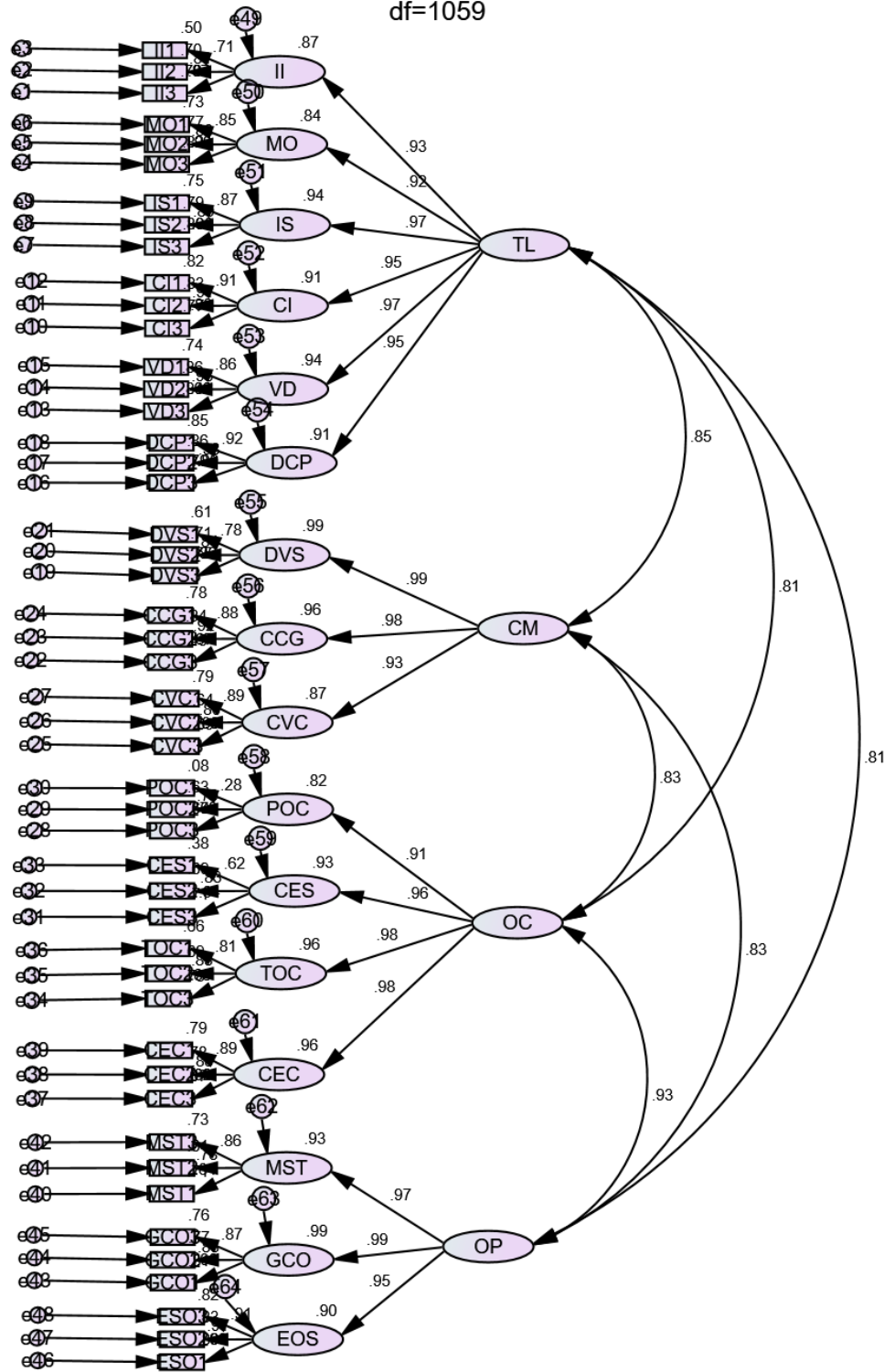


Figure 2 The Confirmatory Factor Analysis (before adjusted)

Through eight rounds of continuous adjustment of the relationship between the observed variables, all parameters of the CFA model finally meet the optimal criteria. The results are shown as Table 8.

Table 8 CFA model fit test for all scales (After adjust)

Index	Measurement value	Criteria	Criteria Author
CMIN/DF (X ² /df) (Absolute Fit Index)	2.463	≤2.00 good fit or 2.00-5.00 acceptable	Diamantopoulos et al. (2020)
RMSEA (Root Mean Square Error of Approximation)	0.060	< 0.05 good fit 0.05-0.08 acceptable 0.09-0.10 poor fit	Borwne & Cudck, (2022); Wan, (2024); Schumacker & Lomax, (2020); Garson, (2020); Wan, (2024) Kline, (2021)
IFI (Incremental Fit Index)	0.908	≥0.95 is excellent 0.90-0.95 is good	Bollen, (2022)
TLI (Tucker-Lewis Index)	0.901	≥0.95 perfect fit 0.90-0.95 acceptable	Hoe, (2021); Hu & Bentler, (2020)
CFI (Comparative Fit Index)	0.907	≥0.95 perfect fit 0.90-0.95 acceptable	Kaplan, (2020:110); Diamantopoulos & Siguaw, (2020:88)

CMIN=2589.071(p =.000) ; NFI=.854
 RMSEA=.060 ;CFI=.907;IFI=.908, TLI=.901
 cmindf=2.463
 df=1051

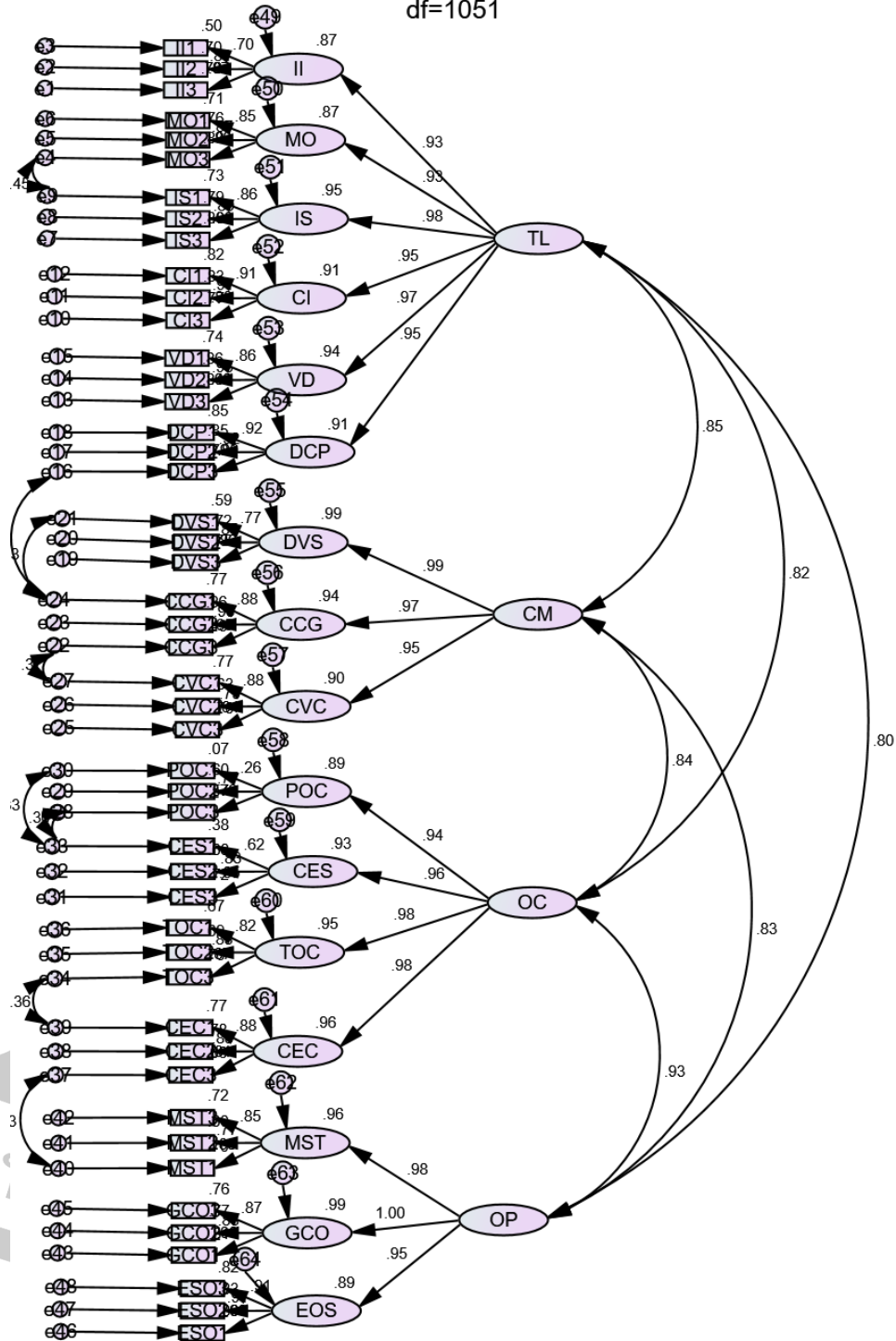


Figure 3 The Confirmatory Factor Analysis (After adjusted)

Testing the Construct Validity

Before checking the hypothesized structural model, the measurement instruments need to be evaluated. For this, the procedure outlined by Hair, Ringle, and Sarstedt (2021) was performed to examine the measurement model for indicator reliability, internal consistency reliability, convergent validity, and discriminant validity, using reflective indicators for all constructs. Thus, indicator reliability was evaluated by each of the indicator loadings, factor loading ranged from 0.541 to 0.872, which indicates that the measurement model is satisfactory.

Internal consistency reliability was examined by means of composite reliability (CR). For all constructs, the SEM-based CR ranged most are from 0.7668 to 0.8857 (only two are less than 0.70), which exceeded the suggested cutoff value of 0.7 or above (Chin, 2021; Fornell & Larcker, 2019; Nunnally & Bernstein, 2021). Convergent validity was tested by inspecting the average variance extracted (AVE). For all constructs, the AVE ranged from 0.364 to 0.7169, which validity was adequate and acceptable (Fornell & Larcker, 2019). Therefore, the results provide evidence for validity. The indicator factor loading, CR and AVE values are shown in Table 9.

Table 9 Factor Loading, Composition Reliability and Average Variance Extracted

Path relationship	Estimate	AVE	CR
Ideological Integrity			
II1	0.526		
II2	0.645	0.364	0.6302
II3	0.632		
Motivation			
MO1	0.71		
MO2	0.719	0.541	0.7793
MO3	0.776		
Intellectual stimulation			
IS1	0.781		
IS2	0.8	0.6364	0.84
IS3	0.812		
Consideration of individuality			
CI1	0.816		
CI2	0.805	0.6387	0.8413
CI3	0.776		
Visual development			
VD1	0.8	0.6872	0.8682

Path relationship	Estimate	AVE	CR
VD2	0.857		
VD3	0.829		
Development Continuous work and personnel			
DCP1	0.836	0.6748	0.8616
DCP2	0.829		
DCP3	0.799		
Developing Vision and Strategy			
DVS1	0.717	0.596	0.8153
DVS2	0.783		
DVS3	0.813		
Creating a change-guided coalition			
CCG1	0.828	0.612	0.8232
CCG2	0.867		
CCG3	0.632		
Communicating the vision of change			
CVC1	0.809	0.577	0.8036
CVC2	0.712		
CVC3	0.756		
A performance-oriented culture			
POC1	0.202	0.3089	0.5313
POC2	0.674		
POC3	0.657		
A culture that emphasizes stability			
CES1	0.531	0.5249	0.7668
CES2	0.763		
CES3	0.771		
A team-oriented culture			
TOC1	0.769	0.624	0.8325
TOC2	0.767		
TOC3	0.832		
A culture that emphasizes competition and defeating business competitors.			
CEC1	0.845	0.664	0.8554
CEC2	0.835		
CEC3	0.762		
Members are satisfied with the team.			
MST1	0.772	0.562	0.7933
MST2	0.695		
MST3	0.779		
Good communication			
GCO1	0.863	0.7209	0.8857
GCO2	0.835		
GCO3	0.845		
Effectively solve obstacles.			

Path relationship	Estimate	AVE	CR
ESO1	0.839		
ESO2	0.85	0.7169	0.8837
ESO3	0.851		

A note to table 9:

On the premise that the transformational leadership scale model CFA has a good fit, the convergence validity AVE and combination reliability CR of each dimension of the model will be further tested. The test process calculates the standardized factor load of each measurement item in the corresponding dimension through the established model. Then the convergence validity and combination reliability of each dimension are calculated by the formula of AVE and CR. According to the standard, the minimum AVE value should be 0.5, and the minimum CR value should be 0.7 to show that it has good convergence validity and combination reliability.

AVE (Average Variance Extracted) measures convergence validity by "average variance extracted". The formula is as follows

$$AVE = (\sum \lambda^2) / n$$

Note :

λ : : factor loadings

n: indicates the number of measurement indicators for this factor

CR (Construct Reliability) reflects whether all questions in each latent variable consistently interpret the latent variable. When the value is higher than 0.70, it indicates that the latent variable has a good construction reliability.

The calculation formula of CR (combined reliability) :

$$CR = (\sum \lambda)^2 / ((\sum \lambda)^2 + \sum \delta)$$

Note :

δ : Residual Variance

According to the analysis results in Table 9, it can be seen that in the validity test of this transformational leadership scale, AVE values of each dimension are above 0.5 and CR values are above 0.7, which can be summarized to show that each dimension has good convergence validity and combination reliability.

Reliability analysis

In this research, the main factors were measured in the form of a scale, so the test data quality based on measurement results is an important premise to ensure the significance of subsequent analysis. Firstly, through Klonbach coefficient reliability test, the internal consistency of each reliability is analyzed. The Klonbach coefficient ranges from 0 to 1, and the higher the value of the test result coefficient, the higher the reliability. It is generally believed that if the reliability coefficient is below 0.6, it is considered that the reliability is not credible, and it is necessary to redesign the questionnaire or try to collect data again and analyze it again. A reliability system between 0.6 and 0.7 is considered acceptable, between 0.7 and 0.8 is considered more reliable, between 0.8 and 0.9 is considered very reliable, and between 0.9 and 1 is considered very reliable.

The results of reliability analysis are shown in Table 10. The reliability systems of transformational leadership, organizational culture, organizational change, organizational performance and each secondary dimension are all within the range of 0.9-1, indicating that the scales used in this research have good internal consistency and reliability.

