

The Roles of Visionary Leadership and Organization Culture Toward the Response of Changes in Higher Education Institution

(Survey at International Women University)

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Abstract—The goal of the research is to find out how the visionary leadership and organizational culture affect the response of changes due to the effective provisions of higher education institution accreditation from the National Accreditation Board. The method of the research is a mixed method. The qualitative method applies in leadership interview while the quantitative method applies to employees in International Women University. The research result shows that how the visionary leadership and organizational culture affect the response of changes significantly. While the visionary leadership has been applied in International Women University by the current leadership personnel.

Keywords—*visionary leadership; organizational culture; response of changes; higher education institution*

I. INTRODUCTION

Everything changes. Individuals, organizations and other entities change. Changes can occur because of the intentional design or intentional responses in the form of external changes. For example, this change can be in the form of technological developments that require users to adjust the characteristics of the new technology. Changes can be undergone by individuals, organizations or certain entities. Organizational change will automatically change individuals within the organization. Conversely, individual changes can also have an impact on organizational change, when the individual has a dominant role in the organization.

Higher education institutions in Indonesia are currently required to improve themselves as much as possible with the new provisions in the Internal Quality Assurance System as regulated in Minister of Research, Technology and Higher Education Regulation number 62, 2016 concerning the Higher Education Quality Assurance System. In line to that, it is also determined in Minister of Research, Technology and Higher Education Regulation number 44, 2015 concerning the National Standards for Higher Education.

According to Yukl, determinant factors of the change include among them [1]:

- Social changes: changes caused by social problems that occur in certain communities. This changes occur because of social turmoil or because of certain events that result in changing values in certain groups of people.
- Technology: Technological advances trigger changes in all ways of life and individuals as members of society. For example, there is a shift in consumer behavior patterns from conventional to digital model. Consumers now prefer to purchase products or services through the Internet. So now there is a model of online consumer behavior. This is due to the rapid development of information and communication technology so that the community is increasingly getting convenience - making business transactions online.
- Economy: Economic changes also trigger a change in society. For example, with the increasing income of the Indonesian people today, the lifestyle of the people also changes. Most urban communities have their own means of transportation, such as cars and motorbikes.
- Humans: Changes in a person will also change the person and the environment around him. Especially if someone has certain advantages that can be made as a positive contribution to building the community and helping others; for example, an entrepreneur can create new jobs that can be utilized by others.
- The role of the leader: a qualified leader will bring changes to the organization he leads in accordance with the vision, mission, goals and objectives to be achieved. The change is directed at improving the quality and quantity of an organization with the ultimate goal of obtaining maximum profits (for business organizations) and the welfare of its members (for non-profit organization).

While according to Wahab [2], the main causes of change are:

- Technological developments have caused changes in various aspects of human life, especially the development of information and communication technology.
- Other factors that have the potential to bring about change in an organization are known as politics, economics, technology and socio-culture.

The change process can be explained through the following steps:

- Stages in change
- Reaction stage in change
- Reasons for accepting or rejecting change

Stages in change as stated by Lee [3], are as follows:

- **Planning:** the identification of the issue, namely an issue that should be investigated
- **Assessment:** search the gap between the current state to the desired conditions that occur in the organization
- **Analysis:** determine the tools or instruments to bridge the gap.
- **Design:** configuration is done
- **Development:** prepare everything needed in the changes that include the system to be made, human resources and material concerning with facilities and infrastructure
- **Implementation:** carry out the planning that has been set
- **Evaluation:** evaluate a way to track and measure the effectiveness of the changes.

In general, there are two reactions when facing changes, namely accepting or refusing. Based on research conducted by Vakola, there are two main things that are taken into consideration are personality and emotional intelligence [4]. Furthermore, the reactions to changes are in the form of positive and negative attitudes [4]. A positive attitude contributes positively to the continued development of the organization; otherwise a negative attitude can destroy the organization. Other research results cited by Vakola state that a positive attitude will be the main capital for the organization in achieving its objectives and carrying out its programs; on the contrary negative attitude will make pressure for members, low commitment to organization and low trust in the organization [4].

A person's personality also influences the way he or she faces changes in relation to organizational performance and organizational member loyalty. Someone who has a certain personality will encourage himself to be ready to face the changes; otherwise someone with another personality is not ready to face the changes.

