

Driving Organizational Transformation: Leadership's Role in Public Administration Reform and Change Management

Dr. Maya Giorbelidze

Assistant Professor, Cape Breton University, Sydney, Nova Scotia, Canada

Salome Odisharia

Ivane Javakhishvili Tbilisi State University, Tbilisi, Georgia

Abstract:

Leadership plays a pivotal role in driving organizational transformation, particularly in the context of public administration reform and change management. This article examines how leadership influences the engagement and readiness of public officials to implement systemic changes within complex organizational structures, with a specific focus on the case of Georgia (Eastern Europe). Drawing on a mixed-methods approach, the study combines quantitative data from 581 civil servants and qualitative insights from 26 in-depth interviews with decision-makers and stakeholders. Utilizing John Kotter's 8-step model and the ADKAR framework as theoretical foundations, the research explores the interplay between leadership effectiveness, individual readiness for change, and the success of reform efforts. Key findings highlight the critical importance of visionary leadership, effective communication, and strategic management in fostering an environment conducive to transformation. The research underscores the necessity of aligning organizational culture with reform goals, cultivating a skilled and motivated workforce, and addressing challenges such as communication gaps, political instability, and limited managerial competencies. By providing actionable insights, this study contributes to a deeper understanding of how leadership can serve as a catalyst for sustainable change in public administration and beyond.

Keywords:

Leadership, Change Management, Public Administration Reform.