Culture and Change through Annotated Bibliographies

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## Introduction

The purpose of this paper is to present two annotated bibliographies on culture and change based on the theoretical frameworks of transformational leadership and servant leadership. In this new age of global marketing, proliferating cultural changes in the workplace due to the advent of multi-cultural workforce require understanding and acceptance. As a doctoral student, it is important to comprehend the significance of writing annotated bibliographies as they become the cornerstones for literature reviews expected on the creation of the final dissertation for this program.

## Annotated Bibliography

Liden, R. C., Wayne, S. J., Chenwei, L., & Meuser, J. D. (2014). Servant leadership and serving culture: influence on individual and unit performance. *Academy Of Management Journal, 57(5)*, 1434-1452. doi:10.5465/amj.2013.0034

The authors addressed a topic that followers imitate leaders who put first the needs of followers than their own. Data from a survey of 961 employees from 71 stores and restaurant chains pointed to a positive correlation. Managers using servant leadership principles produced a better serving culture and helped improve store performance. Their research included data from five sources: employees, managers, customers, corporate internal audits, and audits by external consultants that helped the authors reduce bias on same-source common method. The collection of employee data on site during actual working hours with two authors present resulted in high response rates that improved data credibility. This article shows promise that theories focused on social identity and role modeling will become components for the understanding of the relationship of serving culture and identification of follower roles. But the use of cross-sectional design is weak. The individual behaviors of employees influenced the perception of the working

culture which affected leaders reinforcing that same culture that skewed the result. It is

recommended to conduct longitudinal research to find out validity in the future.

Mason, C., Griffin, M., & Parker, S. (2014). Transformational leadership development:

Connecting psychological and behavioral change. *Leadership & Organization*

*Development Journal, 35*(3), 174-194. doi:10.1108/LODJ-05-2012-0063

This paper investigated the psychological reactions exhibited by leaders whose behavior

was affected by transformational leadership training. The authors followed 56

participants undertaking pre and post-transformational leadership training program.

Questionnaires measured the leadership traits improvement of those who implemented

the program that those who did not. The authors reported that leadership efficacy,

retrospection, and confidence improved as viewed on higher leadership ratings. They

added that the leader's amount of workload affected the development and exercise of the

training plan and that a leader's psychological outcomes experienced over the period of

the training can translate to the amount of positive or negative effect on performance at

the end. This article underscores the importance of checking on leaders and providing

support during the implementation period as the process can produce negative

psychological effects that can threaten the efficacy of a leader. Future research should

look at the process of improving leadership intervention that could help alleviate the

leader from any collateral psychological effects.

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