A. *Implementation of Changes*

In general, the changes are implemented in the following stages:

- **Determining what changes:** Not everything changes when changes come to an organization. Therefore, we must be able to identify and determine what things change and place the priority of those changes. For example, when a new policy comes from an external authority, the change must be linked to the direction of the policy by following what are the priorities that are required to be adjusted to the policy immediately.
- **Understanding the dynamics of the system:** Changes that require their ideal new system. This is related to the system created by an organization. A healthy organization does not depend on personnel but depends on a system created. Whoever the leader is if the system already exists, changes will be handled well.
- **Responsibility for implementation of change:** Implementation of change requires responsible personnel and who are not merely borne by the leader. All parties involved in the organization start from the top of the leadership, middle leadership, operational level leaders and members must define each of their responsibilities in responding and implementing the changes formulated.
- **Speed and make a sequence of changes:** in making a sequence of changes we need to pay attention to speed. One consideration in determining speed is the resources available in the organization. If the resources are adequate, changes will be made quickly.

Yukl provides ideas about guidance in implementing change [1]. This guide is intended so that change is directed and measurable to further advance the organization. The following is a guide to the implementation of the changes formulated by Yukl [1].

- Creating the urgency of the need for change
- Communicate a clear vision of the benefits of change
- Identifying supporters, rejecters, and reasons for resistance: changes proposed are ineffective, not feasible, ineffective, resulting in personal shrewdness, inconsistent with values, unreliable leaders,
- Make coalitions to support change
- Use task forces to guide implementation of change
- Fill with correct people / competent agent
- Encourage competent people to assist with planning and implementation of the change
- Make symbolic changes that affect the work

B. *Changes in Higher Education Institutions*

Higher education institutions in Indonesia are currently facing changes caused by government policies regarding

changes in standards from the 8 old standards to at least 24 standards.

The 8 old standards are:

1) *Graduate competency standards*: This graduation competency standard is an assessment guide in determining student graduation. For example, to obtain an A, a value of ≥ 85 is required if a standard reference standard is used.

2) *Content standard*: Content standard in the form of a curriculum applied in universities that refers to Law No. 12 of 2012 article 35 concerning Higher Education states that "Higher Education Curriculum is a set of plans and settings regarding purpose, fill in, and ingredients teach and way that used as a guideline organization activities learning to achieve the goals of higher education ". As it is known that this curriculum was developed by each college based on the National Standards of Higher Education for each study program which includes the development of intellectual intelligence, noble character and skills. The implementation of the curriculum in higher education is expected to create graduates who are superior and characterized and have national values and in accordance with national development which also includes the need for educated and skilled human resources in the era of industrial revolution 4.0 which requires high level of mastery of information and communication technology and that continues to experience rapid changes.

3) *Process standards*: Process standard is a standard that regulates the implementation of the learning process in educational units to achieve graduate competency standards as desired in the National Standards of Higher Education in Indonesia. The main components in this standard include syllabus, semester learning plans, learning resources, and methods.

4) *Lecturer and administrative staff standards*: Standard lecturers and administrative staff include the number of lecturers and administrative staff must be sufficient. In relation to lecturers, there must be sufficient between the ratio of lecturers and students. Fulfillment of lecturers' requirements or qualifications, for example functional and class positions. Besides that, there is also high competence in the field of science for each lecturer.

5) *Standard of facilities and infrastructure*: Standard of facilities and infrastructure include physical facilities. Physical facilities can be in the form of study buildings or campuses equipped with classrooms, libraries, laboratories, canteens, sports venues, seminar rooms and so on. Physical facilities can also be in the form of books in libraries, computer equipment, stationery facilities and the like. The point is a college organization must provide the facilities and infrastructure to support the success of the teaching and learning process to the maximum so as to produce satisfaction for students studying on the campus.

6) *Management standards*: The management standard refers to the problem of the management of higher education which includes among others the administration and

managerial procedures related to academic and non-academic activities and other supporting activities. The administration system in higher education consists of the level of the university, the faculty level and the department level. Other parts are bureaus and supporting units.

7) *Financing standards*: The financing standard refers to the financing of university operations which can be broadly divided into two: Public Universities and Private Universities. Generally Public Universities are funded by the state while the private sector is funded by a foundation formed by the community. Financing to Private Universities is charged to student tuition contributions and other sources.

8) *Standard of assessment*: Assessment standards are standards that govern the assessment process and guidance in providing student assessments related to student achievement. Assessment standards are made to obtain objective assessments and standards of student achievement results in accordance with applicable regulations regulated by the government.

