

Impact of Change Management on Leadership, Culture, and Performance – Insights from Village Football Teams

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ARTICLE INFO

Received: 15 Nov 2024

Revised: 22 Dec 2024

Accepted: 12 Jan 2025

ABSTRACT

Introduction: The research emphasizes the growing importance of physical exercise and team sports, particularly in rural communities of southern China. It highlights how village football teams contribute to community cohesion and cultural heritage while facing unique challenges in organizational performance. The research aims to construct a model examining the influence of transformational leadership, organizational culture, change management, and performance, reflecting on the indicators of success for rural football teams.

Objectives: The primary objective of this research is to analyze the mediating role of change management in the relationships among transformational leadership, organizational culture, and organizational performance in the context of village football teams in southern China. The research seeks to understand how these variables interact and ultimately impact team success.

Methods: Data was collected through questionnaires distributed via online platforms and WeChat, targeting captains and coaches of football teams. A sample of 401 valid responses were analyzed using structural equation modeling to assess relationships among the variables. The study utilized a five-point Likert scale to measure responses across four main sections addressing transformational leadership, organizational culture, change management, and performance.

Results: The results indicate that transformational leadership significantly impacts both change management and organizational culture. However, transformational leadership did not show a direct significant impact on organizational performance. Organizational culture positively influences performance, suggesting that while direct leadership may not improve performance, fostering strong organizational culture does. Change management was found to mediate the relationships, particularly indicating partial mediation between organizational culture and performance.

Conclusions: The research concludes that transformational leadership influences change management, which in turn affects organizational culture, contributing to enhanced performance in rural football teams. The findings underscore the importance of nurturing organizational culture and effective change management strategies in grassroots organizations. The paper suggests that leadership training and organizational culture development can significantly improve performance outcomes, offering practical implications for community-based sports organizations.

Keywords: Transformational Leadership, Organizational Culture, Change Management, Organizational Performance.

INTRODUCTION

As people's living standards continue to improve, they are placing increasing importance on the role 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 pursuing 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 ongoing effort to enhance the quality of life, which has, in turn, led to a growing focus on health and sports across 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. 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 the extent to which the football team achieves its goals and missions 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 (2015) 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 a result, the theory of organization, organizational culture, organizational performance, leadership and other important management research issues are contained in this phenomenon.

There are many factors affecting organizational performance. This research discusses many key factors affecting organizational performance, constructs a system model of four variables, namely transformational leadership, organizational culture, change management and organizational performance, and discusses the operation mechanism of the system and its ultimate impact on organizational performance. Research by Williams and Fraser (2015) 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.

THEORETICAL BACKGROUND AND HYPOTHESIS FORMULATION

Leader

"Leader" is a widely discussed concept whose definition can vary depending on context, discipline, and culture. Although, a leader is classically defined as someone who has the capability to direct, motivate, and influence others toward a shared objective or vision, whether in an organization, society, or another setting. Burns, J. M. (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.

In an organization such as a village football team, the players are only organized by common interests and hobbies, and there is no conflict of interests. Therefore, as the leader of the team, he should be a transformational leader. Bass, B. M. (1985) 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. Yukl, G. (2013) 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. Northouse, P. G. (2018) 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 behavior, providing guidance, and inspiring passion.

Leaders can be classified according to different perspectives and characteristics. There has been extensive discussion and research on leadership traits and various leadership styles (Bass and Avolio, 1994).

Leadership

According to the 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 facilitate change within the organization.

Strategic leadership: Emphasizes long-term planning and the overall vision of the organization.

Transformational Leadership

Transformational leadership differs from transactional leadership in its approach. It is a leadership style that motivates and empowers subordinates to go beyond their personal interests and work toward greater collective goals. 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 (1985) further developed this theory and proposed that transformational leadership includes four main elements. Bass and Avolio (1994), in their research of business leaders, describe TFL as an opportunity for leaders and subordinates to share ideas and achieve mutual growth at the highest level together. In late 2003, Bass and his colleagues outlined transformational leadership in four dimensions: Idealized Influence (II) encompasses leadership qualities that earn admiration, respect, and emulation from others. 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., 2003; Mittal & Dhar, 2015). Intellectual Stimulation (IS) is a leadership trait that encourages subordinates to challenge existing assumptions, rethink values and traditions, and develop an openness to new ideas. Individual Consideration (IC) highlights a leader's attentiveness to the needs and capabilities of subordinates, providing personalized guidance and support (Bass et al., 2003; Guay, 2013). More recently, Busari et al. (2020) and Islam et al. (2021) define TFL as a proactive approach, where leaders serve as catalysts for change, enhance subordinates' awareness, and extend support beyond collective interests to help them achieve specific goals. As a result, transformational leaders are able to establish a deep emotional connection with their followers and inspire their followers' higher needs and values, thereby driving change in an organization or society.

