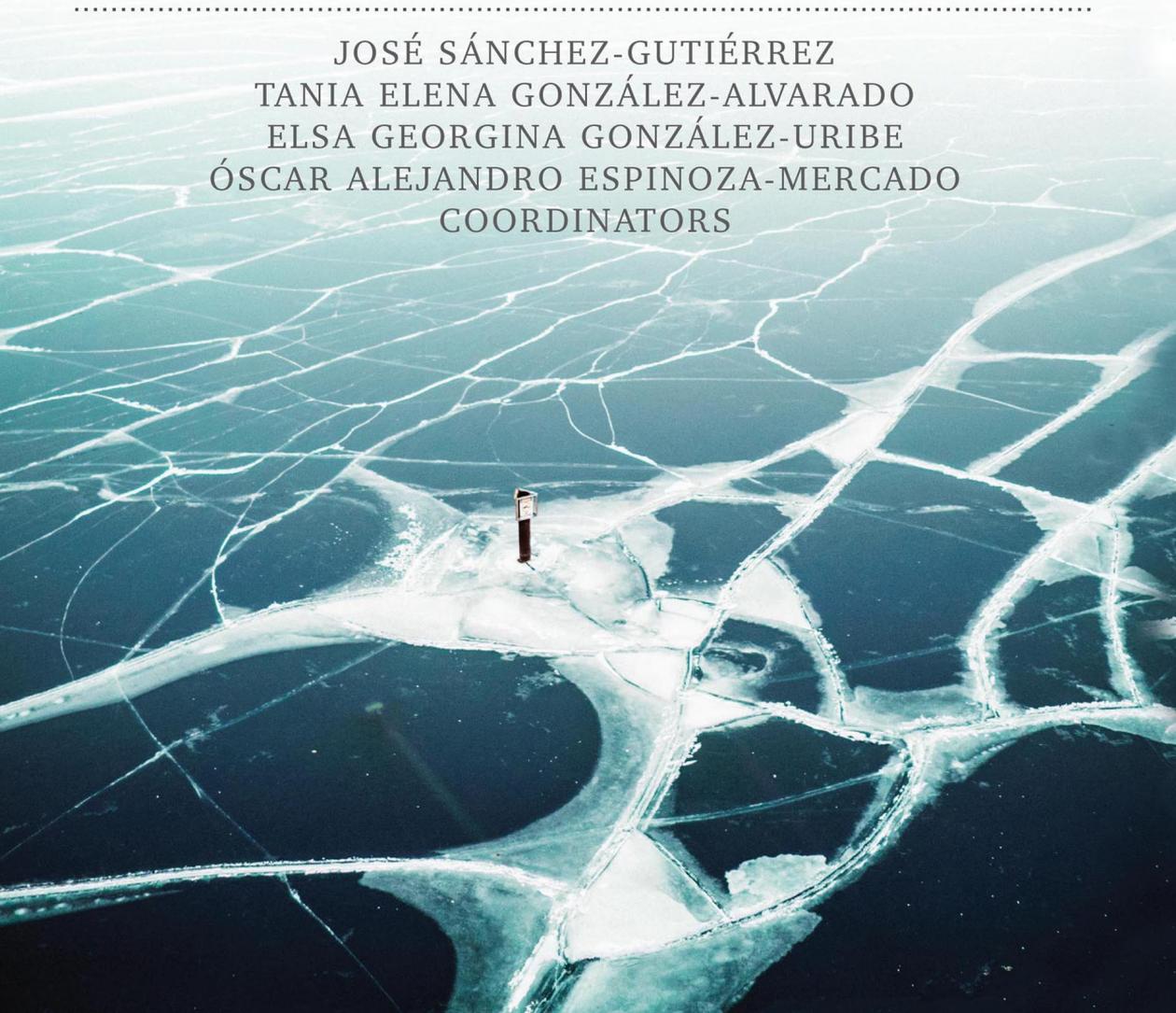# COMPETITIVENESS DEVELOPMENT IN REGIONS, SECTORS AND INSTITUTIONS

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RED INTERNACIONAL DE
INVESTIGADORES EN
COMPETITIVIDAD

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Chapter Four

Management Leadership and Organizational Change in Commercial SMEs

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Management Leadership and Organizational Change in Commercial SMEs

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INTRODUCTION

Management is essential in the operation of any company, being its work of great importance specially when there is a process of organizational change. The change appears perpetually, and for this reason it is an essential aspect that must take into account in an adequate managerial work, because such changes are more frequently.