C. 24 (Twenty Four) National Standards for Higher Education Institutions

The new national standard contains at least 24 (twenty-four) topics regulated in Government Regulations to achieve national education standards in accordance with Minister of Research, Technology and Higher Education Institution Regulation number 44 of 2015 as well as Minister of Research, Technology and Higher Education Institution Regulation number 62 of 2016 concerning Higher Education Quality Assurance System. Nevertheless, if the higher education institutions have more power resources, they can exceed those minimum requirements. That is why the IWU adds 4 (four) additional standards.

The IWU standards include the 8 old standards from the government, added by 8 standards relating Research Activities, 8 standards relating to Community Service, the 4 local standards relating to Information Technology, Academic Atmosphere, International Relation Cooperation, and Alumni Study Standards

With the change in standards, the higher education organizations will change both quantitatively and qualitatively. Quantitative changes include:

- The number of middle leadership
- The number of heads of departments and study programs
- The number of director directors
- The number of unit head
- The number of lecturers
- The number of administrative personnel
- The number of classes, laboratory rooms, libraries and the like
- Number of books in the library and others

Qualitatively, higher education must improve the quality in accordance with the quality objectives that have been established, including improvements:

- Lecturer education to doctoral level
- Lecturer academic functional position
- Teaching ability
- Ability to do research
- Ability to carry out community service activities
- The ability to make scientific works

D. Managing Changes in Higher Education Institution

To deal with the major changes that occur in universities, especially at International Women University, a leadership model with the following characteristics is needed:

- Open to changes caused by external parties
- Think far ahead
- Have global insight
- Understanding and knowing information and communication technology as capital for the development of digitalization systems supporting the teaching and learning process (academic) and managerial (administrative)
- Critical thinking in obeying change in ways that are honest and not detrimental to others
- Protect the interests of stakeholders, namely students and users of higher education services.
- Understand the problem of higher education in Indonesia and understand the ins and outs of higher education.

From the above requirements, the authors suggest the Foundation of the university is to carry out the process of restructuring the top of leadership that can accommodate competencies as future leaders to refer to the vision, mission, goals and objectives based on the direction of change that will bring success to current university organizations.

In the opinion of the author, visionary leadership is suitable to be applied in the current International Women University organization because this leadership style has characteristics including:

- Thinking forward.
- Use vision in leading the organization and articulating the vision and communicating clearly to other parties for the goals of the organization [5].
- Have high confidence and have organizational skills [6].
- Acting as a change agent.

- Having imaginary capacity, inspiration, being able to break into the future (the meaning of the word "visionary" according to the Oxford English Dictionary)
- This visionary style is applied through [7]:
 - strategic and content process that is strategic,
 - visionary creator,
 - have visionary idealism,
 - have dreams,
 - able to understand and be able to empathize with others (sagacity) Sagacity: the quality of being sagacious. Sagacious: having or showing keen mental discernment, and good judgment, wise or shrewd, Oxford Dictionary of English)
 - have salient capacity (prominent, Oxford Dictionary of English)

II. METHOD

This study uses a combined quantitative and qualitative approach with 1-person informant, namely the Rector at International Women University and as many as 100 respondents consisting of 90 lecturers and 10 employees. The qualitative research data collection was done by asking for the informant using several questions, and the researcher conducted the observations directly involved in some of the activities being carried out by the rector, including leadership meetings and informal meetings with subordinates. As for quantitative research, respondents were given a questionnaire with questions derived from the results of interviews. The second stage is quantitative research with visionary leadership and organizational culture as independent variables and the response to change as a dependent variable while the data analysis procedure uses Structural Equation Modeling based on Partial Least Square. For the validity and reliability of the questionnaire Pearson Correlation and Cronbach's Alpha were used.

In the stages of qualitative research things related to visionary leadership studied include: vision, confidence, understanding and empathy for subordinates, acting as agents of change, ability to lead, imagination in the face of future changes, roles as inspirators, ways of thinking and dealing with problems of strategic change and the impact of leadership on subordinates is related to the leader's vision. Furthermore, the questions asked are:

- The vision, mission and future goals of the institution as a form of legal compliance with government policies currently related to the accreditation of higher education institutions
- Hopes and dreams ahead on the future of the institution
- What are the strategies for dealing with organizational change

While the things that are observed include: self-confidence, understanding and empathy for subordinates, acting as agents

of change, ability to lead, imagination in the face of future changes, roles as inspirators, ways of thinking and handling strategic change problems and leadership impacts on related subordinates with the leadership's vision. In quantitative research the variables that function as the first independent variable (X1) are Visionary Leadership with 3 indicators namely Leadership Behavior, Leadership Characteristics and Visionary Culture Building. As for the second independent variable (X2) is an Organizational Culture with 3 indicators, namely Norms, Values and Behavior Patterns. The dependent variable studied is Response on Changes with 2 indicators namely Positive Attitude and Negative Attitude. The research model is like the following figure 1.