Organizational Culture

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 both operational processes and employee behavior.

Schein et al. (1985) made a qualitative discussion on the connotation, category, power and function of organizational culture. They identified three levels of organizational culture: artifacts, espoused values, and underlying assumptions. Additionally, the classification of organizational culture was expanded to include macroculture, meso culture, subculture, and microculture. Leadership serves as the driving force behind organizational culture, which, in turn, plays a crucial role in unifying internal processes and adapting to external environments.

Change Management

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.

Castel and Friedberg (2010) define organizational change as a complex, dialectical process where the interaction between traditional and new approaches creates a dynamic environment. Shin et al. (2012) describe organizational change as a transformation in established work practices, processes, and strategies that impact the entire organization. Agote et al. (2016), while agreeing with the perspectives of the aforementioned authors, also explain how organizations can transition from their current state to desired future states in order to achieve their long-term objectives. From the perspective of business organizations, AlManei et al. (2018) define change as the overall movement of business organizations from one stage to the next. Smith (2006) emphasizes that CM is a structured process divided into several components: planning for change, effectively communicating change, engaging in change, supporting change, leading change, managing change, and addressing resistance to change. Smith (2006) 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, 2008). Participation in change means that individuals are ready for change only when every member of the organization participates in the change initiative (Smith, 2006). In this research, participation in change and communication for change have explained CM.

Organizational Performance

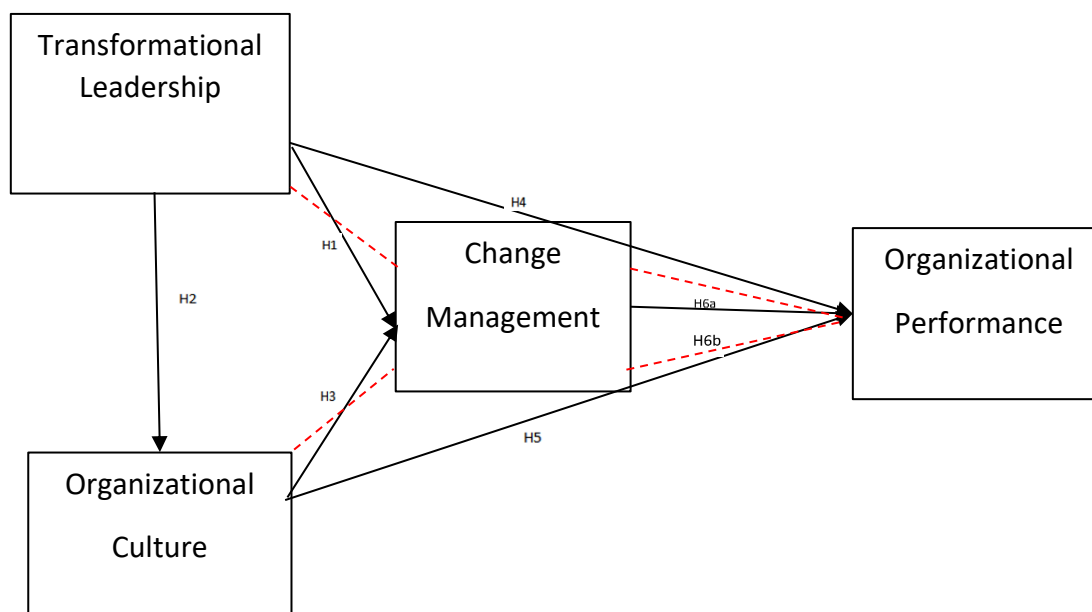
Organizational Performance is a broad concept that is often used to describe how well an organization performs in meeting its goals, executing its strategy, and achieving its mission and vision. It can be measured from multiple dimensions and perspectives, including financial, strategic, operational,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

Organizational performance continues to be a debated topic among organizational researchers (Barney, 1997). Among the various definitions, the term "performance" should be understood in a broader context, encompassing effectiveness, efficiency, economy, quality, behavioral consistency, and normative measures (Ricardo, 2001).