The current business environment is increasingly competed and unstable, which causes that companies have to adjust to such changes, and anticipate to them. That is why the change in every area worldwide has been present at all times, and therefore, there is number of factors that encourage business firms to react in an increasingly dizzying way to continue operating. The relevance of the study of the organizational change is supported by the commonly accepted notion that companies must be in constant transformation, and for this reason, it is essential to understand the way that organizations change over time, as well as the reasons for

those changes to be done or not. It is extremely useful to know the factors that intervene in a process of organizational change, such as the environment of uncertainty that exists in the business world, as well as the characteristic resistance to change that repeatedly occurs among employees when the company carries out an organizational change.

Leaders of the board of directors of all kind of organizations have a fundamental role in the process of implementing an organizational change, since every managerial leader must be able to get that her followers and supporters accept and collaborate in the process of change. It is imperative that management possess a genuine leadership, so that they not only hold the authority that gives them their position, they also have the moral authority, trust and loyalty of their employees so that they can cooperate in the process of implementing the change in the organization and so that this change can be successfully made. In this way, the managerial leaders, in getting their employees to cooperate with the change process, favors the proper execution of this change, since they have that support from their staff.

This research attempts to find which factors influence an organizational change process. At the same time, the propose is to study the effect that managerial leaders have on an organizational change; as well as knowing which factors related to the role of these managerial leaders intervene in an organizational change in companies of the commercial sector, either facilitating it or making it difficult.

ORGANIZATIONAL CHANGE AND LEADERSHIP

Directors must be managerial leaders who have followers in their organization, and who also gather all the staff to work in coordination to adapt to the changes that occur in the environment surrounding the company. Therefore, managerial leaders must know how to manage human relations so that this helps them control the work done by their workers and communicate all information in a timely, reliable and clear manner. A managerial leader must possess certain characteristics and abilities, such as: having a vision to the future and being efficient strategists.

In order to analyze this topic in depth, several intellectuals analize the organizational change, taking management leadership as perspective in their research work (Bandow & Self, 2016; Stojanović, Stanisavljević & Bošković, 2016; Duck, 1993; Chen, Zheng, Yang & Bai, 2016; Ming-Chu & Meng-Hsiu, 2015; Teal, 1996; Simoes & Esposito, 2014; Eklinder-Frick, Eriksson, & Hallén, 2014; Hirsh & Kang, 2015; Islam, Rehman & Ahmed, 2013; Kotter, 2001; Lindquist & Marcy, 2016; Ceptureanu, 2015).

Managerial leaders need to deepen the way their company works, since no managerial leader away from the march of his or her company can change or sustain such institutional ideology; because the culture of a company reflects the culture that its managerial leaders have. For Bandow and Self (2016), the current environment of close competition and constant changes requires leadership throughout the organization, not just its leaders.

Some managers believe that an employee's work is a kind of "privilege" that can eliminate whenever they want, or an employee may consider their work as a "right". As a consequence, all this can hinder the employment

relationship and obstruct the process of organizational culture change. Since leadership promotes culture, and culture encourages behavior, any change must bring about changes in leader behavior. On the other hand, basing a leadership program on the book on business management at the moment is not convenient, because it is not organized according to the strategic objectives of the company; and because it can be taken as a transient trend. Leadership is not learned just by going to training sessions; it is useless if workers perceive it as a waste of time. If this happens, it will be believed that no development program will be useful.

Castañeda and others (2012), point out that there are certain dimensions about the capacity to generate change, such as: values, collaboration, resources, skills, critical reflection and leadership. Since change is normal in every company, to be able to achieve prosperity, it is essential to be able to face effectively the uncertainty. Managerial leaders have to dedicate enough time and resources to help staff deal with such uncertainty (Bordia *et al.*, 2014).

Therefore, the control of uncertainty is a fundamental challenge of leadership in organizations (Clampitt, DeKoch & Williams, 2002). A requirement to help workers face uncertainty is to have a greater discernment of the psychological nature and the response to uncertainty. In this regard, Hirsh and Kang (2015), indicate that anxiety, uncertainty and behavioral conflicts cannot be distinguished.

Quinn (2004) says that, for expert leaders, the recognition of competitive values and the understanding of changes in the environment and uncertainty, as companies move from one state to another, are the first steps

to prepare companies to face the pressures and paradoxes of the critical value.