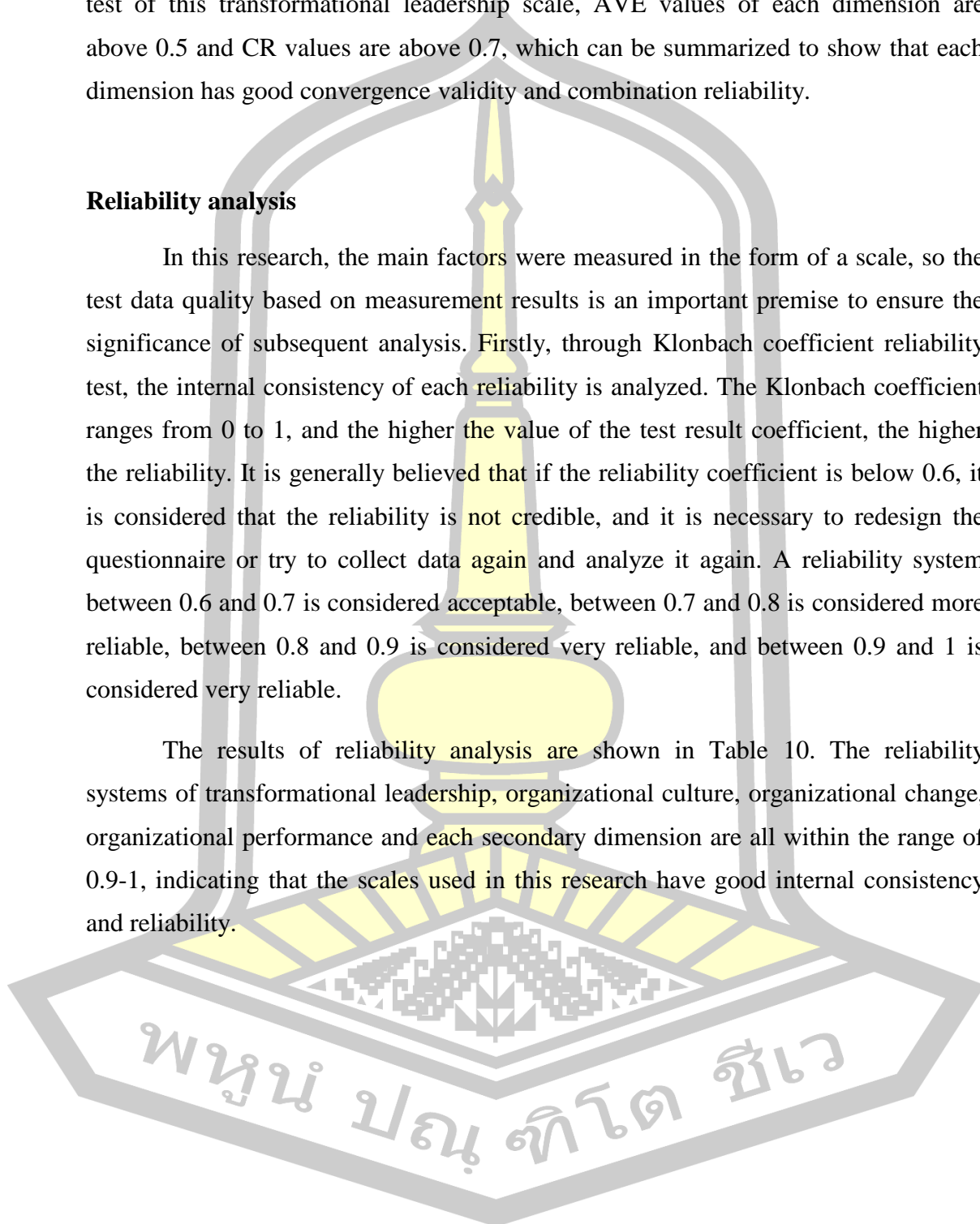


Table 10 Scale reliability analysis

variable	Cronbach's Alpha	N of Items
TL	0.962	18
CM	0.924	9
OC	0.910	12
OP	0.944	9
Total	0.977	48

Descriptive statistics and normality tests

Similar to linear regression, structural equation model requires that the data entering the model analysis meet the normal distribution. Generally, descriptive statistics are used to test the normality of structural equation model data.

Table 11 shows the normality test results of the statistical analysis using the current situation of factors in this research. According to the analysis results of descriptive statistics, it can be seen that the mean score of each variable is between 3-5, and the scale scoring method is 1-5 positive scoring. Therefore, it can be seen that the understanding and behavior level of the object group in this research on the relationship between change management, transformational leadership, organizational culture and organizational performance are above the medium level.

The normality test of each measurement item is tested using skewness and kurtosis. According to the standard proposed by Kline (2021), I believe that if the absolute value of the skewness system is within 3 and the absolute value of the kurtosis system is within 8, the data can be considered to meet the requirements of mining normal distribution. According to the analysis results in Table 4, the absolute values of skewness and kurtosis systems of each measurement item in this research are within the standard range, so it can be shown that all measurement items meet the approximate normal distribution.

Table 11 describes the normality test results of statistics and measurement items in each dimension

Dimensionality	Measurement item	Mean	Std. Deviation	Skewness	Kurtosis	Mean	SD
TL	II1	4.42	.802	-1.594	3.108	4.126 2122	0.68259 542
	II2	4.01	.943	-.820	.401		
	II3	4.10	.851	-.642	-.094		
	MO1	4.33	.756	-.983	.928		
	MO2	4.28	.847	-1.138	1.228		
	MO3	4.31	.798	-1.071	1.138		
	IS1	4.37	.777	-1.268	1.882		
	IS2	3.95	.959	-.537	-.349		
	IS3	4.19	.825	-.880	.689		
	CI1	4.03	.942	-.741	.142		
	CI2	4.04	.888	-.670	.107		
	CI3	3.87	.995	-.574	-.189		
	VD1	4.09	.880	-.878	.722		
	VD2	4.03	.865	-.672	.282		
	VD3	4.05	.901	-.736	.176		
	DCP1	4.10	.875	-.826	.600		
	DCP2	4.14	.875	-.973	.940		
DCP3	3.94	.954	-.668	.161			
CM	DVS1	3.91	.887	-.363	-.504	3.921 3078	0.72326 555
	DVS2	4.14	.841	-.654	-.240		
	DVS3	3.95	.862	-.328	-.643		
	CCG1	3.92	.924	-.567	-.062		
	CCG2	3.95	.846	-.309	-.616		
	CCG3	3.54	1.164	-.430	-.507		
	CVC1	3.86	.916	-.432	-.192		
	CVC2	3.90	.926	-.518	-.139		
	CVC3	4.11	.841	-.600	-.184		
OC	POC1	3.43	1.221	-.465	-.656	4.079 177	0.63172 771
	POC2	3.97	.959	-.796	.428		
	POC3	4.20	.847	-1.044	1.147		
	CES1	3.86	1.055	-.747	.052		
	CES2	4.31	.742	-.942	1.050		
	CES3	4.03	.888	-.618	.005		
	TOC1	4.01	.845	-.428	-.500		
	TOC2	4.37	.771	-1.078	.749		
	TOC3	4.25	.795	-.717	-.200		
	CEC1	4.18	.828	-.780	.223		
CEC2	4.27	.757	-.845	.697			
CEC3	4.06	.871	-.590	-.123			
OP	MST1	4.13	.814	-.493	-.529	4.140	0.66912
	MST2	3.91	.959	-.653	.054	759	622

Dimensionality	Measurement item	Mean	Std. Deviation	Skewness	Kurtosis	Mean	SD
	MST3	4.10	.814	-.609	.068		
	GCO1	4.21	.748	-.537	-.260		
	GCO2	4.23	.745	-.737	.400		
	GCO3	4.14	.786	-.536	-.254		
	ESO1	4.16	.792	-.621	-.081		
	ESO2	4.22	.761	-.778	.450		
	ESO3	4.16	.807	-.647	-.117		

It can be shown that the data collected in this research meet the prerequisite of the structural equation model (SEM) testing.

Correlation Analysis

Correlation analysis only looks at whether there is a correlation between variables.

Table 12 Descriptive Statistics, Correlations Matrix and Square Root of AVE

	TL_Means	CM_Means	OC_Means	OP_Means
Mean	4.12	3.92	4.08	4.14
SD	0.68	0.72	0.63	0.67
TL_Means	0.768^a			
CM_Means	.731**	0.771^a		
OC_Means	.696**	.742**	0.728^a	
OP_Means	.694**	.729**	.826**	0.762^a

Note: N=401 **. Correlation is significant at the 0.01 level (2-tailed).

^aThe square root of AVE was shown as bold numbers

As shown in Table 12, in the process of this analysis, through the exploration of the correlation relationship between various variables in the Person correlation analysis, it can be seen from the results that there is a significant correlation between all variables, and all of them are at a significance level above 99%. According to the results of the correlation coefficient, it can be seen that, the correlation coefficient R

among all variables is greater than 0, so it can be concluded that there is a significant positive correlation among all variables in this analysis.

Multicollinearity

There is a need to test for multicollinearity because it could cause parameter estimation problems (Hair et al., 2022). To detect multicollinearity, variance inflation factors (VIFs) and tolerances were assessed for each construct component. The VIFs of indicators range from 2.421 to 2.799. Tolerances range from 0.399 to 0.413. All VIFs and tolerances were within the acceptable threshold level (VIF<3.3, tolerance > 0.20) (Hair et al., 2022). These findings indicated that multicollinearity is not a problem. These results demonstrated in Table 13.

Table 13 Variance Inflation Factor (VIF) and Tolerance Value

Constructs	VIF	Tolerance
Transformational Leadership	2.421	0.413
Change Management	2.799	0.360
Organizational Culture	2.506	0.399

Note: Dependent variable: Organizational Performance.

Structural Equation Model

The focus of the research at this time is the impact of transformational leadership, organizational documentation and change management on organizational performance. Therefore, in the structural equation model, I have determined a theoretical research model in advance.

In the structural equation model, I used the sample data to verify whether the theoretical model proposed is suitable, so confirmatory thinking was used to test.

SEM and CFA are essentially the same, both adopt confirmatory thinking. In the early stage of scale design, we have preliminarily determined the interaction relationship between variables according to literature discussion and research method design. Therefore, in the structural equation model, only the sample data that was collected has been used to verify whether the theoretical model proposed is suitable, so all the confirmatory thinking is adopted. Here, Amos was used to construct the structural equation model.

Model fitness testing

Since both Structural Equation Model (SEM) and Confirmatory Factor Analysis (CFA) adopt confirmatory thinking to carry out hypotheses and tests, both determine the scale structure and model in advance, and verify whether the structure built is reasonable through sample data, so as long as Amos is used for analysis, the fit degree of the model needs to be tested first. Thus, it is necessary to test the fit between our data and our structure.

Structural Equation Modeling analysis (SEM) was employed to investigate the hypothesized relationship in all research work. In my research work, using a statistical package, the causal relationship was examined between Transformational Leadership, Change Management, Organizational Performance and Organizational Culture. The result also was tested for reliability and validity and the fit of the measurement model was completed. The explanation is that the observed and estimated covariance matrixes are not different. Formell and Larcker (2019) suggested that in such a research other fit indices should be considered rather than merely a P-value to evaluate a goodness of fit between the observed and estimated model when the sample size is large.

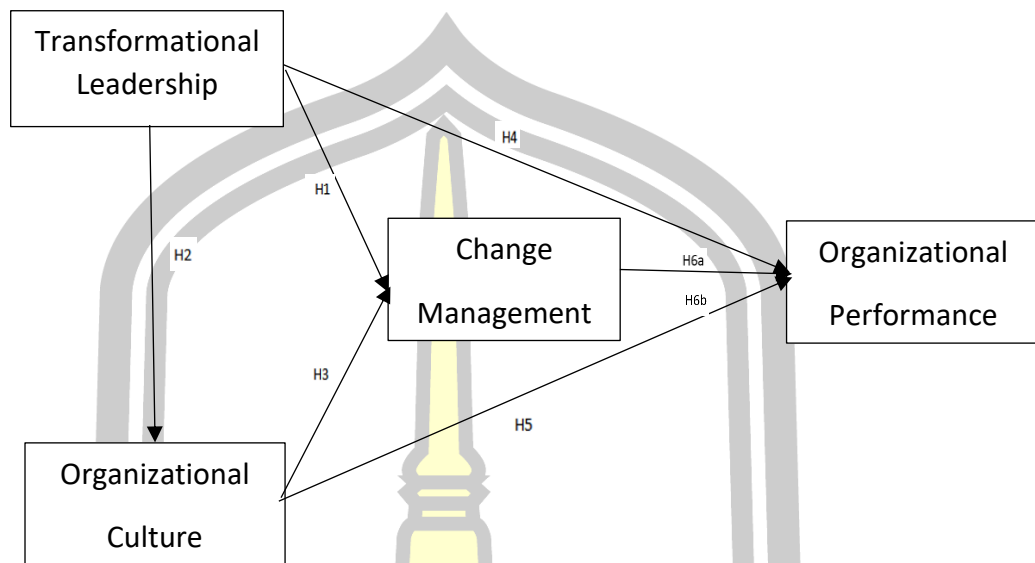


Figure 4 Structure Model of Main Effect

Main hypotheses testing

The result of the six main hypotheses, as previously described, the proposed model shows the structural relationship among all constructs. The result of model assessment and parameter estimation is illustrated in Figure 6. For easily observing the model fitting results, the fit indices from the results of the proposed model are compared to the threshold/cutoff points as recommended by researchers. The results of the model fit evaluation of transformational leadership, change management, organizational performance and organizational culture based on the framework are displayed the testing goodness-of-fit indices for the structural model as in Table 14.

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Hypotheses testing and results

Table 14 Results of SEM path relationship test on influencing factors of organizational performance

Path relation			Estimate	S.E.	C.R.	P	Label
TL	----->	CM	.428	.045	9.445	***	H1
TL	----->	OC	.515	.035	14.523	***	H2
OC	----->	CM	.537	.074	7.235	***	H3
TL	----->	OP	.066	.038	1.753	.080	H4
OC	----->	OP	.842	.077	10.896	***	H5

According to the analysis results in Table 11, it can be seen that in the path hypothesis test of this research.

Transformational Leadership and Change Management

TL (Transformational Leadership) positively supports CM (Change Management) ($\beta=0.428$, $P<0.001$) significantly, so hypothesis H1 is valid.

