

Implementing Organizational Change in Business Organizations

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Abstract:- In today's dynamic and complex business landscape, organizations must adapt and alter their operations to remain competitive and ensure survival. Consequently, effective organizational change is crucial. However, the implementation of such changes comes with associated risks and costs. Many companies encounter challenges during the change process, often falling short of their objectives; studies indicate that 60-70% of change initiatives may not meet management's expectations. This study explores the challenge of effective change, focusing on leadership and employee strategies for achieving successful transformation. It also examines how leaders and employees can manage organizational change amidst resistance. It seeks to identify the key success factors and obstacles encountered during implementation. Drawing from the findings of the reviewed research literature, the study's conceptual framework presents a pathway to address the business problem. This framework is built upon four critical factors in the organizational change process: the necessity for change, effective change leadership, successful implementation, and resistance to change. It offers both practical and theoretical insights applicable to real-world business challenges. Overall, literature reviews reinforce that successful organizational change hinges on a leader's ability to foster two essential determinants of their management competencies: the organization's readiness for change and stakeholders' openness to it. At the theoretical level, this project has the potential to significantly advance the field of change management within organizations, providing practitioners with valuable insights into both the determinants of change success and the barriers that impede it.

I. INTRODUCTION

In the current fast-paced and competitive global business landscape, the need for effective organizational change—defined as significant modifications to an organization's structure, culture, or processes—has never been more essential. Companies continuously adapt their operations to meet evolving circumstances, investing substantial resources to maintain competitiveness and ensure survival. This situation highlights the urgent nature of the organizational change challenge, which demands immediate and practical solutions to be executed without delay. Due to the complexity and challenges inherent in the change process, many organizations encounter difficulties during implementation and often fail to achieve the desired outcomes. Research indicates that 60-70% of changes may

not meet management's expectations (Errida & Lofti, 2021; Musaigwa, 2023; Rehman et al., 2021). This highlights the critical need for proactive management in shaping organizational attitudes, which is vital for the success of change initiatives. It is also concerning that managers frequently fail to achieve their desired outcomes from these initiatives due to a fundamental inability to identify the appropriate strategies necessary to meet their goals during the implementation process (Rowland et al., 2023; Jones et al., 2019, Chapter 8; Khaw et al., 2022; Onyekwere et al., 2022).

Swartzberg (2021) identifies two significant challenges that leadership faces in planning for organizational change: the challenge of identification and the challenge of implementation. The first challenge involves the difficulty of accurately identifying the gap between the organization's current state and its desired future. The second challenge relates to the disconnect between the cultural values that leadership seeks to instill, the overarching organizational vision, and the practical application of these values in daily operations. This underscores the critical need for proactive management in shaping organizational attitudes, which is essential for the success of change initiatives. Alarming, managers often struggle to achieve the desired outcomes from these initiatives due to their fundamental inability to identify the appropriate strategies required to meet their goals during the implementation phase (Rowland et al., 2023; Jones et al., 2019, Chapter 8; Khaw et al., 2022; Onyekwere et al., 2022).

Both academics and practitioners share significant concerns about the high failure rates of change initiatives. The research community is actively investigating why, to address the complexities of the current business environment adequately, initiatives often lose 40% of their intended value. It seeks to identify critical success factors that can enhance the likelihood of success and mitigate failure.

Two prominent trends characterize research on organizational change. The first examines change processes through a macro-level lens, focusing on the factors involved and assessing whether the anticipated outcomes were achieved. The second trend, equally important, investigates the micro-level aspects by analyzing the psychological processes at play. This includes exploring the perspectives and social experiences of those affected by the change. A thorough understanding of these human elements is essential for effective management changes, and your role in this process must be well-balanced (Khaw et al., 2022).

Despite the extensive research on organizational change, a significant gap persists in our understanding of this topic. There is an urgent need for a comprehensive grasp of the risk factors contributing to change failures, the challenges associated with effectively implementing change, and the specific activities and roles that leaders must undertake. This gap highlights the critical necessity for further research in this area, which this proposed project seeks to address.