Managerial leaders must have a positive attitude and a new way of thinking so that the company works better and that the changes are carried out (Formby & Dave, 2016; Banuelas & Anthony, 2002; Desai *et al.*, 2012; Ismyrlis & Moschidis, 2013; Zhang *et al.*, 2012). Kalyani (2011) mentions that major changes in the business environment demand a rapid evolution in the structure of a company.

Resistance is part of a change, so it is expected. Some sources of resistance to change by workers are: organizational culture, fear of the unknown, risks of change, different appreciation of change and lack of leadership (Ceptureanu, 2015). Managerial leaders, when projecting the process of implementing organizational culture change, should consider some issues that influence resistance to change, such as: risk, proximity, reciprocity, commitment and empathy (Simoes & Esposito, 2014). Therefore, in a process of organizational change, the decision-making skills of managerial leaders and a good system can reduce this resistance to change (Ming-Chu & Meng-Hsiu, 2015).

As a result of their research, Appelbaum, St-Pierre and Glavas (1998), consider strategic organizational change as an integrating process of organizational elements such as: human resources, technologies and systems; and these factors have to be considered to achieve successful changes. Their analysis suggest that it is the leaders' job to form a flexible and adaptable infrastructure that guides companies to optimal levels of performance, taking into account the pressures of the external environment

and the critical vision of the companies. In this way, technological changes and work procedures are not the greatest difficulty to achieve change, but the changes that involve people. To achieve this performance, the links between the environment, the company's vision, its leadership and the learning processes are essential. So the interaction of the change process with organizational leadership and learning is presented with the final impact on individual and organizational performance.

There is the possibility that companies fail in their efforts to change much of the time (Nohira & Beer, 2011), being the impossibility to adapt to change one of the main reasons why leaders fail (Ray, 1991). The involvement and participation of the managerial leaders is essential to achieve true changes in a company. (López-Fernández & Serrano-Bedia, 2007).

Leadership and managing are different, but complementary. Leadership is the impulse for a successful change. The management controls the employees guiding them by the appropriate way; meanwhile, the leadership motivates them, satisfying their needs. Management seeks stability and leaders fight for change. More changes, needs more leadership (Kotter, 2001).

Leadership can be defined as a process in which the relationship between leaders and followers is the focal point (Northouse, 2008). For Stojanović, Stanisavljević and Bošković (2016), leadership is a process in which a person has an impact on a group, trying in this way to reach a common goal. The leadership process has two elementary dimensions: a leader and a follower.

Leaders influence followers, so leadership is an interactive process in both directions. It´s a manner in which leaders develop innovative thoughts, formulating a shared visualization that is akin to the beliefs, incentives and appreciations of the followers (House, 1996, Islam, Rehman & Ahmed, 2013).

Leadership involves the capability to inspirate the followers, with the intention of fulfilling the tasks of the company, for which the leader uses appropriate motivation tactics, based on the expertise (Islam *et al.*, 2013), for what the followers understand the acts of the leaders in diverse manners. So the way a leader acts determines the behavior of his followers (Casimir & Kerth, 2010).

For Kaplan and Norton (1992), managers have to get involved, and in turn involve the company's employees; while Dillard and Tinker (1996), mention that the leaders need to have a prior knowledge of what is quality, and a great capacity for change. Real leadership is realized when the leaders and the followers form matured interactions of association and obtain common benefit as a result of these relationships (Graen Uhl & Bein, 1995).

Various theories assume that staff will obtain better results if there is a good relation among leaders and the followers, and when leaders relate to followers in the same way (Islam *et al.*, 2013). Leaders need to be aware of what their followers expect from them in order to adjust their way of acting and their leadership style; as well as to be able to propose to the followers a deal what they cannot reject (Schyns *et al.*, 2008). While, Lawler (1992),

indicates that the participation of the personnel is fundamental, since a complete system of involvement is needed as much of workers as of the managerial leaders.

For House (1971), there are four styles of leadership: directive, supportive, participatory and results-oriented. Each can be used in different combinations, with different followers and in different environments and situations (Polston-Murdoch, 2013).

There are two dimensions of leadership (transactional and transformational) that express the effect that managerial leaders have on the process of change. The transformational leadership considers that technological change requires a combination of technical aspects and human relations.