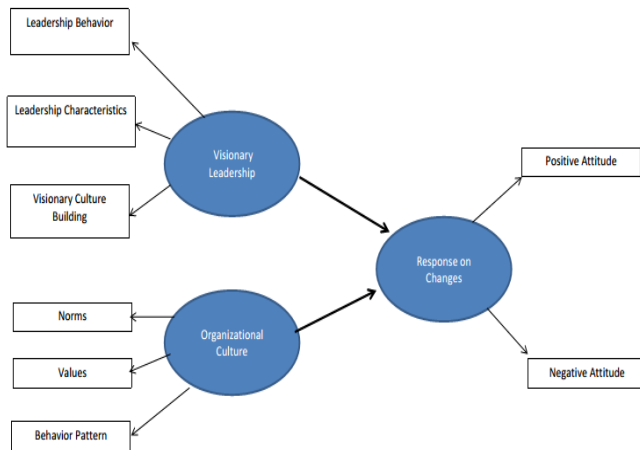


Fig. 1. Quantitative research model.

The research hypothesis (H1) reads: "Visionary leadership and organizational culture have an effect on Respond to change significantly. ".

III. RESULTS AND DISCUSSION

A. Qualitative Research Result

Interview results can be summarized as follows:

The vision, mission and future goals of the institution as a form of legal compliance with government policies currently associated with Higher Education Institution Accreditation (HEIA). "Regarding the vision, mission and objectives of IWU's institution with the existence of a new policy from the government in this case of HEIA, as the highest leader in the organization must act quickly and meticulously to fulfill the obligation of universities to comply with government regulations in this case of HEIA and as a form of responsibility the higher education institutions that we manage for stake holders, namely students, graduate users (in this case the world of work, business and industry) and the government. Whatever price we pay we will work to obtain institutional accreditation, which is a form of legal compliance related to higher education services provided to the community".

Hopes and dreams ahead on the future of the institution: "I hope this HEIA applied along with the quality of higher education services would be more qualified to further upgrading the quality objectives of higher education given to

our students. I have confidence that we can overcome this change and realize our dreams as a globally oriented university. The impact of the change from the implementation of HEIA policies is a positive thing when we respond positively and actively to these changes and follow the directions and elements of change in accordance with existing regulations".

How is the strategy to deal with organizational change: "We will use the strategy of picking up the ball, meaning we will actively identify things that must be changed and we design those changes, after that we implement by placing capable personnel in their respective fields then we do monitoring and evaluation of the implementation. Our evaluation results are used as material to improve the shortcomings and weaknesses of the new system that we are currently making".

Even though the observation results are directly involved as follows:

- Self-confidence: The rector at IWU is a leader who has high self-confidence. One factor is the family background that makes leaders who have high self-confidence. She came from a wealthy family, her husband was also a rector in a well-known private university in West Java. Besides that, she also has various experiences in regional and national level organizations, such as the Pasundan Wife Association, Wife Association of Indonesia, and the Head of Traffic Educational Garden Bandung and has worked in the aircraft industry for several years.
- Understanding and empathy towards subordinates: The rector now has an understanding and shows high empathy towards subordinates. For example, every Wednesday she gives a personal budget to buy lunch for employees in the rector's office, the monthly certification allowance is distributed to lecturers who have not received allowances and at the meeting always provide food other than consumption from the university itself.
- Acting as an agent of change: the presence of the rector now makes many changes in the IWU organizational environment internally and externally. His figure that is widely known in West Java and often invited as a speaker at various seminars or other official events increasingly makes IWU increasingly known by the general public; institutions related to higher education, such as the government higher educational institutions, and various other government and private agencies.
- Ability to lead: Her current leadership ability is no doubt. The results can be felt by the academic community at IWU. The activities of the College's Three Deeds (Teaching, Researching and Conducting Community Service) run well; the ratio of lecturers and students is fulfilled; lecturer academic position increases; the number of lecturers with doctoral degrees' increases; physical facilities such as classrooms increase; and so forth.