The literature outlines various models and frameworks for managing change, categorizing them into two primary groups: traditional systematic and contemporary non-linear models. Your expertise is essential in assessing the utility of these approaches.

The traditional group comprises several well-known models, including Lewin's three-step model (1947), Grenier's six stages model (1967), Kotter's eight stages of action for leaders (1995), Lueck's transition model (2003), Bridge's transition model (2000), and the contingency approach to change proposed by Stace and Dunphy (2001). These models advocate for a linear, sequential, and systematic strategy for change management, aiming to mitigate the challenges posed by resistance.

In contrast, contemporary models such as ADKAR (Hiatt, 2006), "Agile change" management (Franklin, 2018), Kotter's Dual Operating System Model, and Appreciative Inquiry (David & Srivastava, 1980) take a non-linear approach. They acknowledge the dynamic nature of the business landscape and understand that change is a continuous and evolving process within organizations. These models emphasize agility, flexibility, and sustained adaptation.

There is an ongoing debate among researchers regarding the effectiveness of different organizational change models. Some scholars critique the relevance of existing frameworks, arguing that they fail to adequately address the complexities of the current business environment. They advocate for a more flexible approach capable of accommodating a wide range of change strategies and factors that influence the effectiveness of the change (Jones et al., 2019). Their primary assertion is that no single approach can be universally applied to all change situations; each scenario is unique and necessitates a distinct methodology and adaptability.

Conversely, researchers such as Mizrak (2024, chapter 9) posit that a deeper and broader understanding of these models can assist organizations in selecting appropriate strategies for organizational change, thereby enhancing their effectiveness. Organizations implementing changes can tailor the model and strategy to align with their specific nature, culture, goals, and business context. Nevertheless, it remains crucial for organizations to comprehend how to successfully lead an organizational change initiative (Jones et al., 2019). Guido and Van-Hootehem (2019) argue that the absence of a transparent, comprehensive theory renders organizational change a complex process, particularly when considering the vital role of such change in sustaining an organization's competitiveness and long-term survival.

Leaders of organizations play a pivotal role in steering change, particularly in establishing organizational readiness for it (Weiner, 2019; Cummings & Worely, 2009, p-163; Onyekwere et al., 2023). To adequately address the complexities of the current business environment, readiness for change means an organization can perform three critical activities in response to environmental change: proactive identification of the sign, acting in response, and the level of implemented innovation (Tammir & Zif, 2019). Others, like Miller (2020), HBS, believe that preparing the organization for the change process is necessary to define the change, understand its vitality, and seek broad support from various colleagues. After that, a road map will be produced to formulate success indicators. Define the impact on the stakeholders and ensure that the process fits the organic goals and the competitive strategy. In the final stage, evaluate the results of the effort.

This unique responsibility underscores the importance of their actions in ensuring efficient and effective management. They are also instrumental in developing the necessary abilities of employees to help them better cope with change requirements and stresses (Beitsch & Moran, 2017; Alnoor et al., 2022). Equally important is the role of extensive employee support and positive attitudes towards change, such as openness to change and the perceived impact of the result on their personal lives (Zainol et al., 2021; Mosquera et al., 2019; Onyekwere et al., 2023).

II. CONCEPTUAL FRAMEWORK

The conceptual framework for this investigation (Figure 1) outlines the qualitative methodology process and provides practical insights that are applicable to real-world business challenges. Based on the literature review, four critical factors influence the effectiveness of the change process: the need for change, effective change leadership, successful implementation, and resistance to change.

The primary aim of this study is to explore the motivations driving the need for organizational change. The literature highlights two principal motivators: exogenous factors—such as economic, technological, and social influences—and shifting customer demands for products or services. In addition, endogenous initiatives proposed by employees, management, and other stakeholders related to organizational structure, policies, procedures, and processes play a critical role.