Therefore, managers must translate the vision of senior management using skills of guidance (direction), problem solving and implementation to make technological change (Beatty *et al.*, 1992). While Quinn (2004) and Martin (2007), establish that transforming leaders face paradoxes, contradictions or apparent advantages and, working with colleagues, embrace difficulties and uncertainty to discover new equilibria and diverse tactics, reconfiguring the defy, including innovative technologies.

Martín (2007) calls it "integrative thinking"; while Quinn (2004) also points out that the managers who lead this change have often had a personal transformation. Thus, transformational leadership (TFL) is an essential predictor for organizational innovation (Mumford *et al.*, 2002).

Byrne and Bradley (2007) analyze how organizational culture intervenes in the effectiveness of leaders' actions. While other scholars of the subject assume that the organizational culture and the situation of the company do not actually influence the skills of leadership (Yavas, 1995).

Leadership, social capital and strategic management combine to pose and experience a new viewpoint on how transformational leadership impacts innovation. Although social capital is essential in the improvement of innovation (Eklinder-Frick *et al.*, 2014), both the study of leadership and social capital have forgotten to study how transformational leaders take advantage of social capital to stimulate innovation.

On the other hand, Chen and others (2016), conducted a research, that adds a new perspective that examines an important leverage point but largely neglected by the leadership in seeking innovation; social capital, with regard to organizational behavior and strategic management. In this way, a significant resource of human capital that influences organizational development is leadership (Wright *et al.*, 2001), which is not presented alone, but is immersed in the relational context. (Bono & Anderson, 2005; Zhen & Peterson, 2011).

Due to its importance, most companies try to promote leadership by providing training in leadership skills. (Vohra, Shatdal & Bhatnagar, 2011). For Bednarz (2012), the distinctive skills of successful managerial leaders can make a company change, which helps the company do the right things, and not only decrease costs. While Nixon (1992), proposes to start an environment of encouragement and support, establishing relationships based on trust and honesty, and being a "leader of leaders". To achieve this,

it is necessary to develop an organizational culture where workers have the initiative, and see themselves as apprentices who embrace change.

Duck (1993) and Kotter (2001), believe that companies should have a group to lead change efforts, Duck (1993) calls it "Transition Management Team (TMT)"; that is a group of managerial leaders, responsible for making the change. Meanwhile, for Lindquist and Marcy (2016), it is necessary to develop key professional skills, such as: assess the orientation of the managerial leaders and specific units, and the adjustment between the present and future needs of the company. It is important to check that the leadership teams are balanced and if they have to go in a certain direction due to their mission.

Leaders should be encouraged to consider their colleagues on essential issues and recognize different individual dispositions, as well as program and unit cultures, which in turn involve different notions of what is important, and what is considered effective and good performance. The effects of changes in leadership must also be examined to modify priorities and expectations regarding the operation and consequences for the re-balancing and reorientation of executive teams when promoting new types of leaders and capacity for long-term construction.

Leadership is needed to innovative companies, in order to change principles and norms; and socialize with the staff. Especially because of the unpredictability of the environment, which produces uncertainty; and when there are internal disputes and fragility in the organizational culture.

METHODOLOGY

This study has two phases: first the theoretical one that investigates the state of art; and second, the empirical study. To gather the information of this research, a questionnaire of structured questions was elaborated as an instrument, which included the answer alternatives to each question.

Unit of analysis

For this research, the analized organizations must be: 1) micro, small and medium enterprises (1 to 250 employees); 2) commercial sector; and 3) located in the Metropolitan Zone of Guadalajara -ZMG- (Guadalajara, Zapopan, Tlaquepaque and Tonalá).

Sample

As part of this study work, a non-probabilistic sampling was used and a questionnaire was applied to 78 people who work in 78 micro, small and medium commercial enterprises of the ZMG, and who went through an organizational change. Among the people interviewed we consider: owners, presidents, directors, deputy directors, managers, administrators, supervisors, managers, coordinators, delegates, engineers, employees, accountants, assistants, payroll, cashier; who work in commercial firms such as: stores, hardware stores, furniture stores, pharmacies, restaurants, drinks, clothing, publishing houses; located in the ZMG, whose companies underwent a process of organizational culture change.

To know if the company had an organizational change, the respondents were asked if the company went through an organizational change process; the questionnaire was applied only to workers of companies that did have an organizational change, and that the respondents have experienced this

process of change. According to the SIEM, in Mexico, 69% of the companies belong to the commercial sector, 21% are part of the services sector, 7% are from the industrial manufacturing sector, and only 1% is part of the agricultural and mining sector.