The main hypothesis aims to test the main effects of the proposed constructs. This reveals that there is significance in the structural relationship between transformational leadership and Change Management (H1) at p-value <0.001 . Transformational Leadership is significantly and positively related to change management. Compared to the unstandardized coefficients, the standardized coefficient of Transformational Leadership is bigger than the unstandardized coefficient. Thus, transformational leadership is positively and significantly related to change management. **Thus, hypothesis H1 is supported.**

Transformational Leadership and Organizational Performance

TL (Transformational Leadership) positively supports Organizational Performance (OM) ($\beta=0.515$, $P<0.001$) substantially, so H2 is assumed to be true.

The result of this test reveals a positive and significant relationship between transformational leadership and organizational performance (H2). Transformational leadership is significantly and positively related to organizational performance. Compared to the unstandardized coefficients, the standardized coefficient of transformational leadership is bigger than the unstandardized coefficient. Thus, transformational leadership is unambiguously related to organizational performance. **Thus, hypothesis H2 is supported.**

Organizational Culture and Change Management

OC (Organizational Culture) has clearly positive influence on CM (Change Management) ($\beta=0.537$, $P<0.001$).

Hypothesis H3 posited that change management is positively affected by organizational culture; the result of this test reveals a positive relationship between organizational culture and change management. Organizational culture is conclusively related to organizational change management. Comparing to the unstandardized coefficients, the standardized coefficient of organizational culture is bigger than the unstandardized coefficient. Consequently, organizational change has a positive relationship to change management. **Thus, hypothesis H3 is supported.**

Transformational Leadership and Organizational Performance

TL (Transformational Leadership) does not have a significantly positive support on OP (Organizational Performance) ($\beta=0.066$, $P=0.080>0.001$), so H4 is supported.

Hypothesis 4 tests the relationship between transformational leadership and organizational performance. **As a result, H4 is not supported.**

Transformational leadership, although widely praised for its positive impacts on organizational performance and employee motivation, it can have negative effects under certain conditions. In general, transformational leadership may have a positive impact on organizational performance, but its effect will be restricted by a variety of internal and external factors: for example, misalignment with organizational culture;

inadequate resources and support; overemphasis on change; unsatisfied implementation of leadership style; and team dynamics and individual focus.

These factors highlight that while transformational leadership has many potential benefits; its efficacy largely depends on the context and implementation within the organization.

Organizational Culture and Organizational Performance

OC (Organizational Culture) was found to have a real and beneficial influence on OP (Organizational Performance) ($\beta=0.842$, $P<0.001$), so H5 is assumed to be true.

Hypothesis 5 tests the relationship between organizational culture and organizational performance. The result of this test reveals organizational culture is clearly beneficially related to organizational performance. Compared to the unstandardized coefficients, the standardized coefficient of organizational culture is bigger than the unstandardized coefficient. **Thus, hypothesis H5 is supported.**

Test mediating role of change management

In addition to basic hypothesis testing, this thesis proposes change management as a mediating variable, so it is also necessary to focus on testing the mediating role of change management between transformational leadership and organizational performance, and between change management and organizational culture and performance.

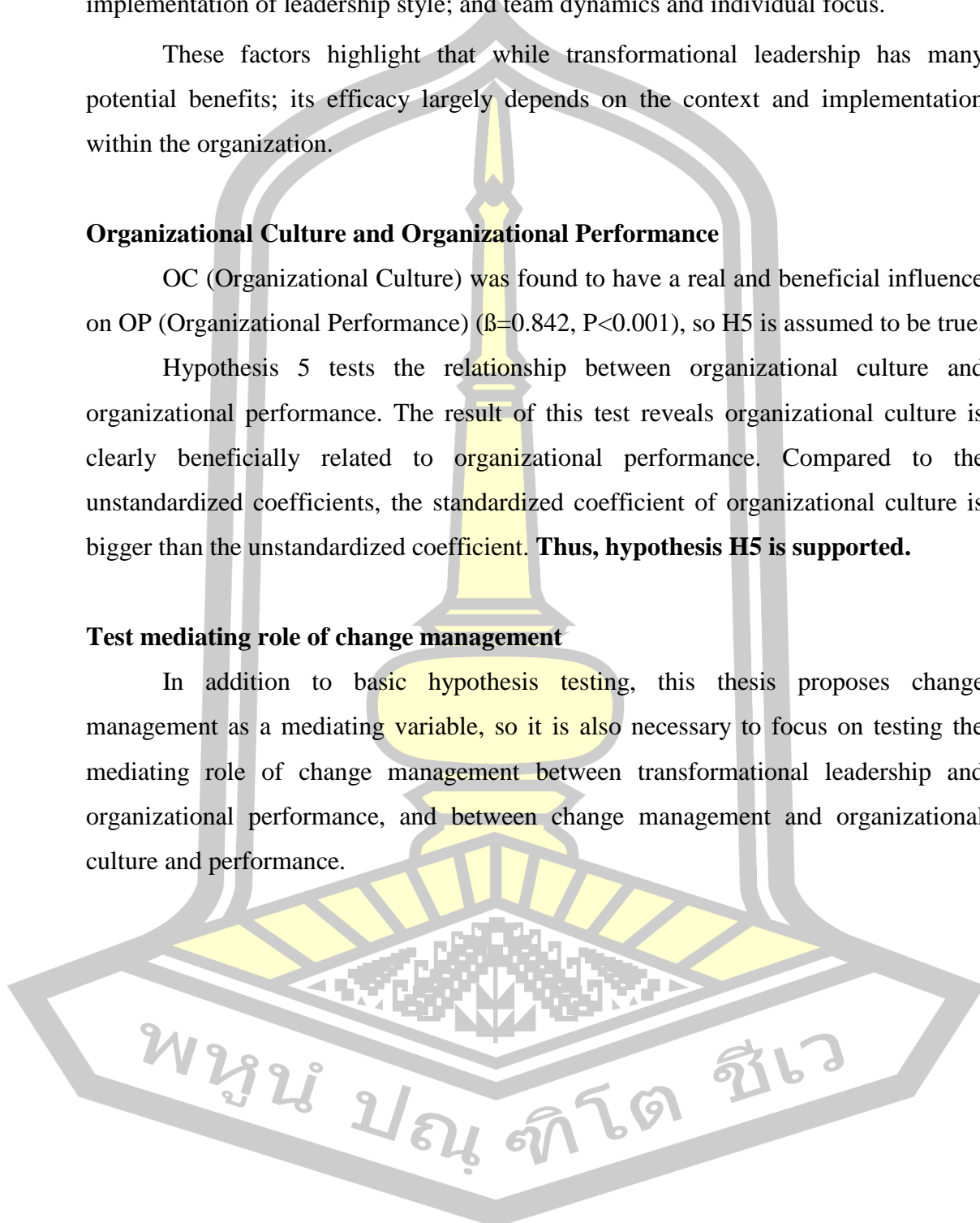


Table 15 Parameters Estimation for Testing Mediating Effect

Relationship parts			Unstandardized			Standard			z-value
			direct	indirect	total	direct	indirect	total	
TL	--->	OC	0.526	-	0.526	0.812	-	0.812	-
TL	--->	CM	0.404	0.300	0.704	0.487	0.361	0.848	-
OC	--->	CM	0.57	-	0.57	0.445	-	0.445	-
TL	--->	OP	0.07	0.517	0.587	0.096	0.711	0.807	1.832
OC	--->	OP	0.855	0.054	0.909	0.762	0.048	0.81	-
CM	--->	OP	0.095	-	0.095	0.109	-	0.109	1.803

The results of Table 15 demonstrate the effects of mediating: direct effects, indirect effects, and total. The results demonstrate that the direct and indirect among transformational leadership, change management, organizational performance and organizational culture. Change management as mediator, the transformational leadership influence organizational performance through change management by the regression coefficients for the indirect relationship is estimated at 0.517. Change management as mediator, the transformational leadership influence organization through change management by the regression coefficients for the indirect relationship is estimated at 0.300. The research result show significantly the mediating effect of the change management. These results indicate that transformational leadership influences organizational performance through change management. **Thus, hypothesis 6a is supported.**

The change management as mediator, transformational leadership can influence organizational performance through change management by the regression coefficients for the indirect relationship is estimated at 0.054. The research results show significantly the mediating effect of the change management by attaining all of Baron and Kenny's (2021) criteria. These analyzes indicate that organizational culture influences organizational performance through change management. **Thus, hypothesis 6b is supported.**

According to testing mediating effect, based on Baron and Kenny (2021) criteria, which is divided into two parts:

Testing change management as a-mediator uses the following criteria: first, transformational leadership need to significantly affect change management; second, transformational leadership need to significantly affect organizational performance; third, change management has a unique and significant effect on organizational performance; fourth, the effect of transformational leadership on organizational performance shrinks upon the addition of change management to the model.

Testing change management as t-mediator uses the following criteria: first, organizational culture needs to significantly affect change management; second, organizational culture needs to significantly affect organizational performance, third, organizational culture has a unique and significant effect on organizational performance; fourth, the effect of organizational culture on organizational performance shrinks upon the addition of change management to the model.

These criteria can be used to informally judge whether or not mediation is occurring. The test for mediation can be performed using two steps. First, using SEM (Hair, Hult, Ringle & Sarstedt, 2021), which analyses direct, indirect, and total effects, in this step, providing coefficients of all exogenous and mediating factors together with the predictive indicator such as R^2 of each variable. Thus, to evaluate mediation effect testing, the research run SEM to new paths transformational leadership, change management, organizational performance and organizational culture variables were estimated. The assessment of model fitting, as Table 16 show, the results of parameter estimation for testing mediating effect.

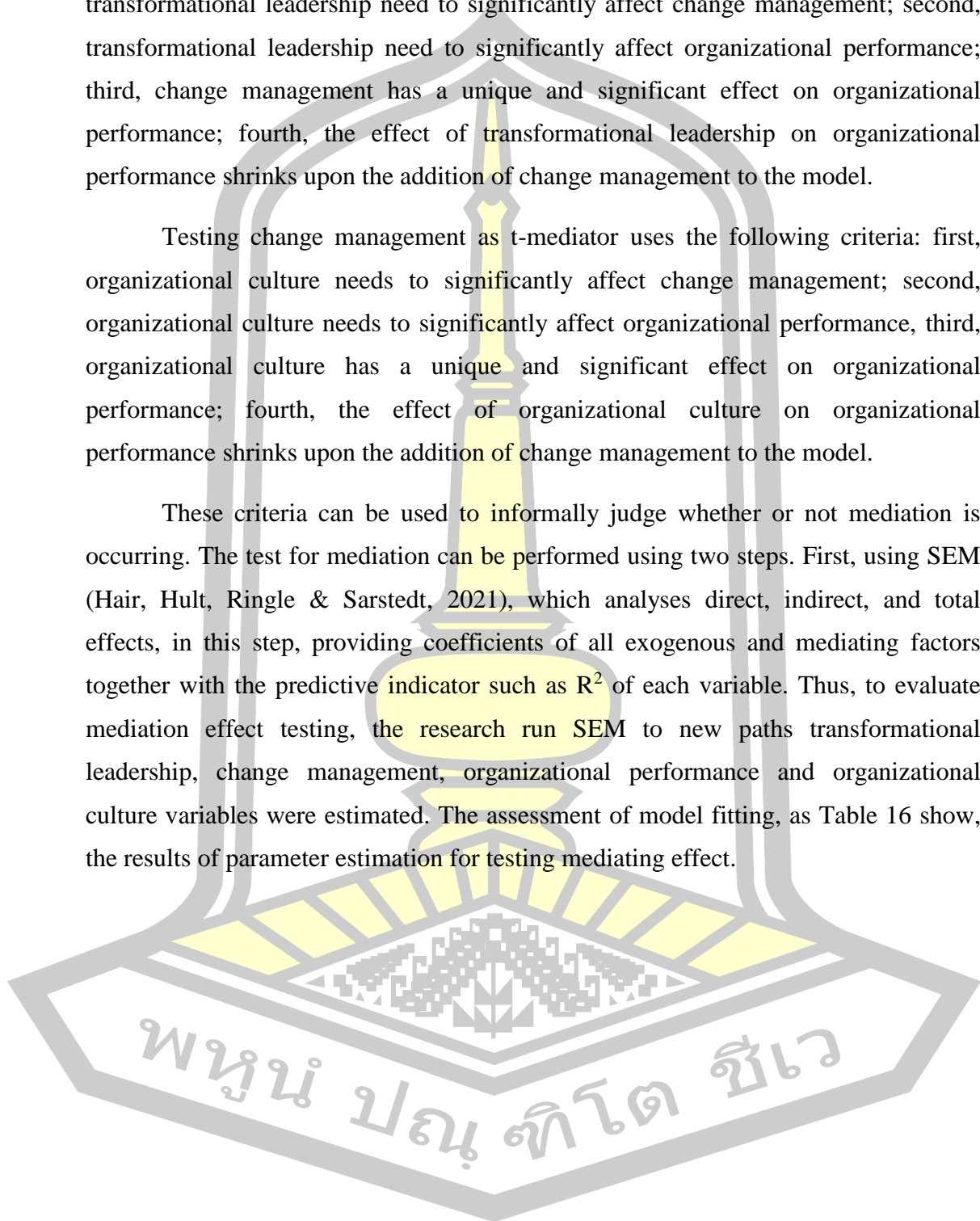


Table 16 SEM model fit test for all scales (before adjust)

Index	Measurement value	Criteria	Criteria Author
CMIN/DF (X ² /df) (Absolute Fit Index)	2.463	≤2.00 good fit or 2.00-5.00 acceptable	Diamantopoulos et al., (2020)
RMSEA (Root Mean Square Error of Approximation)	0.060	<0 .05 good fit 0.05-.08 acceptable 0.09-.10 poor fit	Borwne & Cudck, (2022); Wan, (2024); Schumacker & Lomax, (2020); Garson, (2020);Wan, (2024); Kline, (2021)
IFI (Incremental Fit Index)	0.888	≥0.95 is excellent 0.90-0.95 is good	Bollen, (2022)
TLI (Tucker-Lewis Index)	0.880	≥0.95 perfect fit 0.90-0.95 acceptable	Hoe, (2021); Hu & Bentler; (2020)
CFI (Comparative Fit Index)	0.888	≥.95 perfect fit .90-.95 acceptable	Kaplan (2020:110); Diamantopoulos & Siguaw, (2020:88)



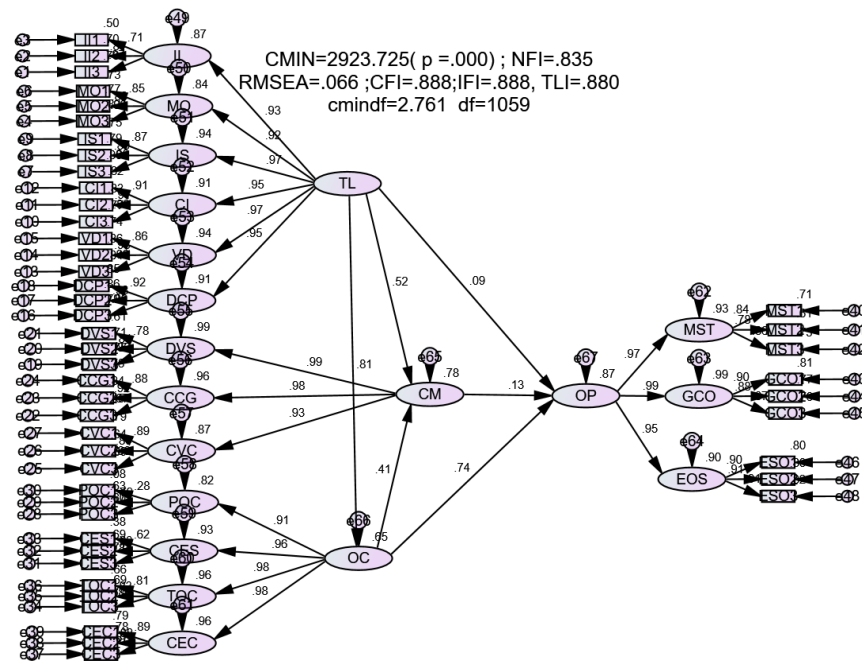


Figure 5 SEM (Structure Model Testing (After adjusted) Testing (Before adjusted)

Comparison of Table 16 and Table 17, Figure 7 and Figure 8, through 20 rounds of continuous adjustment of the relationship between the observed variables, all parameters of the SEM model finally meet the optimal criteria.