The theme of leading change underscores the essential importance of effective leadership and the fundamental social element of trust between leaders and their subordinates. Leadership encompasses the skills and positional authority necessary to shape organizational members' values, beliefs, attitudes, and behaviors. A capable leader can motivate employees and stakeholders to support and enact meaningful changes. Furthermore, it is vital to cultivate trust within the workforce and the organization, enabling smoother navigation through this evolving landscape. Such trust enhances cooperation, fosters improved cross-organizational

communication and contributes to an open organizational culture.

The implementation of change involves two key approaches. The first posits that effective implementation depends on the organization’s capacity and expertise in managing change. The second approach emphasizes that

employees' reactions to them heavily influence the success of such initiatives. Therefore, a comprehensive qualitative investigation into the interplay between the need for change, effective leadership, efficient implementation, and openness to change can significantly improve the likelihood of a positive response to the complex challenges associated with organizational change.

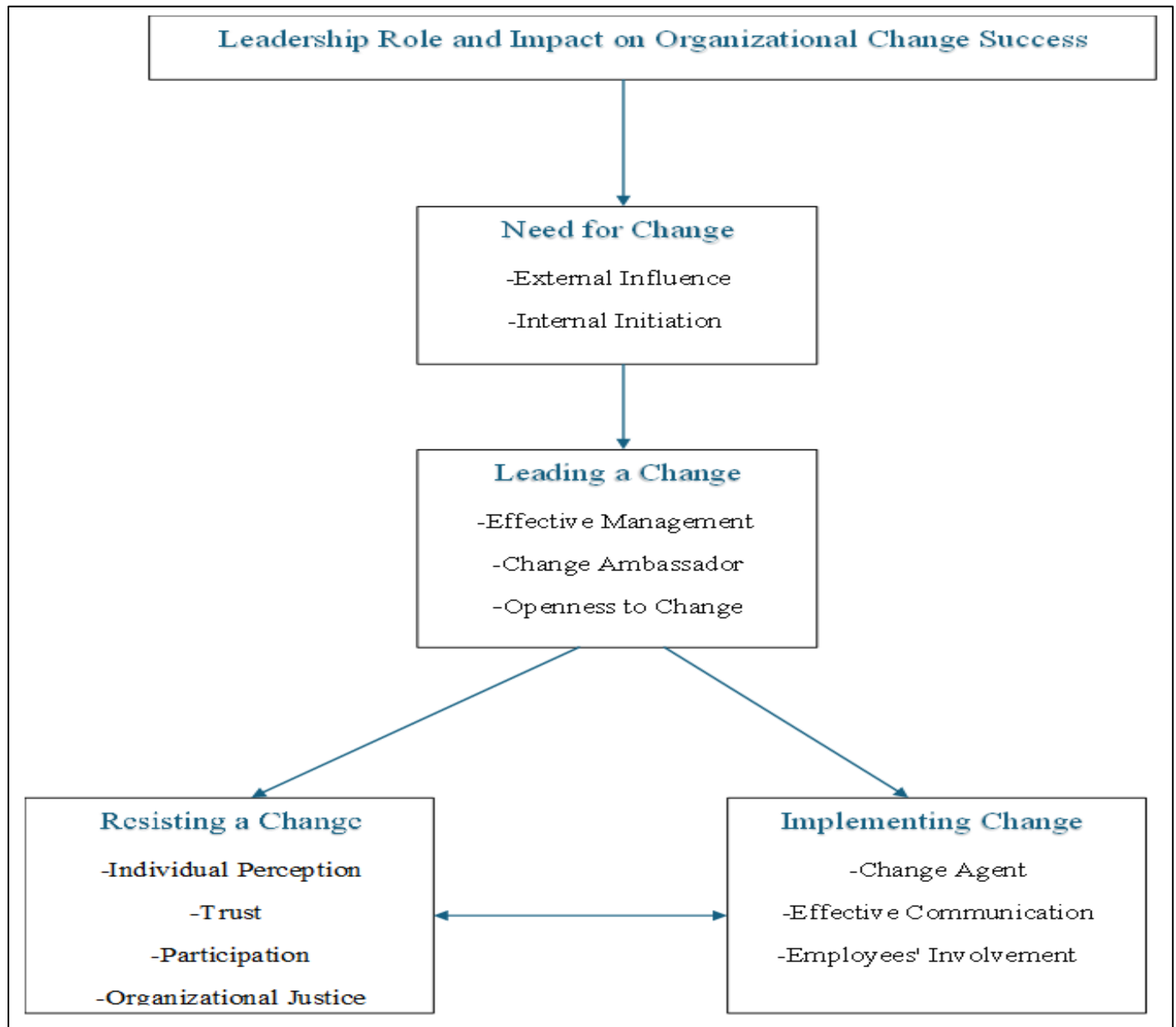


Fig 1 Organizational Change Conceptual Framework.

III. THE NEED FOR CHANGE

The unyielding competitive force of globalization necessitates organizations’ adaptation to stay ahead continually. Organizational changes have become vital to the business routine, allowing organizations to evolve and tolerate. It is not a choice but a necessity for organizations to change and embrace innovative ideas and efficient work processes (Awoke, 2020; Errida & Lofti, 2021; Furxhi, 2021; Mosquera et al., 2019; Jones et al., 2019; Onyekwere et al., 2023; Kharrheli & Gavardoshvili, 2022).

Change is happening more frequently than ever, and organizations must move quickly and continually adapt to the demands of the unfamiliar environment (Jones et al., 2019; Kharrheli & Gavardoshvili, 2022). Organizational leadership must become more aggressive in their change endeavors, preserving their competitive advantages in the market (Ryan, 2022; Onyekwere et al.,2023). Agile and new competitors arise all the time, and thanks to access to global digital platforms of research, development, marketing, sales, and distribution, it can displace the leading companies in the market faster than ever before. For example, disruption is a

new factor in the system that requires the organization to address because it has changed the rules of business competition (Traub, 2021). This dynamic nature of the field underscores the need for continuous research and the ongoing relevance of your work in this area.