Based on the previous literature review, we believe that non-profit organizations such as village football teams tend to use organizational models to measure their performance. Therefore, throughout the entire research process, the focus is consistently placed on examining the impact of transformational leadership, organizational culture, and change management on organizational performance.

With a complete consideration of the relationships, this research proposes the theoretical linkages shown in Figure 1.

Figure 1 Conceptual Framework



Hypothesis Development

With the research of change management in the southern China context, this research emphasizes two aspects: 1) mediating between transformational leadership and organizational performance; 2) mediating between organizational culture and organizational performance. This research considers that change management can both mediate between transformational leadership, organizational culture and organizational performance. An additional complete argument of these dimensions is described.

The Impact of Transformational Leadership on Change Management

The connection between transformational leadership and change management has attracted much attention in management and leadership research.

The theoretical foundation for this relationship is rooted in Hirschi's (1969) SBT theory. Regarding the relationship between transformational leadership and change management, previous research consistently highlights a positive correlation between the two. Hamstra et al. (2011) argue that TFL facilitates effective change management. Similarly, Nazim et al. (2014) and Li et al. (2016) highlight that transformational leaders, acting as change agents, drive organizational change and promote change-oriented behaviors among employees. Yaghi (2017) discovered that in non-Western countries, managers must adopt a transformational leadership style to succeed in a rapidly changing environment. Alqatawenh (2018) confirmed a significant positive correlation between transformational leadership and change management in a study involving 500 employees of a Jordanian insurance company.

This literature demonstrates the critical role of transformational leadership in promoting effective change management. Transformational leadership has a significant positive impact on change management. These studies provide important insights and guidance for understanding and implementing effective change management strategies. Based on this, we put forward the following hypothesis:

H1: Transformational Leadership has a positive impact on Change Management.

The impact of Transformational Leadership and Organizational Culture

A substantial body of research has established a positive and significant relationship between transformational leadership and organizational culture in the existing literature (Jati et al., 2015; 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.

Ghasabeh (2021) studied the direct impact of transformational leadership on organizational culture. The results show that transformational leaders cultivate effective organizational culture. In a separate research, Ratina, Indradewa, and Syah (2021) investigated the strong connection 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 has a significant connection to corporate culture and business success (Wiengarten et al., 2015).

Although, only a few studies have recognized the significance 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.

Based on this, this paper proposes the following hypothesis:

H2: Transformational Leadership has a positive effect on Organizational Culture.

The Impact of Organizational Culture and Change Management

A number of earlier studies have confirmed a positive correlation between organizational culture and change management (Al-Ali et al., 2017; Rajala et al., 2012).

Yildirim and Birinci (2013) further explain that organizational culture contributes to organizational change. Based on the research of Sikri, Onyango (2014) 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. Too et al. (2018) 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, Dani et al. (2006) studied the role of organizational culture in expressing trust in corporate organizations.

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.

Drawing from the analysis and conclusions of these empirical studies, this paper puts forward the following hypotheses.

H3: Organizational Culture has a positive effect on Change Management.

The Impact of Transformational Leadership on Organizational Performance

Numerous past studies have repeatedly identified a strong positive relationship between transformational leadership and change management. (Jati et al., 2015; Ratina et al., 2021).

Furthermore, drawing from the findings of the following referenced studies, this research recognizes various significant relationships: organizational culture with transformational leadership and firm performance (Zehira et al., 2011); transformational leadership and ERP success (Shao et al., 2012); leader-member exchange (LMX) and change management (Arif et al., 2017); transformational leadership and psychological empowerment (Pradhan et al., 2017); transformational leadership and innovative behavior (Zheng et al., 2019); transformational leadership and organizational learning (Hosseini et al., 2019); and transformational leadership and organizational excellence (Lasrado & Kassem, 2020). That literature suggests that change management plays a key role between transformational leadership and organizational performance. Based on previous theoretical and empirical work, this paper proposes the following hypotheses:

H4: Transformational Leadership has a positive effect on Organizational Performance.