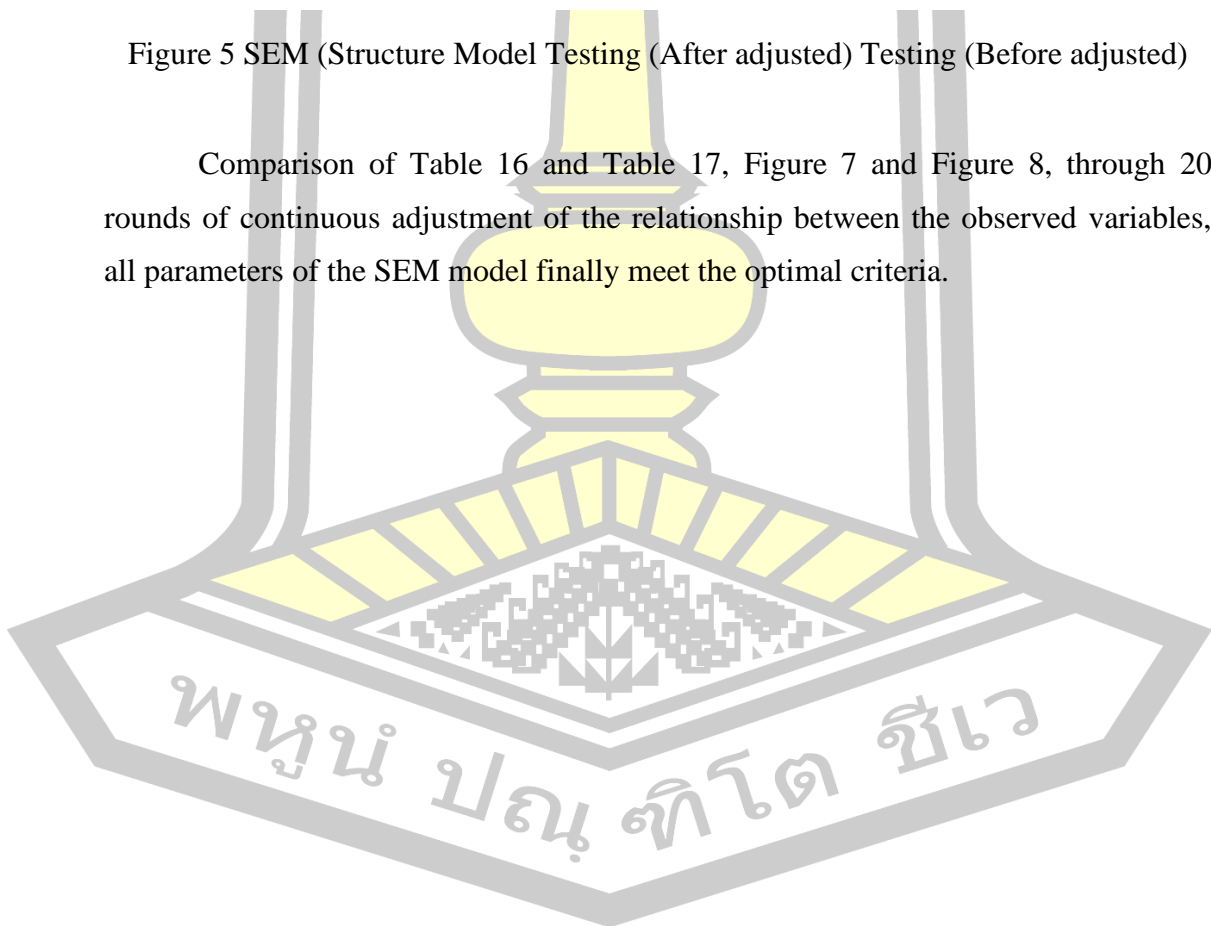


Table 17 SEM model fit test for all scales (after adjust)

Index	Measurement value	Criteria	Criteria Author
CMIN/DF (X ² /df) (Absolute Fit Index)	2.463	≤2.00 good fit or 2.00-5.00 acceptable	Diamantopoulos et al., (2020)
RMSEA (Root Mean Square Error of Approximation)	0.055	< 0.05 good fit 0.05-0.08 acceptable 0.09-0.10 poor fit	Borwne & Cudck, (2022); Wan, (2024); Schumacker & Lomax, (2020); Garson, (2020); Wan (,) Kline, (2021)
IFI (Incremental Fit Index)	0.925	≥0.95 is excellent 0.90-0.95 is good	Bollen, (2022)
TLI (Tucker-Lewis Index)	0.918	>0.95 perfect fit 0.90-0.95 acceptable	Hoe, (2021); Hu & Bentler, (2020)
CFI (Comparative Fit Index)	0.924	>0.95 perfect fit 0.90-0.95 acceptable	Kaplan, (2020:110); Diamantopoulos & Siguaw, (2020:88)

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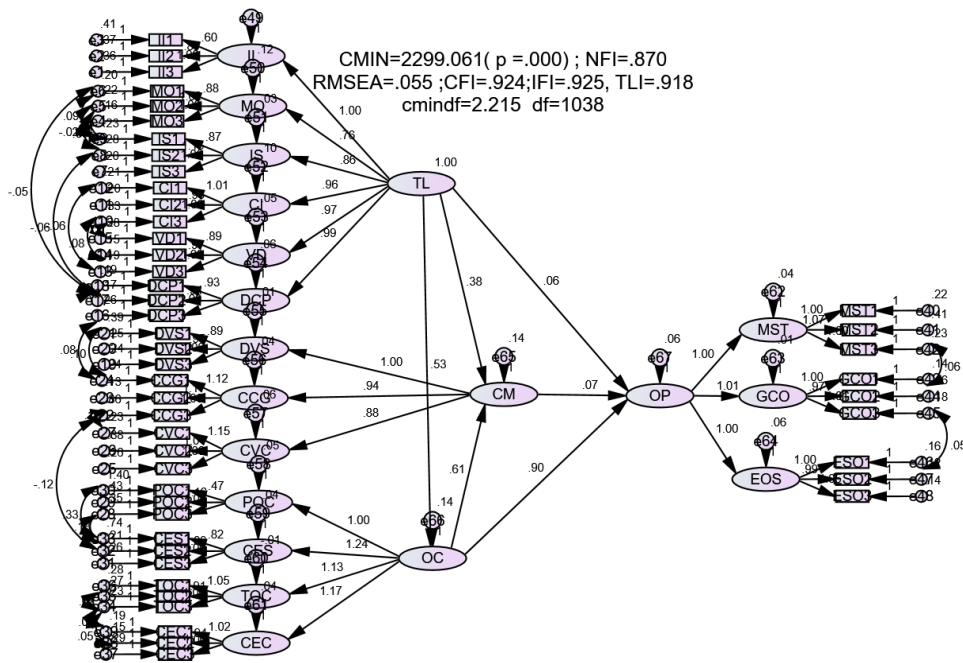


Figure 6 Model fit for SEM (Structure Model Testing (After adjusted)

Main hypotheses testing

The result of six main hypotheses, as previously discussed, the proposed model shows the structural relationships among all constructs. The result of model assessment and parameter estimation is illustrated in Figure 8. To easily observe the model fitting result, the fit indices from the results of the proposed model are compared to the threshold/cutoff points as recommended by researchers. The results of the model fit evaluation of TL, CM and OC are displayed the testing goodness-of-fit indices for the structural model as in Table 18.

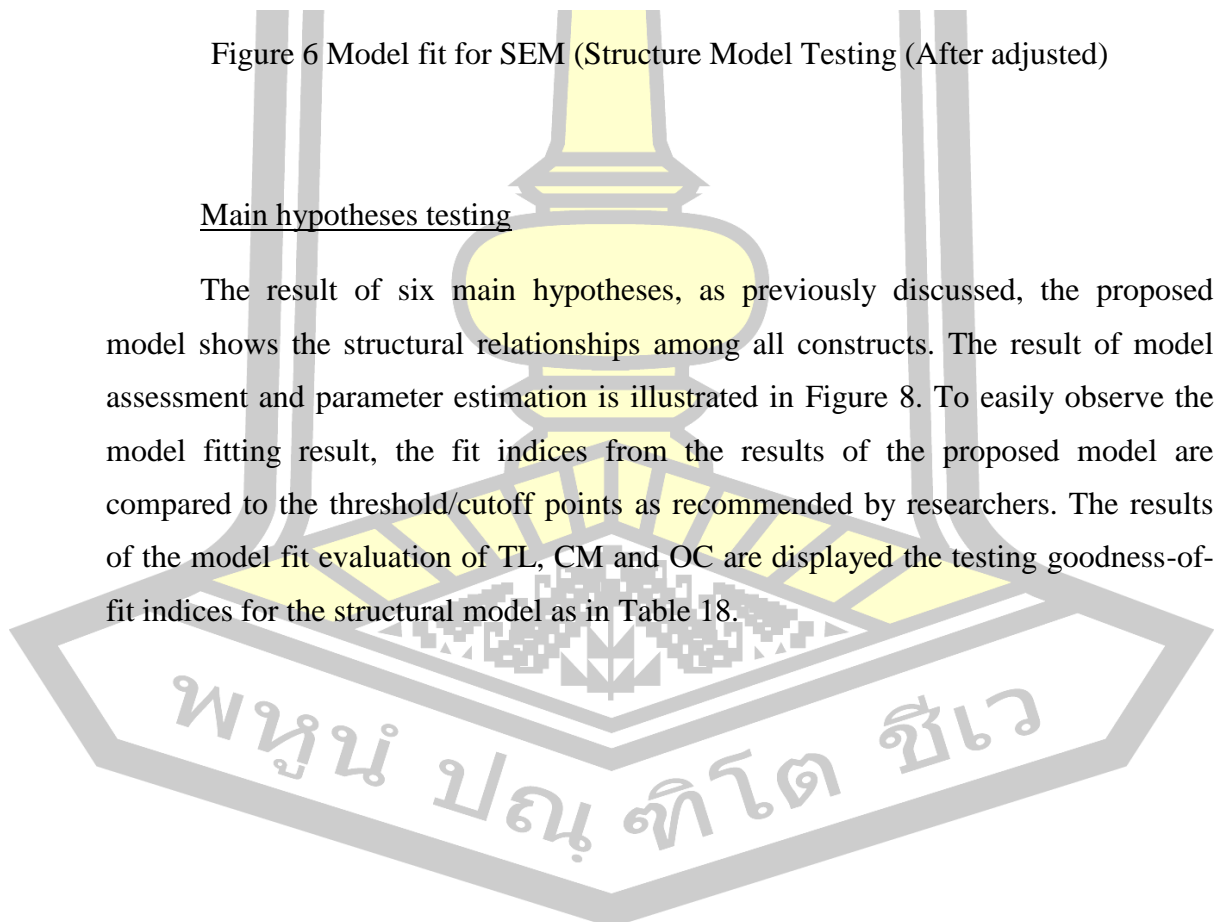


Table 18 Comparison of Goodness-of-Fit Index of Proposed Model and the Recommended Points

Goodness-of-fit indices	The cutoff point	Proposed model
CMIN/DF (χ^2/df)	≤ 2.00	2.215
RMSEA	< 0.05	0.055
CFI	> 0.95	0.924
TFI	> 0.95	0.918
IFI	≥ 0.90	0.925