Operationalization of variables

As for the current research, the variables were operationalized using Likert Scale questions. This scale is formed with affirmations that indicate an attitude, either favorable or unfavorable in relation to the subject analyzed. Interviewees were asked to indicate their degree of agreement, disagreement, or frequency, with related to each statement, giving a numerical scale to each answer to establish if their attitude is favorable or unfavorable in relation to each idea, which is object of study. (McDaniel Jr. & Gates, 2016).

Problem Statement

Managerial leaders influence the implementation of an organizational change in commercial SMEs located in Guadalajara Metropolitan (ZMG), having an impact on the progress of such companies.

The chapter aim is to identify the factors and effects that managerial leaders play in a process of organizational change in commercial SMEs located in ZMG, whether they facilitate or hinder it. The following research questions were postulated:

- In which way do managerial leaders influence a process of organizational culture change in companies in commercial SMEs located in the ZMG, either facilitating or obstructing it?

- Which is the relationship between the promotion of leadership, and its consequences, in an organizational change in commercial SMEs, located in the ZMG?

Research objectives

General objective

The objective of the current study is: to identify which factors concerning to managerial leadership intervenes in an organizational change in commercial SMEs located in ZMG.

Specific objectives

Another objective is to establish the effect of promoting leadership in an organizational culture change in commercial SMEs located in ZMG, whether they facilitate or obstruct it.

Hypothesis

These hypotheses were formulated:

H1: The presence of managerial leaders favors the implementation of an organizational change in commercial SMEs located in ZMG.

H2: Commercial SMEs located in ZMG carry out actions to promote leadership, which favors the implementation of an organizational culture change.

Collection and processing of information

The research instrument applied, was a questionnaire based on the theoretical framework, which aims to find the factors related to managerial leaders, who intervene in a process of organizational culture change in commercial SMEs located in ZMG. Therefore, a questionnaire of closed questions was made, which would help identify these factors. Once the

information was collected, the results of the investigation were analyzed and classified.

The analysis of variance (ANOVA) was used to establish the degree of significance of the analyzed variables. The ANOVA procedure generates a variance analysis of a factor for a quantitative dependent variable with respect to a single factor variable (the independent variable). The analysis of variance is used to test the hypothesis that several means are equal. This technique is an extension of the "t test" for two samples. The dependent variable is the one in which the groups are to be compared, while the factor variable is the independent variable, which defines the groups that are to be compared.

The use of variance analysis considered to test the Null Hypothesis that the means of K populations (K> 2) are equal, as opposed to the alternative hypothesis that at least one of the populations differs from the others in terms of their value expected. This contrast is essential in the analysis of experimental results, in which the investigation tries to compare the results of K "factors" with respect to the dependent variable.

The ANOVA must meet the following assumptions: The populations must be normal. The K samples on which the treatments are applied must be independent. All populations must have the same variance. If the level of significance (sig.) Intraclass is less than, or equal to 0.05, it is that there is a significant relationship between the groups.

As part of the empirical analysis of the current research that has as purpose to know the influence of the managerial leaders in a process of

organizational culture change; the degree of significance was sought in an analysis of variance (ANOVA), relating the variables associated to the role played by managerial leaders, on the one hand, and on the other, with the effects that managerial leaders may have in a process of organizational culture change, as well as with certain factors that may favor or obstruct the implementation of an organizational culture change.

RESULTS AND DISCUSSION

As for the current research, which is related to the study of organizational change, certain questions were asked, to establish how managerial leaders were key factors that contributed to the process of implementing an organizational culture change, revealing how often those factors presented, and how they influenced the organizational change.

Table 1. Were there leaders in commercial SMEs located in ZMG that helped to make the organizational culture change?

ANOVAS	SIG.
Positive attitude of Management	0.039
Adaptation	0.047
Team learning	0.013
Employee´s Education	0.006
Management Involvement	0.004
Was management willing to change?	0.019
Did organizational structure, favor the organizational culture change?	0.023
The staff's reaction to change was favorable?	0.040
Feedback	0.033
The employees performance was acknowledged and rewarded	0.036
Shared vision	0.026

Source: Own elaboration.

In the used research instrument, certain questions and hypotheses were included. They take into account the issue of the effect that managerial leaders have on an organizational culture change (table 1).