The Impact of Organizational Culture on Organizational Performance

Cameron, K.S., & Quinn, R.E. (2006) put forward 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.

Cummings and Worley (2024) introduced the relationship between organizational change and performance in detail. Kotter and Heskett (2023) discussed the interrelationship between organizational culture and performance. Together, these literatures show that change management plays a crucial role in shaping organizational culture and improving organizational performance. Based on the discussions of different researchers and empirical research results, this paper proposes the following hypotheses:

H5: Organizational Culture has a positive effect on Organizational Performance.

Change Management is Mediate Transformational Leadership and Organizational Performance

Kotter, J. P. (1996) 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.

Cummings, T. G., & Worley, C. G. (2024) integrating 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. Cameron, E. and Green, M. (2015) provide various change management models and tools to help organizations implement change and improve performance. It proposes an approach to conscious change leadership to help organizations achieve breakthrough performance improvements.

Beyond leadership factors within an organization, organizational culture also plays a crucial role in driving motivation and enhancing performance. Assessing its impact is essential in determining the extent to which it contributes to the achievement of the organization's vision and mission (Putra & Dewi, 2019).

These studies allow for a more comprehensive understanding of the key role of change management in improving organizational performance. Based on this, we propose a sixth hypothesis.

H6a: Change Management is mediate between Transformational Leadership and Organizational Performance.

H6b: Change Management is mediate between Organizational Culture and Organizational Performance.

RESEARCH METHODOLOGY

Population and Sample

In this research, both the population and sample consisted of village football teams in southern China.

We therefore tested our 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 soccer teams. We 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 our sample is 244,500 soccer teams in 244,500 administrative villages. The sample we 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.

Data Collection Procedure

In this research, the key stakeholders were the captain of the village football team or the coach of the football team, who were identified as suitable key stakeholders. In this research, questionnaires were used to collect data. This is a widely used method, and field questionnaires are effective (Newman, 2006).

In this research, all the questionnaires were distributed through website and WeChat to collect data, the hype link are:

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

In China, the largest social media is WeChat as of the third quarter of 2024. The combined monthly active users of WeChat and WeChat increased to 1.382 billion (Human baby, 2024). In addition to peer-to-peer communication, WeChat can also establish a variety of groups, thus 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 link to fill out questionnaires.

Measurement

The study was organized to measure all the variables using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). All variables were adapted from previous research. The questionnaire was separated into four sections.

In addition, the questionnaire content in Parts 2 through 5 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 (2006).

RESULTS AND DISCUSSION

Results of the Descriptive Statistics

Regarding the demographic characteristics survey of the collected sample, the majority of respondents were male (95.30 percent). The greatest proportion by age was under 31 years old (36.66 percent) with most respondents being married (62.59 percent). The most common education level was bachelor's degree or higher (75.56 percent). Regarding personal football career, 59.35% percent had served more than 3 football terms, the proportion of football career more than 3 years reached 79.55 percent. Moreover, the greatest proportion of respondents received a revenue are more than 4000 RMB per month (80.80 percent). In terms of current position, 34.41 percent were Freelancers, followed 27.68 percent were others, the overall proportion reached 62.09 percent.

Evaluation of the Measurement Model

In this study, key factors were assessed using a scale-based approach, making data quality testing a crucial prerequisite for ensuring the validity of subsequent analyses. To evaluate reliability, the internal consistency of each factor was examined using Cronbach's alpha reliability test. The Cronbach's alpha coefficient ranges from 0 to 1, with higher values indicating greater reliability. Generally, a coefficient below 0.6 suggests low reliability, necessitating a questionnaire redesign or data recollection and reevaluation. A reliability score between 0.6 and 0.7 is considered acceptable, between 0.7 and 0.8 is regarded as moderately reliable, between 0.8 and 0.9 is highly reliable, and between 0.9 and 1 signifies excellent reliability.

The results of the reliability analysis are presented in Table 1. The reliability coefficients for transformational leadership, organizational culture, organizational change, organizational performance, and their respective sub-dimensions all fall within the range of 0.9 to 1. This indicates that the scales employed in this study exhibit strong internal consistency and reliability.