Summary of Hypotheses Testing

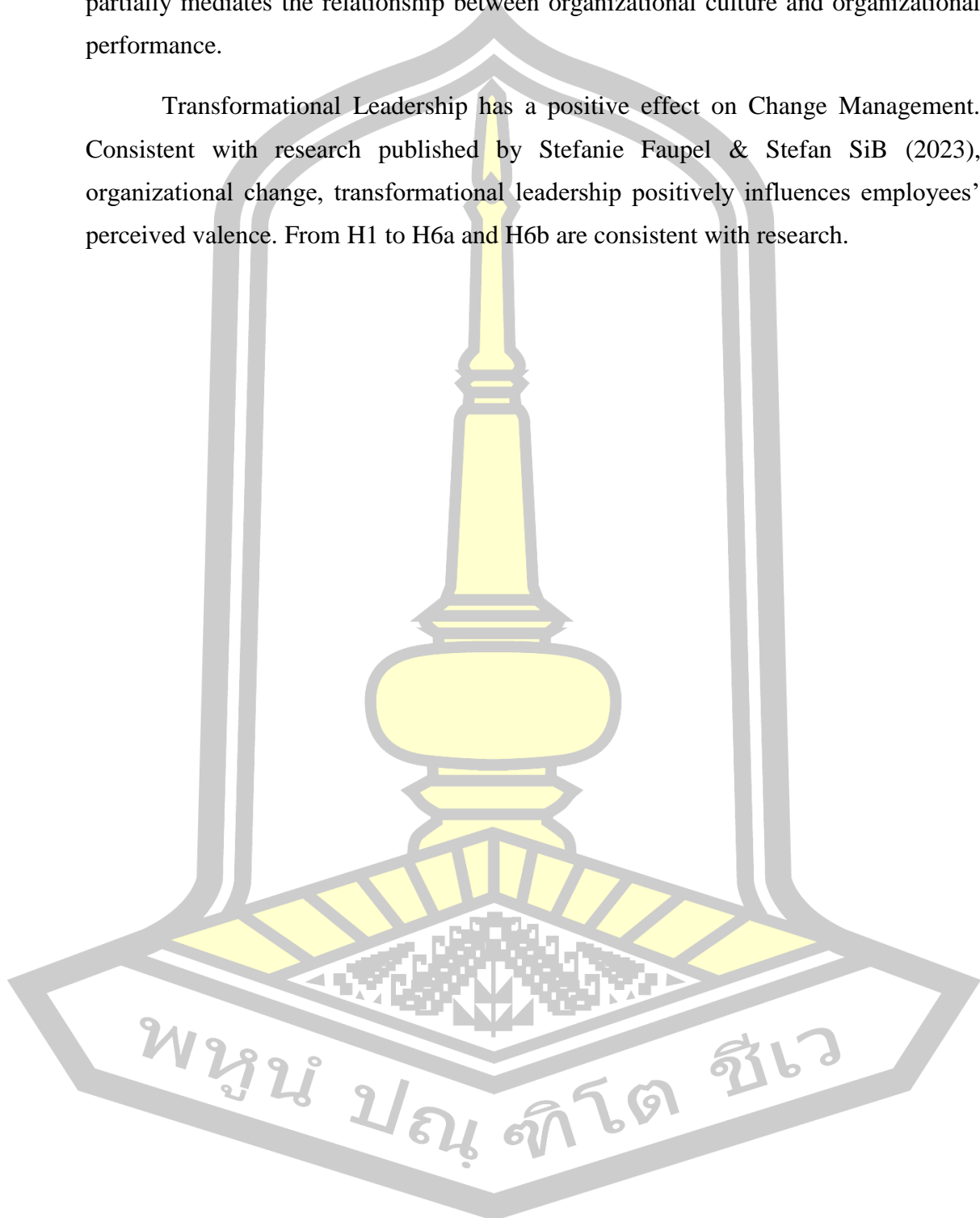
Table 19 Summary of Hypotheses Testing Result

Hypotheses	The statement	Result
H1	Transformational Leadership has a positive effect on Change Management.	Supported
H2	Transformational Leadership has a positive impact on Organizational Culture.	Supported
H3	Organizational Culture has a positive effect on Change Management.	Supported
H4	Transformational Leadership has a positive effect on Organizational Performance	Not Supported
H5	Organizational Culture has a positive effect on Organizational Performance	Supported
H6a	Change Management is a mediator between Transformational Leadership and Organizational Performance.	Supported (Full Mediator)
H6b	Change Management is a mediator between Organizational Culture and Organizational Performance.	Supported (Partial Mediator)

From Table 20 of the summary of hypotheses testing result, we can come to a conclusion: change management fully mediates the relationship between

transformational leadership and organizational performance; change management partially mediates the relationship between organizational culture and organizational performance.

Transformational Leadership has a positive effect on Change Management. Consistent with research published by Stefanie Faupel & Stefan SiB (2023), organizational change, transformational leadership positively influences employees' perceived valence. From H1 to H6a and H6b are consistent with research.



Chapter V

Discussion and Conclusion

The previous chapter revealed the respondent characteristics, the characteristics of the village football teams in south of China, descriptive statistics, tested the validity of each variable and the results of the hypothesis testing. Consequently, this chapter provides discussions and provides the conclusion of this research. In this chapter, our discussions are based on the results of the proposed hypotheses, which were empirically tested through SEM. In addition, this thesis provides the theoretical and managerial implications, limitations, and the proposed direction of future research. Finally, concluding with an evaluation that encompasses the overview of this research.

Discussion

The purpose of this research was to estimate the mediating effect of change management in the relationship between two components of transformational leadership and organizational culture on organizational performance, and to investigate the relationships among transformational leadership, change management, organizational culture on organizational performance (performance of the village football teams in southern China).

The findings show that transformational leadership has a highly positive effect on change management (H1); transformational leadership has a significantly positive impactful effect on organizational culture (H2); organizational culture has a positive influence on change management (H3); and the organizational culture has a positive impact on organizational performance (H5); and is effectively supported.

To investigate the mediating effect of change management in the relationship between two components of transformational leadership and organizational culture on organizational performance. The results also illustrate that transformational leadership has no significant effect on organizational performance (H4).

Finally, the results of testing the mediating effect of change management shows that change management can mediate the relationship between organizational

culture and organizational performance (H6b), but only partial mediation. And it also demonstrates that change management fully mediate the relationship between transformational leadership and organizational performance (H6a).

The mediating role of change management

The sixth objective of this research also required to examine the mediating role of change management between transformational leadership and organizational performance, organizational culture and organizational performance.

The results imply that change management can partially mediate the relationship between two components of transformational leadership and organizational culture. These findings are consistent with previous scholarship.

Abundant research studies have explored the relationship between transformational leadership, organizational culture, and change management (Simranjeet Kaur Bagga, Shikha Gera, Syed Nadimul Haque, 2023). The early approaches for theories of change management supposed that if the organization were constantly changing, they might not be effective or improve performance because employees require routines to work effectively for improving performance (Rieley, Clarkson, 2023).

The factors that affect the organizational performance of rural football teams can include leadership style, team culture, resource management, community participation and external support. Transformational leadership can motivate team members and improve team cohesion and performance (Kohler & Cortina, 2021). At the same time, a positive organizational culture and supportive atmosphere contribute to improving team performance (Schrodt, 2022). An organization's readiness for change directly affects the success of change and thus organizational performance (Weiner, 2020). In addition, human resource management, technology application, external environment, community participation and external support (such as government and policy support, corporate sponsorship, et cetera.) will have a profound impact on the organizational performance of rural football teams.

In recent years, research on the organizational performance of football teams mainly focused on leadership style and the coach's behavior, team culture and atmosphere, training and game strategies, psychological and social factors, resources and infrastructure, data analysis and technology application, in particular, the use of data analysis technology to evaluate and improve team performance, and the application of new technology in football training and competition, such as wearable devices and video analytics (Rossi, A., Perri, E., Trecroci, A., et al. 2022). These studies provide a wealth of theoretical and empirical support for improving the organizational performance of football teams.

Theoretical contribution

Since the village football match "Guizhou Village Super" exploded in May 2023, Village Super has become a synonym for a phenomenon. According to the latest data, "Village Super" has been viewed more than 78 billion times on social platforms, attracting 7.66 million tourists in 2023, twenty times the number of permanent residents, and generating 8.4 billion yuan in tourism revenue, almost the same as the local annual GDP. Before answering the question of why "Guizhou Village Super" is popular? we need to clarify the definition of Village Super first. The full name of "Guizhou Village Super League" is "Guizhou Rongjiang (Sanbao Dong Village) and the United States Village Football Super League", this league is composed of twenty village teams, all of which are voluntary organizations, and the competition schedule is three months. "Guizhou Village Super", this folk game only became widely known in 2023 with the help of short videos, but in fact, the local football fans have been a longstanding support. Since 2023, Rongjiang football fans have spontaneously organized a local football association. After 2021, Rongjiang holds three major football events such as the FA Cup, Spring Festival Cup and the weekend league every year, which has become an activity for local people to entertain themselves. The local community have cooperated with Huiyuan Juice, Wanglao Ji, Mengniu, Yili and other large beverage enterprises to develop "Village Super Juice Electrolyte Water", "Village Super Cola", "Monk Fruit Cola" and other Village Super co-branded drinks. While making full use of local agricultural products such as monk fruit, also hit the "Village Super" co-branded products. The Chinese team of the

world's top football league, the English Premier League, took the initiative to find the "Guizhou Village Super League" last year and signed a strategic cooperation agreement with the "Village Super League", which opened the prelude to its internationalization.

The popularity of village football teams in China is not only a side of sports development, but also involves a wide range of social, economic and cultural aspects. The mediating role of change management in the relationship between transformational leadership, organizational culture and performance has also produced a lot of theoretical content worth consideration.

First, the theory of transformational Leadership was first proposed by James MacGregor Burns in his 1978 book *Leadership*. Burns makes the distinction between Transformational and Transactional Leadership for the first time in this book. He believes that transformational leadership goes beyond transactional leadership and can achieve a higher level of leadership by raising the motivation and moral level of followers. Bernard Bass (2021) extended Burns' theory and proposed four key dimensions of transformational leadership. Bass & Avolio, (2021) further elaborated the theoretical framework and practical application of transformational leadership theory, and discussed the impact of transformational leadership on organizational performance and employee development. Subsequently, it has become an important theory in the research of organizational behavior and leadership.

Change management theory aims at systematically managing and implementing organizational change to achieve organizational goals and adapt to changes in the external environment. Scholars such as John Kotter (2019) and Jeff Hiatt (2023) have further developed the theory to provide organizations with concrete models and tools to help manage the challenges and complexities of the change process. The theory is designed to help organizations effectively make changes in response to changes in the external environment and internal development needs.

This research combines transformational leadership theory and change management theory to explore the mediating role of change management in the relationship between transformational leadership and organizational performance, filling the gap in the research between the two theories.

There has to be specific integration measures, which initially set clear vision and goals for change. Transformational leaders motivate team members with an inspiring vision that makes them understand the need for change and the potential benefits (Faupel, and Süß, 2019). Then, leaders must foster a change culture and provide a support system. Through idealized influence and personalized care, transformational leadership cultivates an organizational culture that supports change and stimulates members' willingness to change (Bass, B. M., & Avolio, B. J., 2022). In the process of change management, structures and mechanisms supporting change, such as change teams and communication channels, are established to ensure the smooth progress of the change process (Cameron, E., & Green, M., 2023). Furthermore, it is necessary to have effective communication and change participation. Transformational leaders encourage team members to actively participate in change and share ideas and suggestions through inspiration and motivation (Yukl, G., 2020). Change management can facilitate the implementation of change by implementing a comprehensive communication plan to ensure that all stakeholders are aware of the progress of change and their role in facilitating change (Hiatt, J. M., 2023).

In addition, transformational leadership encourages members to upgrade their skills to adapt to new environments and requirements through intellectual stimulation (Bass, B. M., 2021). They provide systematic training and development programs in the change management process to ensure that employees have the knowledge and skills needed to implement change (Cameron, E., & Green, M., 2023). Feedback and adjustment should be strengthened throughout the process of change. Transformational leaders should always pay attention to the progress of change, solve problems in time and adjust strategies through personalized care (Kotter, J. P., 2019). Establish a continuous feedback mechanism and evaluation system during the implementation of change management to ensure that change measures are effective and timely adjusted (Cameron, E., & Green, M., 2023).

By integrating transformational leadership and change management theories, organizations can better cope with the challenges brought by change and improve organizational performance. Leaders not only need to motivate and guide team

members, but also need to ensure effective implementation of change and continuous improvement through a systematic managerial approach.

Integrating transformational leadership and change management theories can provide a more comprehensive and systematic approach to organizational change. Where, it is currently applicable across cultures (Ha, S. & Le, P., 2021) and in specific organizational contexts (Kiho Jun & Joonghak Lee., 2022), long-term effects (Garcia-Morales, V. J., et al. 2020), negative effects (Donate, M. J., & De Pablo, J. D., 2020), model integration (Bose, N., & Kim, Y. 2023)), individual differences (Xu, Z., & Zhang, J., 2021), ethical issues (Chang, J., & Song, J., 2020), technological implications (Nguyen, T., & Tran, H., 2022), interaction mechanisms (Feng, J., & Zhou, Q., 2020), and dynamic changes (Amankwah-Amoah, J., & Sarpong, D., 2019) remain gaps in the research. These gaps provide rich directions and opportunities for future scholarship.

Next, the combination of organizational culture theory and change management theory. The integration of organizational culture and change management theory can provide a comprehensive approach to implement and manage organizational change by assessing the existing culture (Prabhu, S., & Srivastava, M. 2023; Luu, T., 2023; Sun, Q., & Kim, H. 2022; Begum, S., & Khan, A., 2022; Khan, I., & Khan, A., 2023). Fostering a culture that supports communication training (Jabri, M. 2022; Hiatt, J. M., 2023) and capacity-building assessment (Gorzelay, R., & Martínez-Sánchez, A., 2021; Vargas-Halabi, T., & Yagüe-Perales, R., 2023) and continuous improvement (Jiang, L., 2021; Mingaleva, Z., & Kudryavtseva, T., 2022), and consolidating the results of change (Aboramadan, M., 2020; Amagoh, F., 2020), organizations can improve their performance in the synergy between organizational culture and change management, improve organizational performance. This integrated approach ensures that change is not only systematic and orderly, but also aligned with the organizational culture, making it easier for employees to accept and support it.

This thesis work discussed how organizational culture affects organizational performance through change management mechanisms, providing a new perspective for understanding the role of culture in the process of change (Jones, R. A., Jimmieson, N. L., & Griffiths, A., 2020).

It triggers empirical research and theoretical verification. Empirical verification under the background of village football teams. The success of China's village football teams provides a series of empirical support in the theoretical fields of transformational leadership, change management, organizational culture and organizational performance. These empirical researches demonstrate how effective leadership and management practices, combined with the power of organizational culture, can improve team performance.