- Imagination in the face of future changes: previous experiences made the Chancellor's mother have a lot of imagination in an effort to make IWU progress and quality. He always gives other examples when there are problems in the organization at IWU. For instance, if someone is having difficulty in making scientific work, then gave his imagination - imagination to push the lecturer concerned is able to write scientific papers by providing stories that provide inspiration for the lecturers.
- Role as an inspirator: as the top leader the Chancellor becomes an inspiration to his subordinates, especially regarding activeness and participation in various urgent work that must be immediately addressed. For example, when subordinates work on accreditation forms, he intervenes directly by giving direction, guidance and encouragement to help subordinates to do the tasks that they are doing well, quickly and accurately.
- The way of thinking and dealing with strategic change problems: because they have been trained, the way of thinking is systematic, strategic and wise. He always gives examples of the sequence of work that must be systematically completed. Strategic matters are always prioritized. If there are things that go astray, then the matter is solved in a wise manner.
- The impact of leadership on subordinate associated with the vision of the leadership: the most significant impact for subordinates is increased employee motivation and emotional attachment to the higher IWU organization which resulted in the emergence of job involvement (*work engagement*) and loyalty to the institution to rise. The atmosphere is cool, prioritizes brotherhood, and informality has a more positive impact on subordinates in work and participation in handling various existing jobs for a better future for the organization not only for the leadership but also for all members of the organization they lead

B. Quantitative Research Result

1) *Validity and reliabilty of the questionnaire:* From the results of the validity test using Pearson correlation, the value of the correlation coefficients is greater than 0.3 for all the questions in the questionnaire, so the questionnaire used to retrieve the data is valid. While the value of Cronbach's Alpha is obtained greater than 0.6, thus all the questions in the questionnaire are reliable.

2) *Path coefficients and R square (R²):* Path coefficients are used to see the magnitude of the effect of the independent variable Visionary Leadership and Organizational Culture on the dependent variable of Response on Changes. From the results of the calculation, the following values are obtained as shown in Figure 2.

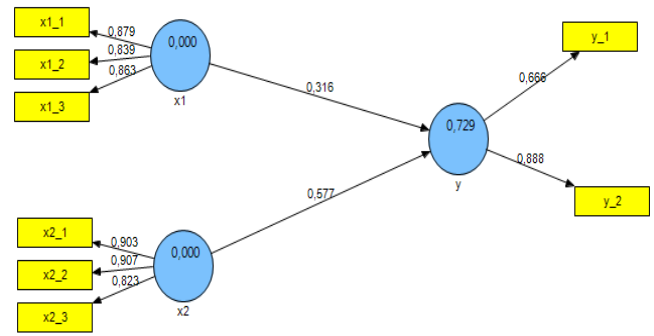


Fig. 2. Path coefficients.

3) *The effect of the visionary leadership on the response of change:* The effect of the Visionary Leadership on the Response of Change is as much as 0.316. The effect is significant since the t value from the observation (to) as much as 4.013 > 1,96 (t table). This means is that when the value of the Visionary Leadership increases within one unit, then the the Response of Change will increase as much as 0,316.

4) *The effect of the organizational culture on the response of change:* The effect of the Organizational Culture on the Response of Change is as much as 0.677. The effect is significant since the t value from the observation (to) as much as 6,900 > 1,96 (t table). This means is that when the value of the Organizational Culture increases within one unit, then the the Response of Change will increase as much as 0,677.

5) *The R square value (R²):* The R square value is 0.729 meaning that the proportion of variance of the Response of Change dependent variable can be explained as much 0.729 using the independent variables of Visionary Leadership and Organizational Culture . While the remainder as much as 0.271 must be explained by other factors outside this study.

6) *The t Values:* The following t observation values will be used as values in testing hypotheses with the following conditions:

- If the t observation > t table, then reject H0 and accept H1
- If the t observation < t table, then accept H0 and reject H1

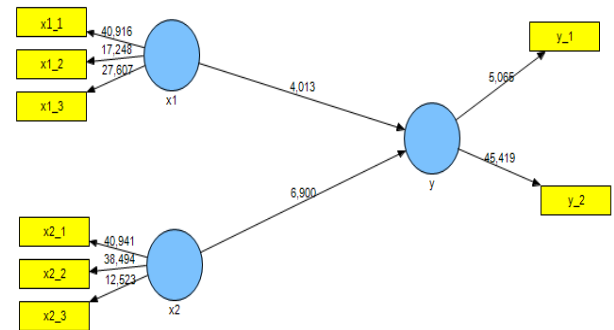


Fig. 3. The t values.