Table 1 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

As illustrated in Table 2, the Pearson correlation analysis reveals a significant relationship between all variables, with each correlation being above the 99% significance level. The correlation coefficients (R) for all variables are greater than 0, indicating a significant positive correlation among all the variables in this analysis.

Table 2 The Correlations Between Constructs

	TL_Means	CM_Means	OC_Means	OP_Means
Mean	4.12	3.92	4.08	4.14

Table 2 The Correlations Between Constructs

	TL_Means	CM_Means	OC_Means	OP_Means
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 :1.N=401

2. **. Correlation is significant at the 0.01 level (2-tailed).

3. ^a The square root of AVE was shown as bold numbers on the diagonals

ASSESSMENT OF THE HYPOTHESIZED TESTING

Table 3 presents a summary of the structural model fit. The structural model validation was evaluated by the criteria of the main fit indices. The value of CMIN/DF equaled 2.463 which is lower than 5.00 (Diamantopoulos & Siguaw, 2000). Moreover, the values of the other goodness of fit indexes were higher than .90 (i.e., CFI = 0.901, TLI = 0.907). In addition, the RMSEA value equals .060 which is lower than .08 (Schumacker and Lomax, 2010). The outcomes of the AMOS output confirm that the model demonstrates a relatively good fit. At this point the hypothesized model was assessed to verify the structural relationships. The t-value for the .05 significance level was used for analyzing and testing all hypotheses.

Table 3 The Results of the Structural Model Fit Analyses testing all hypotheses

Index	Measurement value	Criterial	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 0.90-0.10 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)

The Results of the Hypothesis Testing

Table 4 presents a summary of the hypothesis testing of the relationships among transformational leadership, change management, organizational culture, and organizational performance. First, transformational leadership was found to have a significant relationship with change management with a direct effect ($H1: \beta=0.428, P<0.001$). Meanwhile, the link between transformational leadership and organizational culture was also shown to be significant ($H2: \beta=0.515, P<0.001$). Likewise, the findings regarding the relationship between organizational culture and change management was found to be significant with a direct effect ($H3: \beta=0.537, P<0.001$). The relationship between transformational leadership and organizational performance does not have a significantly positive support on OP (Organizational Performance) ($\beta=0.066, P=0.080>0.001$), so $H4$ is assumed to be False, $H3$ was not supported. OC (Organizational Culture) significantly positively supports OP (Organizational Performance) ($\beta=0.842, P<0.001$), so $H5$ is assumed to be true. Thus, $H5$ was also supported.

Table 4 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

The Mediating Role of Organizational Culture in the Relationship Between Transformational Leadership and Organizational Performance

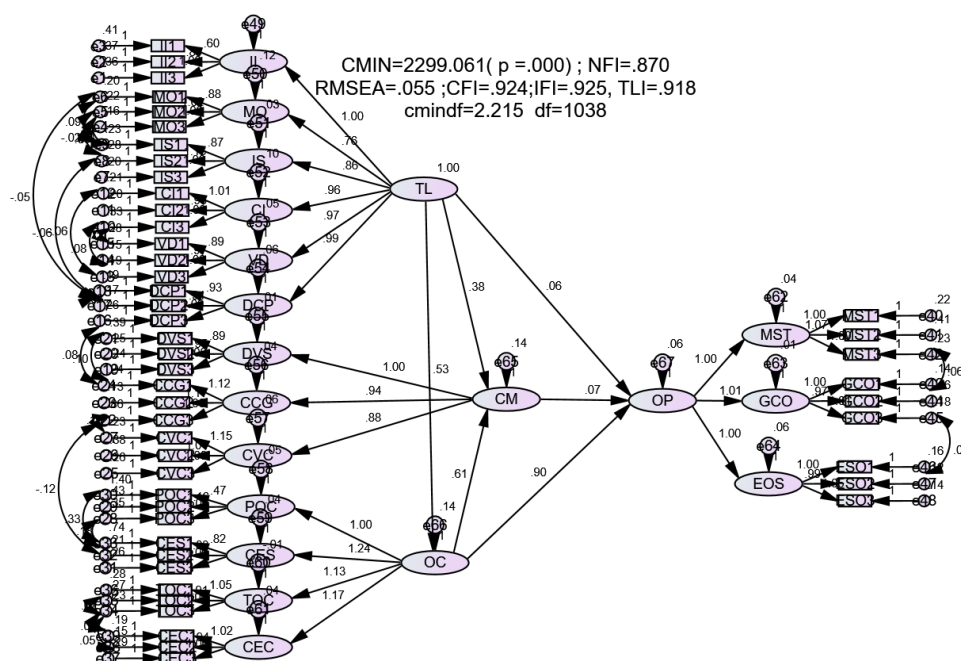
Under examination of the mediating effect of organizational culture, the findings showed that both the organizational culture and change management had a significant direct and indirect effect on organizational performance, with the indirect effect shown through change management. The direct and indirect effects of each linkage were determined as shown in the summarization (Table 5) below. There are two types of mediation, namely full mediation and partial mediation (Baron & Kenny, 1986). Following the Baron and Kenny criteria, the results showed that the relationship between organizational culture and organizational performance was significant regarding both the direct and indirect relationships. Regarding examination of the magnitude of the indirect effect according to the variance accounted for (VAF) values, Hair et al. (2014) suggested that if the Variance Accounted For (VAF) is greater than 20 percent but less than 80 percent, it can be considered as partial mediation. Based on this assumption, the VAF results of 62.00 percent and 79.80 percent, verify that the impacts of transformational leadership on organizational performance are partially mediated through organizational culture.