This thesis has shown that transformational leadership can significantly improve the overall performance and cohesion of rural football teams by motivating, inspiring and supporting team members. Transformational leadership has shown a strong influence in village football teams. Leaders of village football teams set vision, encourage innovation, care for individual needs, et cetera. The team's fighting power and sense of belonging were enhanced (Bass, B. M., & Avolio, B. J. 2022; Wang, P., & Rode, J. C. 2021). The application of change management theory in rural football team shows that through systematic change management strategies, such as communication, training and participation, the challenges in the change can be effectively addressed and the stability and development of the team can be promoted. Change management has been shown to be effective in rural football teams, especially in response to changes in the external environment and internal organizational restructuring (Kotter, J. P., 2019; Armenakis, A. A., & Harris, S. G., 2020). It is found that the success of rural football teams is closely related to their unique organizational culture. These teams often have a strong sense of community, collaboration, and innovation, and these cultural traits play an important role in the team's day-to-day operations. By fostering a positive organizational culture, rural football teams not only enhance internal cohesion, but also attract more external support (Schein, E. H., 2021; Cameron, K. S., & Quinn, R. E., 2023). The empirical research shows that the positive impact of transformational leadership and change management on organizational culture ultimately significantly improves the organizational performance of rural football teams. Through effective leadership and management practices, combined with good organizational culture, rural football teams have achieved excellent competition results and extensive social impact (Denison, D. R., & Mishra, A. K., 2020; Judge, T. A., & Piccolo, R. F., 2020).

The successful practice of transformational leadership and change management in a rural football team in southern China demonstrates how to improve overall performance by setting a clear team vision, encouraging innovation, and enhancing teamwork. By deeply understanding and cultivating the organizational culture of the football team, the leader develops and executes a systematic change management strategy, which ultimately achieves the sustained success of the team.

Through the empirical research of village football teams in southern China, the mediating role of change management in the impact of transformational leadership and organizational culture on organizational performance was verified, providing empirical support for the universality of the theory (Waldman, D. A., & Bowen, D. E., 2023).

Research on the impact of transformational leadership, change management and organizational culture on organizational performance in rural football team expands the application scope of change management theory. Applying the theory of change management to the research of rural sports organizations expands the applicability of the theory to different types of organizations (Al-Haddad, S., & Kotnour, T. 2021), and also enhances the practicability of transformational leadership. By analyzing the application of transformational leadership in rural football teams, the guiding value of this theory in practical management is enhanced (Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D., 2023).

At the same time, the application of change management theory can be extended into other area shown below. These extensions contribute to a better understanding of the role of change management in different contexts and provide new perspectives for further development of the theory.

Firstly, change management in small and grassroots organizations, the traditional theory of change management is mainly concentrated in large enterprises or complex organizations. The practice of change management in small organizations such as rural football teams provide a new scenario for the application of the theory. Research on how to effectively implement change management in small organizations with limited resources can help the theory find application points in organizations of different sizes. The application of change management theory in small and grassroots

organizations, especially in rural football teams with limited resources, can provide new insights and practical experience on how to implement change management in similar organizations (Huy, Q. N., 2019; Simoes, J. M., & Esposito, M., 2020).

Secondly, change management in community grass-roots organizations. As a community grassroots organization, rural football teams provide a unique perspective on the implementation of change management in community organizations. This can help understand how to implement and manage change in organizations with a strong community basis (Craig, T., & Craig, R., 2021; Tabrizi, B., & Ghaffari, S., 2022).

Thirdly, extended application of cross-cultural change management. The change management of village football teams can be extended to the application of cross-cultural contexts, especially the implementation of change management strategies in different cultural and social contexts. The successful case of rural football team can be extended to change management in a cross-cultural background, and the adaptability and effect of change management in different cultural backgrounds can be discussed. This contributes to understanding the adaptability and effectiveness of change management in diverse cultural settings (Li, P., & Yang, Z., 2022; Venaik, S., & Brewer, P., 2020).

Fourthly, change management utilized in non-profit organizations. As a member of a non-profit organization, the research of the rural football team's change management practice can provide new insights into the change management of the non-profit organization. Rural football teams as examples of non-profit organizations can expand the application of change management theory into the non-profit field, especially how to manage change in the context of limited resources and diverse goals. Exploration of how to implement change management in non-profit organizations with limited resources and diverse objectives, so as to enrich the application scope of the theory (Lee, K., & Chang, C., 2021; Koo, J. K., & McCaskey, C., 2023).

By researching the influence of transformational leadership, change management and organizational culture on organizational performance in rural football teams, the application scope of change management theory can be expanded effectively. Specific areas could include small and grassroots organizations,

community-based organizations, sports organizations, cross-cultural contexts, non-profit organizations, technology-driven change management, and education and training organizations. These extensions provide a new perspective and practical experience for the development of change management theory, and enrich the application of the theory in different environments.

Therefore, this research draws our attention to the cultural background of rural areas in southern China, explores the impact of cultural differences on the relationship between change management, transformational leadership and organizational performance, and provides a new cultural perspective (Gelfand, M. J., Aycan, Z., Erez, M., & Leung, K., 2022).

From the perspective of culture, this research touches on the influence of culture on transformational leadership. By analyzing transformational leadership in rural football teams in southern China, this paper explores how cultural background affects the implementation and effect of leadership style. The support and challenge of culture to transformational leadership provides a new perspective for the application of change management theory in a specific cultural context (Li, P., & Yang, Z., 2022; Choi, S. B., & Kim, M. S., 2021). This thesis also touches on how organizational culture influences the implementation effect of change management under the specific organizational culture background of a Chinese village football team. This kind of research helps to understand how to adjust change management strategies in specific cultural contexts to better adapt to cultural characteristics (Zhang, X., & Hu, Y., 2021; Lin, W., & Yang, Q., 2022).

In terms of the theoretical contribution of regional characteristics, this thesis explores in depth how regional characteristics (such as local economic conditions, social customs, resource allocation) affect change management practices through the case of a rural football team in southern China. This will help theorists to understand the role of regional context in change management and propose targeted strategies (Wu, H., & Chen, J., 2021; Wang, Y., & Zhao, X., 2020). This thesis also explores how regional economic development level and social environment affect the organizational performance of rural football teams. This provides new empirical support for the research of the impact of regional economy on organizational

performance, and helps the theory expand to the context of regional differences (Liang, T., & Liu, Y., 2022; Liu, Y., & Zhang, J., 2020).

Combining the interaction of transformational leadership, change management and organizational culture, this research demonstrates the complex role of cultural perspective in change management. This research provides an empirical basis for the research on cultural adaptability of change management theory (Trompenaars, F., & Hampden-Turner, C., 2019; Hofstede, G., Hofstede, G. J., & Minkov, M., 2020).

The theoretical contribution of this thesis in terms of cultural perspective and regional characteristics is mainly reflected in the in-depth discussion on how cultural background and regional characteristics affect change management. By combining the scholarship of transformational leadership, change management and organizational culture, this paper provides new empirical support for the cultural adaptability and regional application of these theories. These contributions provide important reference and guidance for theoretical research and practical application in related fields.

Finally, in terms of improving the training and development of leadership, strengthening the construction of organizational culture and optimizing change management strategies, this paper studies the role of transformational leadership in rural football teams, and the research results provide specific suggestions for the managers of rural football teams on how to improve organizational performance through change management. It has important practical application that can be utilized, not only by the football teams examined, but by other teams not featured in this research (Rafferty, A. E., Jimmieson, N. L., & Armenakis, A. A., 2023). The results of the research can also help organizations identify and cultivate leaders who are capable of change, which is of great significance for improving the organization's ability to cope with change and its overall performance (Li, M., & Sun, G., 2020; Zhang, Y., & Wang, Z., 2021). The research on the impact of organizational culture on change management and organizational performance can guide rural football teams and other similar organizations to strengthen cultural construction and form organizational culture supporting change. Thus, the overall performance can be improved (Wang, Y., & Liu, J., 2019; Sun, P., & Zhang, L., 2021). At the same time, by researching the mediating role of change management in the relationship between

transformational leadership, organizational culture and organizational performance, organizations can optimize their change management strategies and improve the success rate of change (Liu, X., & Wu, H., 2020; Yang, Q., & Hu, Y., 2022).

In formulating policies to support the development of grassroots sports organizations and promoting community participation and cooperation, governments and relevant departments should formulate and implement policies to support them. Including financial support, facility construction, training programs, et cetera (Zhao, X., & Li, Y., 2019; Wang, H., & Chen, J., 2021). At the same time, policy makers should promote community participation and cooperation to support the development of rural football teams. This includes promoting the active participation and volunteering of community members and enhancing community cohesion (Chen, Y., & Wu, Z., 2020; Liang, T., & Zhang, H., 2022). The government and educational institutions should provide continuous education and training opportunities according to the needs of social development to enhance the management and technical capabilities of the members and leaders of rural football teams to better adapt to the changes (Li, H., & Sun, P., 2021; Zhang, X., & Liu, Q., 2023). The conclusion of this research provides a scientific basis for the relevant policy makers to improve the performance of rural sports organizations and promotes the effectiveness and pertinence of policies.

This research provides a wealth of implications in terms of practical significance and policy recommendations. Through enhancing leadership training, strengthening organizational culture construction and optimizing change management strategies, organizational performance can be effectively improved. At the same time, policies that support the development of grassroots sports organizations, promote community participation and cooperation, and provide continuous education and training opportunities can further promote the development of rural football teams. These suggestions not only help to improve the performance of rural football teams, but also provide reference and reference for other similar organizations.

Through the elaboration of the above aspects, the theoretical contribution of this paper can be fully demonstrated, including the integration and innovation of theories, the verification of empirical research and the expansion of theoretical

application, while emphasizing the cultural perspective and regional characteristics, and highlighting the practical significance of the research and policy recommendations.

Managerial Contributions

In the previous section, this finding, in response to academic aspects, have theoretical contributions. It has also provided contributions to managerial aspects, particularly for managers in the village football teams. Which are as follows.

First, the results offer optimize leadership development and training. This research reveals the vital role of transformational leadership in improving organizational performance, and provides theoretical support and practical guidance for optimizing leadership development and training. Specifically, transformational leaders can be developed through targeted training and development programmers (Li, M., & Sun, G., 2020; Zhang, Y., & Wang, Z., 2021).

Second, the results shows that organizations should strengthen organizational cultural construction. The research emphasizes the importance of organizational culture in change management and proposes to support and promote the implementation and success of change by strengthening the construction of organizational culture. This includes creating a culture that supports change and enhances employee awareness and participation in change (Wang, Y., & Liu, J., 2019; Sun, P., & Zhang, L., 2021).

Third, the findings show that managers should improve the effectiveness of change management strategies. By analyzing the mediating role of change management in the relationship between transformational leadership, organizational culture and performance, this thesis provides methods and paths to improve the effectiveness of change management strategies. This will help organizations choose more scientific and systematic management methods when implementing changes, and improve the success rate of changes (Liu, X., & Wu, H., 2020; Yang, Q., & Hu, Y., 2022).

Fourth, the result reveal that organizations should enhance organizational performance. By researching the influence of transformational leadership, organizational culture and change management on organizational performance, this paper proposes forward the specific strategies and measures to improve organizational performance. This provides a feasible path for improving organizational performance through leadership development, culture construction and change management in actual management (Liang, T., & Liu, Y., 2022; Chen, Y., & Zhang, J., 2020).

Finally, the result shows to achieve organizational performance, managers must promote policy formulation and support. The findings provide a scientific basis for policy makers to develop policies that support the development of rural football teams and similar organizations. This includes policy advice on financial support, facility construction, and education and training, which can help to enhance the sustainable development capacity of these organizations (Zhao, X., & Li, Y., 2019; Wang, H., & Chen, J., 2021).

The contributions of this research in management are mainly reflected in optimizing leadership development and training, strengthening organizational culture construction, improving the effectiveness of change management strategies, enhancing organizational performance, and promoting policy formulation and support. These contributions not only provide important guidance for actual management practice, but also provide a scientific basis for policy makers and promote the development of grassroots organizations. The above contribution is supported by the relevant literature in the past five years, which further validates the reliability and practicability of the research results.

Limitations and Future Research Directions

This research may have the subsequent limitations in the research process, which can provide multiple directions for exploration in this field in the future.

Firstly, the result indicates that sample size and geographical restrictions still exist. As the research objects are mainly concentrated in village football teams in southern China, the sample size is relatively small and the geographical football teams

is limited, additionally, the distribution is uneven, which may not fully reflect the situation in other regions or different types of village football teams. This may lead to insufficient generalizability of the findings.

Secondly, cross-cultural barriers always exist. The sample object of this research is located in the rural area of southern China, and the survey results are mainly based on the cultural background of southern China, which may not have cross-cultural applicability. There are significant differences between rural and urban areas in terms of culture, resources and environment, which may lead to limited applicability of the findings in different contexts. There may be significant differences in transformational leadership, organizational culture and change management practices under different cultural backgrounds, which may affect the accuracy of the research.

Finally, the dynamics and time span of the change process may not be fully considered. Changes in organizational performance may take a long time to emerge, and short-term studies are difficult to capture long-term effects and trends. The impact of change management, leadership style, and organizational culture may have different effects at different points in time.

Future research direction

These limitations also provide important directions for future research, including cross-cultural comparative research, longitudinal research design, multidimensional variable analysis, and mixed method research.

In order to test all the propositions, cross-regional comparative studies are necessary. By enlarging the sample scope, carrying on the comparative research of rural football teams in different areas, to explore the influence factors and effectively understand differences under different regional cultural background.

Also, the combination of qualitative research and quantitative research is also a direction for future research. Combined with qualitative research methods,

interviews, case studies and other means to deeply understand the specific situation and practical experience inside the village football teams.

Finally, these suggested future research directions will contribute to a deeper understanding of leadership and management practices in village football teams in China, improve their organizational performance, and provide a scientific basis for policy development and practice in related fields. These future research directions will help further deepen the understanding of the impact of change management, transformational leadership and organizational culture on organizational performance, and provide new perspectives and evidence for theoretical development and practical application.

Conclusion

Through quantitative research of the South China football team, this thesis reveals the role of change management in the literature, and investigates the relationship between the relevant constructs that constitute the two components of change leadership and organizational culture and organizational performance. This research was conducted based on transformational leadership and organizational culture. This research is based on transformational leadership and organizational culture, and the results demonstrate the fulfillment of its research objectives and answered all of the research questions. Consequently, the theoretical contribution of this research is reflected in the theoretical integration and innovation, empirical research and theoretical verification, theoretical expansion and application, cultural perspective and regional characteristics. This thesis also provides the implications on practical significance and policy suggestions for village football teams in China.