The results of the study according with Katzenbach (1996), who mentions that a leader must be coordinated with his employees, finding simple words that calm their concern, inculcating courage, and maintaining their confidence to achieve an enduring change. While, Lindquist and Marcy (2016), point out that after going through a complete cycle of change, leaders develop a sense, and a vision that helps them to know what management strategies will be effective and in what situations, what leads to the domain and to a greater discernment of the leadership. As for Kanter and other (1992), managerial leaders play a transcendental role in the implementation of a clear vision: institute a sense of urgency, create enabling structures, communicate, involve staff, be honest, strengthen and institutionalize change.

The Management involvement is a crucial factor for success in the implementation of an organizational change; as well as different methods of organizational management, leading this to an improvement in the performance of organizations. (Ogbeide & Harrington, 2011; Olivella, Cuatrecasas & Gavilan, 2008; Richardson *et al*., 2010; Zu, Robbins, & Fredendall, 2010).

In this study, it was discovered that the managerial leaders contributed to carry out the organizational change. Since it can be seen that there is a significant relationship between: Were there leaders in the company that helped to make the organizational culture change?, with several factors and questions such as: Management Involvement, positive attitude of management, was management willing to change, shared vision, feedback, employees performance was recognized and rewarded, employee´s education, staff´s reaction to change was favorable, team learning, did organizational structure, favored organizational culture change?, and adaptation.

Table 2. Activities are carried out to promote leadership

ANOVAS	SIG.
Actions are taken to develop an openness attitude to change in the personnel	0.000
A measurement of the organizational culture change results is made	0.001
Teamwork	0.008
Adequate information is available?	0.013
Does the staff have access to all the information they need to carry out their work within the organizational change?	0.014
Coordination of activities	0.017
Employee´s Education	0.020
Adaptation	0.021
Create planned and controlled crisis and conflicts	0.024
The employees performance was acknowledged and rewarded	0.027

Source: Own elaboration.

Additionally, this study also found out that carrying out activities to promote leadership significantly favors the process of organizational culture change. The results coincide with the points made by Shelton and Darling (2001), which reveal that employees want to be guided, not managed; so the leaders have to encourage and develop leadership skills. In relation to this, Ready and Peebles (2015), mention the need to have a business ideology to form the next generation of managerial leaders. Managerial leaders have to aim to get employees to cooperate in decision making. The relationship with workers must be based on respect, rectitude and openness.

The results of the study indicate that activities to promote leadership in an organization have a role of great importance in an organizational culture change, since it was found that there is a significant relationship between: activities are carried out to promote leadership and the employees performance was acknowledged and rewarded, actions are taken to develop an openness attitude to change in the personnel.

 Does the staff have access to all the information they need to carry out their work within the organizational change? teamwork, and a measurement of the results of the organizational culture change is made, which reveals that it is a factor that considerably favors the organizational change process. Other factors that likewise intervene favorably in an organizational change are: coordination of activities, employee´s education, and adequate information is available, create planned and controlled crisis and conflicts, and adaptation.

Table 3. Management Involvement

ANOVAS	SIG.
Positive attitude of management	0.000
Coordination of activities	0.000
Shared vision	0.000
Feedback	0.036
The implementation of the culture change has made the company more competitive	0.008
Competitively the company is working better after the change than before	0.001
Adequate information is available?	0.000
As a result of the change, staff developed new skills and abilities	0.002
Good human resources	0.010
Anticipate the future and its changes	0.039
Team learning	0.014

Source: Own elaboration.

Additionally, this research project also found out that Management Involvement also significantly favors the organizational change process. The results indicate that one of the success factors in the operation of a company, and that helps to achieve a successful organizational change, is the Management Involvement, so that in this way the employees also support the organizational change process (Basu, 2004; Banuelas & Anthony, 2002; Jeyaraman & Teo, 2010; Laureani & Jiju, 2012; Swami & Prasad, 2011; Brun, 2011; Desai *et al.,* 2012; Ismyrlis & Moschidis, 2013; Sharma & Chetiya, 2012; Zhang *et al.,* 2012).

For Kotter (2001), the leadership that has the management is the primary force for a successful change. He also mentions that leaders influence the personnel, taking them in the right direction; so the Management Involvement stimulates employees, satisfying their essential human needs.