In addition, Figure 2 presents the structural model of all construct results.

Table 5 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	-

Figure 2 The Result of Structural Model



First, transformational Leadership comes from (Faupe, and Süß, 2019); second, change Management comes from ((Skorková, 2016); third, organizational Culture comes from (Mainardes, Oliveira Cisneiros, Macedo, & de Araujo Durans, (2021); fourth, organizational performance comes from (Mainardes, Oliveira Cisneiros, Macedo, & de Araujo Durans, (2021).

DISCUSSION

The aim of this research was to assess the mediating effect of change management in the relationship between two aspects of transformational leadership and organizational culture on organizational performance. Additionally, it sought to explore the relationships between transformational leadership, change management, organizational

culture, and organizational performance, specifically focusing on the performance of village football teams in southern China.

The finding shows that transformational leadership has a high positive effect on change management (H1), transformational leadership has a significant positive impact 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) is effectively supported.

This research investigates the mediating effect of change management in the relationship between two components of transformational leadership and organizational culture on organizational performance. The findings also indicate that transformational leadership does not have a significant impact on organizational performance (H4).

Finally, the results of the mediating effect analysis indicate that change management partially mediates the relationship between organizational culture and organizational performance (H6b). Additionally, the findings show that change management fully mediates the relationship between transformational leadership and organizational performance (H6a).

CONCLUSION AND RECOMMENDATIONS

This research developed a quantitative model to examine the relationship between transformational leadership and organizational performance through change management, as well as the impact of organizational culture on organizational performance via change management. The analysis was based on a sample of 401 village football teams from southern China. The final results confirmed the direct and indirect effect of transformational leadership on organizational performance relationships and organizational culture on organizational performance relationships via the change management.

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 thinking about.

First, the research has triggered theoretical integration and innovation; Second, it triggers empirical research and theoretical verification; Third, it leads to the extension and application of theory; Forth, it gives rise to cultural perspectives and regional characteristics: Fifth, it has triggered practical significance and policy suggestions.

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 following contribution may be:

1. Optimize leadership development and training;
2. Strengthen organizational culture construction;
3. Improve the effectiveness of change management strategies;
4. Enhance organizational performance;
5. Promote policy formulation and support.

Regarding the mediating variable between change management on organizational performance and organizational culture on organizational performance, the present research also confirms that change management on organizational and organizational culture have a positive impact on organizational performance through change management. The research therefore provides insight into the impact of change management. As the view of disruptive innovation continues to evolve, there is a necessity for research on this topic to support businesses in

accessing the competitive market effectively, increasing their target audiences and ultimately achieving greater performance.

As disruption continues to emerge, there is a need to research the topic and apply the findings to various sports to increase target audiences and ultimately achieve higher performance.

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