To test all propositions, the sample was focused on the village football teams in southern China. The developed questionnaires were distributed to 401 village football teams in southern China. Using the questionnaires proposed in the research, with the samples that were usable for data analysis (Atuahene-Gima, 2021; Covin & Slevin, 2022; Jansen et al., 2020; Miller, 2021; Nguyen et al., 2021 Oke et al., 2023; Solis-Moina et al., 2023; Werhahn et al., 2019). Based on the responses to the

questionnaire, this research applied the structural equation modeling technique (SEM) to test the hypotheses. Our data was validated and passed the convergent and discriminant validity tests through various analysis methods. For example, all the constructs reveal the adequate value of the average variance extracted (AVE) (Hair et al., 2021) as well as passing the Fornell and Larcker's (2019) method for discriminant validity.

The results of this test accept four of the six hypotheses proposed in Chapter two, and reject one hypothesis. The main effect hypothesis and the significance of the intermediate effect were investigated by structural model. The results show that: first, transformational leadership has a significant positive impact on change management; second, transformational leadership has a significant positive impact on organizational culture; third, organizational culture has a significant positive impact on change management; fourth, transformational leadership has no significant positive impact on organizational performance; fifth, organizational culture has a significant positive impact on organizational performance; and sixth, change management has a partial mediating effect between organizational culture and organizational performance.

Moreover, the results are discussed to answer the research questions and to provide more insight into the change management model. Consequently, the results have answered all the problems addressed in Chapter one in response to academic aspects with the results having theoretical contributions. This research provides main contributions in theories, including theory integration and innovation, empirical research and theory verification, theory expansion and application, cultural perspective and regional characteristics, practical significance and policy suggestions. It further elaborates to confirm change management as a mediation relationship between transformational leadership and organizational performance and the relationship between organizational culture and organizational performance.

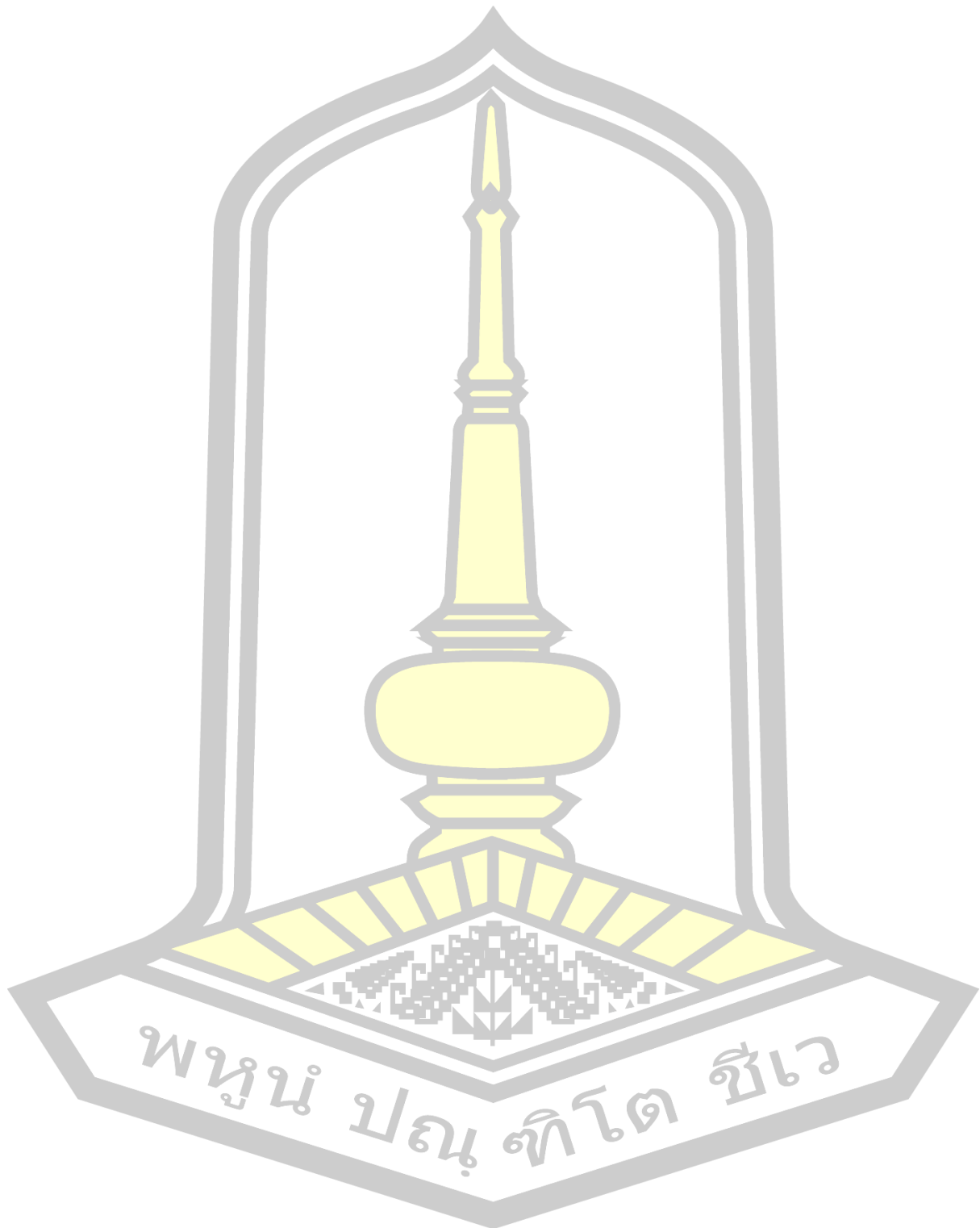
This research reveals the key role of transformational leadership in improving organizational performance, and provides theoretical support and practical guidance for optimizing leadership development and training. Another contribution of this research is related to managerial aspects, particularly for managers of football teams in villages of southern China, to achieving organizational performance as follows: first, the research reveals the key role of transformational leadership in improving

organizational performance, so optimizing leadership development and training becomes the first choice to improve the performance of rural football teams. Second, the research emphasizes the importance of organizational culture in change management. Third, by analyzing the mediating role of change management in the relationship between transformational leadership, organizational culture and performance, this thesis shows that improving the effectiveness of change management strategies will help organizations choose more scientific and systematic management methods when implementing changes and improve the success rate of change. Forth, by researching the impact of transformational leadership, organizational culture and change management on organizational performance, specific strategies and measures are proposed to improve organizational performance, providing a feasible path for improving organizational performance. Fifth, the research results provide a scientific basis for policy makers to promote policy formulation and support. Support for the development of policies that support the development of rural football teams and similar organizations can contribute to enhancing the sustainable development capacity of these organizations.

Finally, the limitations of this research also point out the direction for future research: first, cross-regional comparative research, expand the sample scope, and carry out comparative research on rural football teams in different regions. Second, the sample object of this research is located in the rural area of southern China; there are significant differences between rural and urban areas in terms of culture, resources and environment. Third, changes in organizational performance may take a long time to emerge, and short-term studies are difficult to capture long-term effects and trends. The impact of change management, leadership style, and organizational culture may have different effects at different points in time.

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Questionnaire to the Ph. D Dissertation Research

“The Mediating Role of Change Management in the Relationship between Transformational Leadership, Organizational Culture and Performance the Football Teams of the Village in Southern”

Explanations:

The objective of this research is to examine the facts of the mediating role of change management on organizational performance: The Mediating Role of Change Management in the Relationship between Transformational Leadership, Organizational Culture and Performance of Football Teams of the Village in Southern. This research is a part of the doctoral dissertation of Mr. Wei Chen at Mahasarakham Business School, Mahasarakham University, Thailand.

The researcher may assist you answering the questionnaire which consists of 7 sections as below.

Section 1: General information

Section 2: Opinion on Transformational Leadership

Section 3: Opinion on Change Management

Section 4: Opinion on Organizational Culture

Section 5: Opinion on Performance of the Football Teams

Section 6: Recommendations and suggestions regarding transformational leadership, and organizational culture.

Your answer will be kept confidentiality and your information will not be shared with any outsider party without your permission.

If you want a summary of this research, please indicate your E-mail address or attach your business card this this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all the questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this, please contact the researcher directly.

Sincerely yours,

(Mr. Wei Chen)

Ph. D. Student Mahasarakham Business School
Mahasarakham University, Thailand

Contact Info:

Cell phone: 86-13533253000

E-mail:511931163@qq.com.

Section 1: General information

1: Gender

Male Female

2: Age

Under 31 years old 31 to 40 years old
 41 to 50 years old over 51 years old

3: Marital Status

Single married Divorced

4. Education level

Primary school graduation Junior School graduation
 High School graduation Graduate from college
 Graduate from University Master degree
 Bachelor degree

5. Current average monthly income

Less than 2,000 RMB 2020-3000 RMB
 3001-4000 RMB than 4000 RMB

6.Years on the football team

1 year 2 years
 3 years More than 3 years

7.How many teams you've severed?

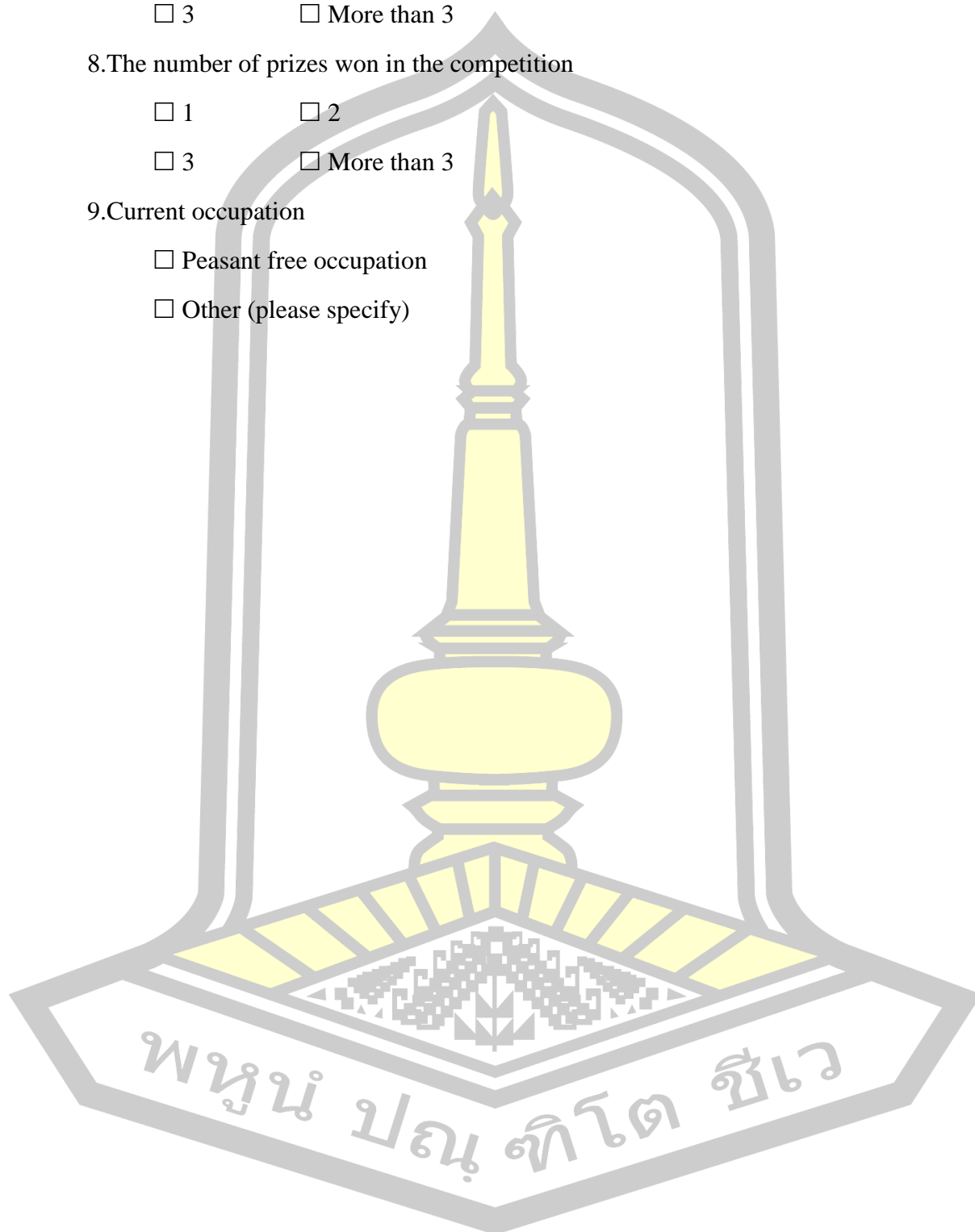
- 1 2
 3 More than 3

8.The number of prizes won in the competition

- 1 2
 3 More than 3

9.Current occupation

- Peasant free occupation
 Other (please specify)

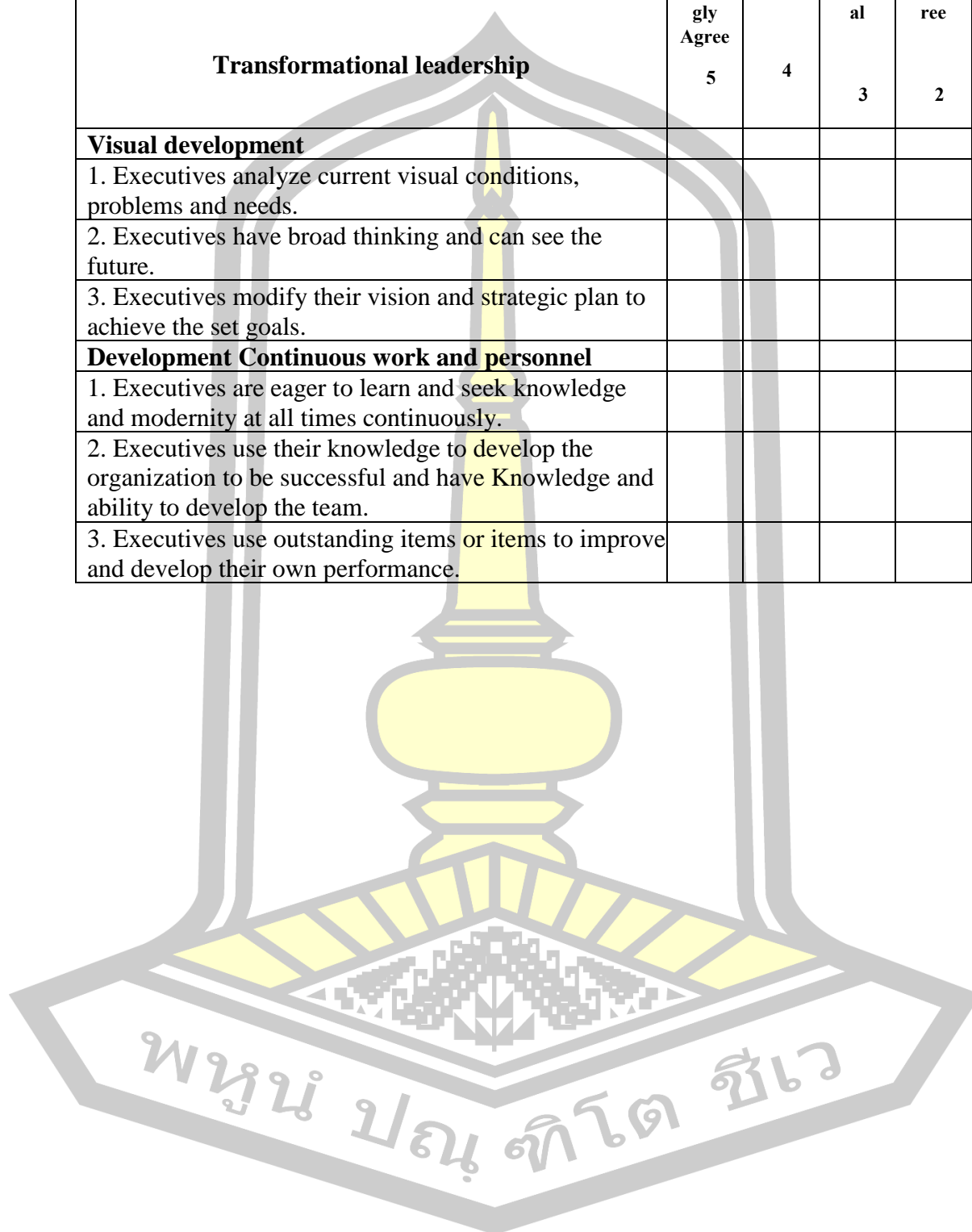


Section 2: Opinion on Transformational Leadership

Explanation: Please include (√) in field that reflects your opinion about Organizational Performance of the village football team.