Therefore, and in accordance with the results obtained in the present investigation, both hypotheses are accepted (tables 1,2,3): a) the presence of managerial leaders favors the implementation of an organizational change in commercial SMEs located in ZMG; b) commercial SMEs located in ZMG carry out actions to promote leadership, which favors the implementation of an organizational culture change.

CONCLUSIONS

The incessant changes that occur in the business environment show how unpredictable markets are. Companies should be alert to what happens in their environment, since they cannot be static, because if they do so, they will be left behind by the competition. Successful organizations do not wait for changes, they provoke them to preserve their leadership and to force their competition, so that their competitors will have to adapt to such changes.

The managerial leaders involvement in any kind of organization is essential to be able to transform the companies, since the managerial leaders, contribute to the workers accepting the changes through their involvement and positive attitude and that in turn these employees are compromised in the process of organizational culture change. Having said that, greater impact when the company is in an unpredictable and full of uncertainty environment, causes insecurity and fear among the staff.

Therefore, companies must adapt to market´s uncertainty, so they have to make changes in their organization, their manufacturing processes and their organizational culture. All this to continue operating in the business world, and seeking to be more effective and efficient. Managerial leaders

play an essential role, although it is also necessary for all staff to be involved and to coordinate all the functions of the organization, where the managerial leaders point out the direction that the company should take.

Therefore, managerial leaders must have a vision for the future and be capable planners. For which the managerial leaders have to get involved in the operations of the business unit, because no leader isolated from the operation of their company, can achieve the organizational change, or sustain their culture, because the culture of a company is the culture that their managerial leaders establish.

Managerial leaders should inspire a business vision in which all staff participates; favoring the development of a working environment in which all employees can carry out their work with safety and dedication, the leader must have good communication with all the staff. The managerial leaders involved in the administration and operation of their company try to make things better and better. Without this business ethic that exists when there is a committed manager and with leadership in charge of the company, that company can decay and no longer be competitive.

The influence of a managerial leader in the direction of their company helps to modify the attitude of employees, creating a vision and concrete plans that help to determine the course the organization will follow. The commitment of managerial leaders will bring a change in the mindset of the workers, promoting them leadership skills and getting involved in the operation of the company, and with the process of implementing the organizational culture change.

In a process of an organizational culture change, the managerial leaders want the employees to understand what motivate the change, and give them all their support, for which they must have: vision, delegate authority, courage, cunning, tenacity, ethics, integrity, and effective teaching methods; on the other hand, they have to assimilate certain complex teachings by themselves.

According to the results of this research, the factors that promote an organizational culture change are the following: the involvement and positive attitude of management, having a shared vision, feedback, team learning, and coordination of activities. On the other hand, the effects of organizational change on corporate firms were: the staff's reaction to change was favorable; the employees performance was acknowledged and rewarded, a measurement of the organizational culture change results is made, actions are taken to develop an openness attitude to change in the personnel, the staff has access to all the information they need to perform their change work, crises and planned and controlled conflicts are created. As shown, the organizational change brought beneficial effects on the functioning of the organizations analyzed.

As indicated by the results of this study, managerial leaders have a fundamental role in the functioning of any company, since their involvement and positive attitude are fundamental factors to be able to carry out their work within the organizational change, due to the fact that an involved manager, with leadership, will try to promote and provoke changes instead of waiting for such changes to appear in the markets, for this reason, this type of managerial leaders are characterized as being

people with vision in the future, also, they do not fear to their competitors, or to changes.

Through an appropriate training by their managerial leaders and the organizations themselves and their staff, they will be able to successfully face the challenges of the future. A company can be complex and large, but at the same time it will be able to adapt to the incessant changes.

This work has as limitations that it is a study that only considers the organizational change in commercial firms located in the ZMG, so the results cannot be projected to companies located in other locations, or to companies of other line business. For future research projects it is proposed to do case studies in companies that are going through an organizational change process. It is also suggested to carry out studies like this one in organizations of other line business, such as the service, or the industrial sectors; likewise, it would be useful to do this type of research in organizations at the national level.

Currently, making an organizational change is a maneuver used by companies to continue working in the business world; since it has to be done to operate successfully in an unpredictable environment like the one that prevails in the business world. Therefore, firms need managerial leaders to carry out a successful organizational culture change; since by getting involved in the performance of their company, they will seek to move forward and make the change, instead of waiting for it to happen and having to react to that change; because of his vision and entrepreneurial spirit.

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