7) *The t table:* To calculate the value of t table used the tolerance error of 5% by testing the two-sided hypothesis and

the degree of freedom (DF) of $n-2$ or $100-2$ is equal to 98. From the provisions obtained a t table value: 1.96.

8) *Hypothesis testing*

a) *The effect of the visionary leadership on the response of change*

H0: The Visionary Leadership does not affect the Response of Change significantly

H1: The Visionary Leadership affects the Response of Change significantly

Use the following provisions:

- If the t observation $>$ t table, then reject H0 and accept H1
- If the t observation $<$ t table, then accept H0 and reject H1

Conclusion

Since the t value from the observation (t_o) as much as $4.013 > 1,96$ (t table); so reject H0 and accept H1. It means that the Visionary Leadership affects the Response of Change significantly.

b) *The effect of the organizational culture on the response of change*

H0: The Organizational Culture does not affect the Response of Change significantly

H1: The Organizational Culture affects the Response of Change significantly

Use the following provisions:

- If the t observation $>$ t table, then reject H0 and accept H1
- If the t observation $<$ t table, then accept H0 and reject H1

Conclusion

Since the t value from the observation (t_o) as much as $6.900 > 1,96$ (t table); so reject H0 and accept H1. It means that the Organizational Culture affects the Response of Change significantly.

9) *Validity and reliabilty of the model:* Validity and reliabilty of the research model will be assessed using the following values.

10) *Validity and reliabilty of the model:* Validity and reliabilty of the research model will be assessed using the following values.

The model is valid since the value Cronbach's Alpa , Composite Reliability and Commuality for the X1, X2 and Y Variables are bigger than 0.6.

TABLE I. VALIDITY AND RELIABILTY OF THE MODEL

	Composite Reliability	Cronbach's Alpha	Commuality
x1	0.894997	0.824470	0.739733
x2	0.910013	0.852820	0.771558
Y	0.758517	0.797252	0.715784

C. *Discussion*

Visionary leadership refers to the capacity to create and communicate current desires and expectations that affect commitment to a better future [8]. The ability of the IWU rector to understand subordinates and provide empathy has provided encouragement and convinced subordinates that what has been done so far is for the good of the organization in the future. The ability to communicate the vision, mission and goals of IWU's organization with a unique way, which is family, with empathy and taking the heart of subordinates results in subordinate work motivation in completing the work faced, especially in filling the HEIA form to realize, encourage and develop the work spirit of civitas academica members in the environment IWU at this time. His ability to provide illustrations, imagination, examples and examples opens the eyes of the subordinates that they will face a better future than now when the university will be officially accredited by the Higher Education Institution Accreditation Board.

One of the things that must be done by a visionary leader is to realize his vision and dreams into programs, actions and targets to be achieved. Without all of this then that vision will not provide benefits to the organization he leads. The rector of IWU translates and implements his dreams in an appropriate, elegant and family-friendly manner that has produced positive results, which change the rigid and formal work atmosphere into a flexible and informal way of working which turns out to be more able to improve employee work productivity.

A visionary leader is able to provide empathy to other parties in this matter [7]. What was done by the rector of IWU took a personal approach by transacting lunch, giving food during meetings and distributing allowances to others, reflecting her empathy for her subordinates. Giving empathy encourages subordinates to do good work and in accordance with the targets set.

IV. CONCLUSIONS

From the results of this study the authors make the following conclusions:

The visionary leadership has been carried out by the rector of IWU in a unique way and has produced results that can be seen by the civitas academica in the IWU environment. Under the current leadership of the rector, IWU is increasingly recognized by the public related parties such as Regional Higher Education Institution Services, Higher Education Institution Directorate, regional organizations such as Pasundan Wife Association, Bandung City Government Administration, West Java Regional Government Administration and the national organization, such as Wife Association of Indonesia.

Furthermore, through the visionary leadership of the higher education organization IWU is brought forward and the IWU academic community is directed to keep thinking ahead and picking the future with a positive attitude. Visionary leadership influences the response to change significantly. In fact, a change is unavoidable and must therefore be accepted; nevertheless, there are many ways to conduct changes pursuant to the expert of change management.

Finally, changes of quality standard in education have an effect on the organizational changes both quantitatively and qualitatively as well as the visionary leadership affects the response of change significantly.

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