	Level of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Transformational leadership					
Ideological Integrity					
1. Executives are people who influence changes in work.					
2. Executives can manage and control their emotions in various situations appropriately.					
3. Executives have a clear ideology in their work.					
Motivation					
1. Executives have various techniques or processes. Motivation for work					
2. Executives have techniques or processes for using words, actions or actions.					
3. Executives encourage positive attitudes and positive thinking.					
Intellectual stimulation					
1. Executives can use skills to motivate internal personnel. Develop a thought process to solve problems at work.					
2. Executives find new ways of working.					
3. Executives have new ways of working, have ideas, and take initiative in work.					
Consideration of individuality					
1. Executives analyze individual needs and abilities to promote work efficiency.					
2. Executives promote the development of high human resource potential.					
3. Executives make subordinates feel valued in their work.					

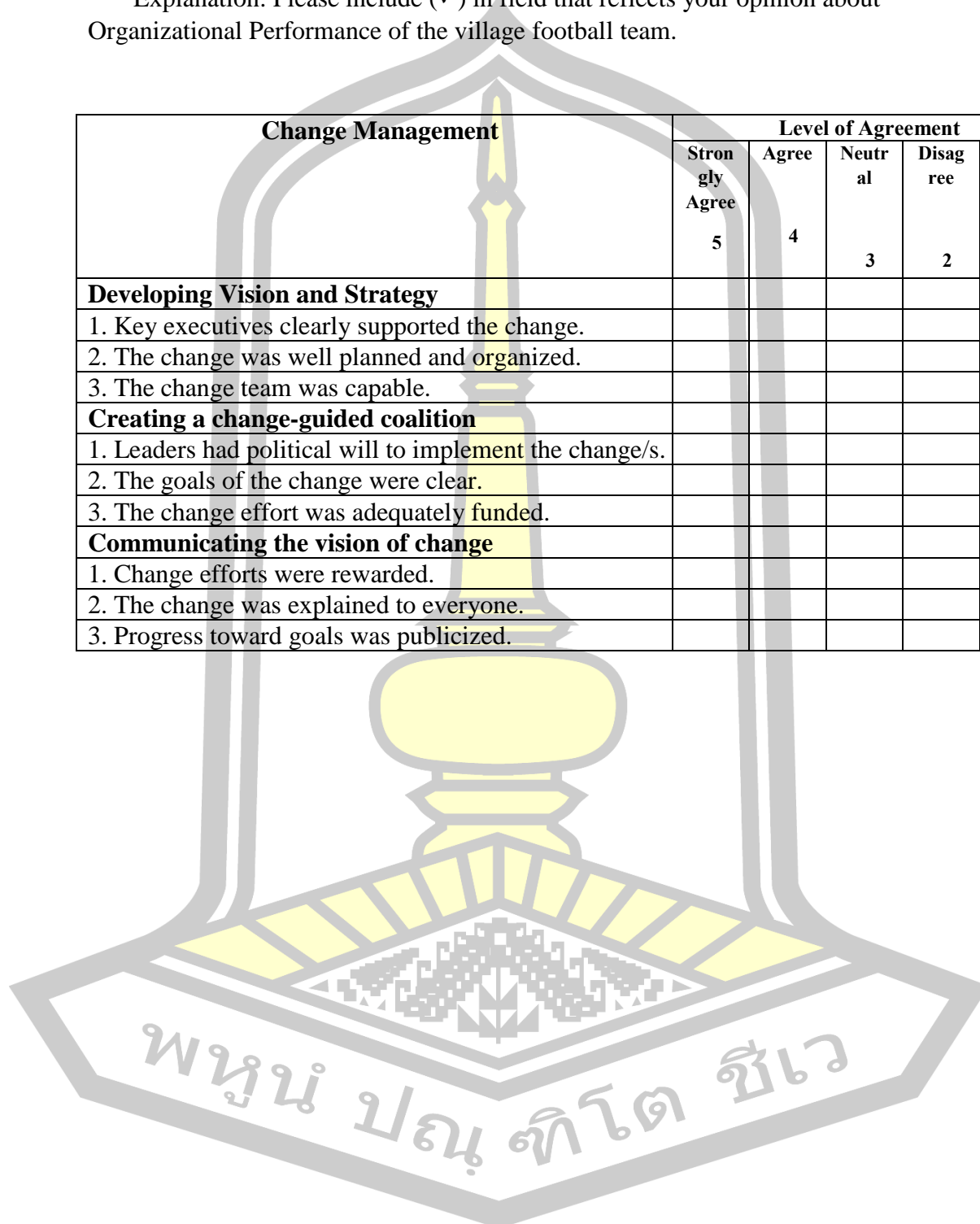
	Level of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Transformational leadership					
Visual development					
1. Executives analyze current visual conditions, problems and needs.					
2. Executives have broad thinking and can see the future.					
3. Executives modify their vision and strategic plan to achieve the set goals.					
Development Continuous work and personnel					
1. Executives are eager to learn and seek knowledge and modernity at all times continuously.					
2. Executives use their knowledge to develop the organization to be successful and have Knowledge and ability to develop the team.					
3. Executives use outstanding items or items to improve and develop their own performance.					



Section 3: Opinion on Change Management

Explanation: Please include (✓) in field that reflects your opinion about Organizational Performance of the village football team.

Change Management	Level of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Developing Vision and Strategy					
1. Key executives clearly supported the change.					
2. The change was well planned and organized.					
3. The change team was capable.					
Creating a change-guided coalition					
1. Leaders had political will to implement the change/s.					
2. The goals of the change were clear.					
3. The change effort was adequately funded.					
Communicating the vision of change					
1. Change efforts were rewarded.					
2. The change was explained to everyone.					
3. Progress toward goals was publicized.					



Section 4: Opinion on Organizational Culture

Explanation: Please include (√) in field that reflects your opinion about Organizational Performance of the village football team.

Organizational Culture	Level of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
A performance-oriented culture					
1. Your organization values outcomes more than methods.					
2. Operational operations in the organization do not adhere to rules. Regulations that hinder work but focus on the goals of the work whether the work is achieved or not.					
3. Your organization emphasizes performance as an important employee, must achieve the specified goals for the benefit of the organization.					
A culture that emphasizes stability					
1. Most of the organization's activities focus on maintaining the condition of the organization, and maintaining the stability of the business.					
2. Your organization recognizes the image of the organization as important.					
3. The organization has planned professional advancement for employees not as a system.					
A team-oriented culture					
1. Your organization is managed in a process-oriented manner.					
2. Your organization recognizes the importance of working as a team.					
3. Employees in the organization exchange ideas within the organization to strengthen working together as a team.					
A culture that emphasizes competition and defeating business competitors.					
1. Your organization measures employee evaluation at the level of always to stimulate employees' work.					
2. Your organization aims to compete within the organization for its own performance.					
3. Your organization has a policy to focus on proactive action plans to attack competitors and focus on working as a leader in the business.					

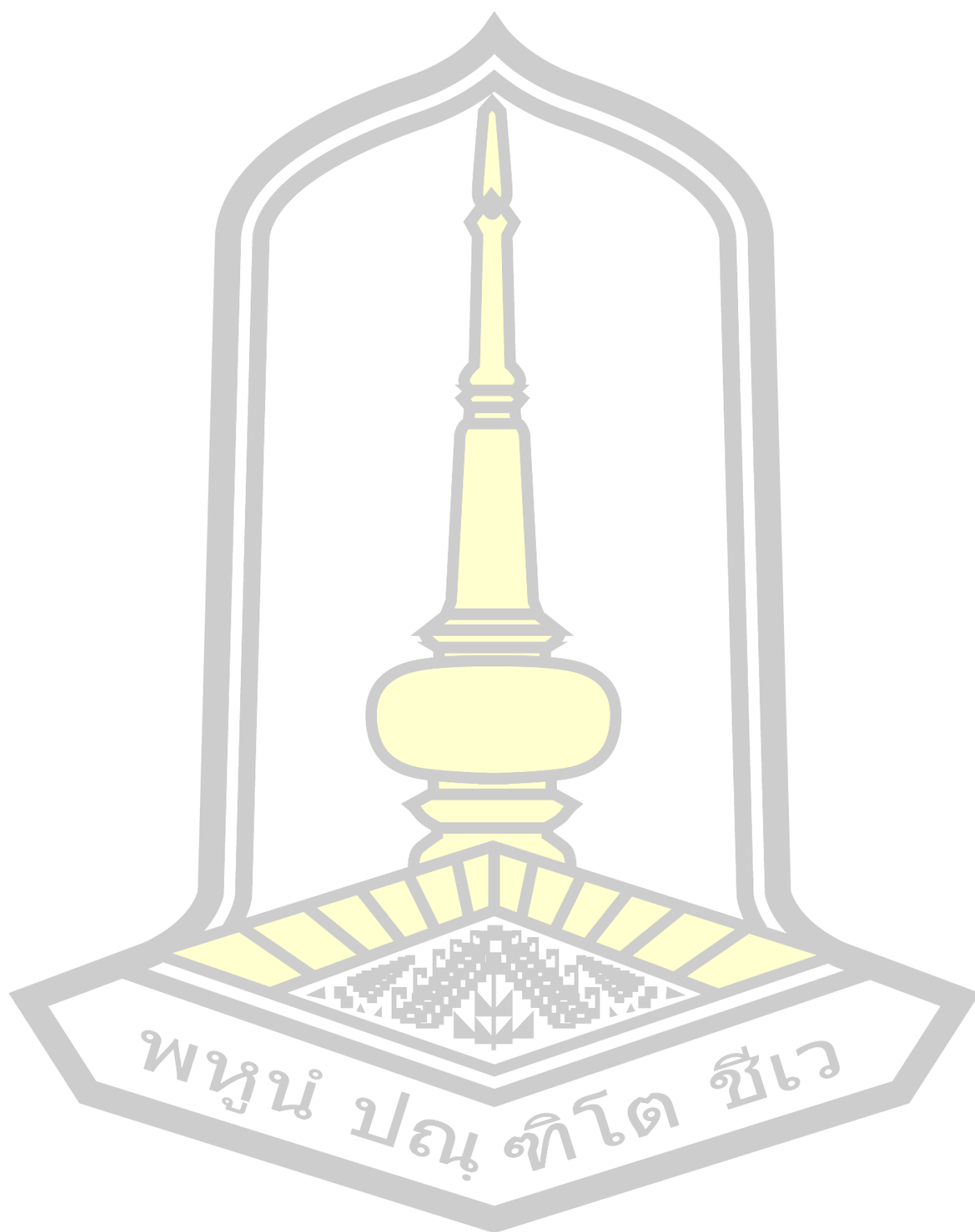
Section 5: Opinion on Performance of the Football Teams

Explanation: Please include (√) in the field that reflects your opinion about Organizational Performance of the village football team.

Performance the Football Teams	Level of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Members are satisfied with the team.					
1. Your company supports and provides opportunities. Employees have developed their knowledge and abilities.					
2. Your company has promoted growth and stability in your career. The staff is always on site.					
3. Sanitary workplace environment and safety of employees					
Good communication					
1. Communication with team members It is clear and easy to understand.					
2. Team members exchange information honestly.					
3. Communication during various tasks without obstacles.					
Effectively solve obstacles.					
1. Members can express their opinions and be able to tell problems and solutions without fear.					
2. Team members have a consultation to gather information about the problem and then discuss the problem according to the joint procedure.					
3. The team can summarize and solve the problem to achieve the desired result.					

Section 6: Recommendations and suggestions regarding transformational leadership, organizational culture

Thank you for your time and attention to this matter. Please fold and return in the provided envelope and return to the researcher. If you desire a summary report of this research, please give your business card attached to this questionnaire. The summary will be mailed to you upon the completion of the data analysis.



BIOGRAPHY

NAME	Wei Chen
DATE OF BIRTH	24 Dec 1968
PLACE OF BIRTH	China
ADDRESS	Huagang Road, Poly City Garden, Huadu District, Guangzhou City, Guangdong Province, China.
POSITION	Professor
PLACE OF WORK	Faculty of Business School, Guangdong Peizheng College, Guangzhou City, Guangdong Province, China
EDUCATION	1988 The secondary high school of Gongan County, Hubei, China 1992 Bachelor of Science, Central South Institute for Nationalities, Wuhan, China 2007 Master of Laws, South-Central Minzu University, Wuhan, China 2024 Doctor of Philosophy (Ph.D.) Modern Management, Mahasarakham University