Organizational change, as defined in the literature, is the transition of an organization from its current state to an unknown future state, facilitated by an effective and efficient process. This transition can manifest in various aspects, such as organizational structure, hierarchy, culture, strategy, products, and services, to enable flexible work models (Awoke, 2010; Furxhi, 2021; Zainol et al., 2021). Organizational changes are seen as a broad spectrum of types (about 12 prototypes) based on the intensity of the organizational changes (Stobierski, 2020, HBS). At one end of the spectrum are the Adaptive changes, such as an upgrade of equipment from one generation to a more advanced generation, and at the other end are the Transformational changes, changes that add meaning, such as the launch of an additional department in the organization. It requires an advanced vision from the decision-makers, greater management involvement, and organizational staff members' cooperation. Cummings & Worley (2009, P.506; Sofat et al., 2015) noted that such events are radical and deal with the fundamental assumptions prevailing in the organization about how the organization functions and relates to its business environment in addition to the element of the intensity of the organizational changes. Moreover, Manasaray (2019) emphasizes that the effect of change inside the organization is the most crucial consideration in change decisions.

Change is often instigated by the organization's response to external factors such as economic, technological, social, and customer needs for new products or services.

Take the example of the Israeli diamond industry. This industry has undergone profound deregulation and institutional changes in the last decade, because of which it has changed beyond recognition from a limited and centralized industry due to prudent management and tight control by the cartel to an industry where management prospects have become widely open and acceptable. The changes in the business environment created pressures for the opportunity to improve their competitive strategic fit to survive and even grow economically (Berger et al., 2019, p.4). However, the second set of drivers, the internal organizational initiatives of employees and management in structure and processes, play a crucial and empowering role in driving change (Awoke, 2020; Frxhi, 2021; Metz, 2021).

Metz (2021) categories change into three significant types, each profoundly influencing the organization: Closed, contend, and open. These classifications are pivotal in shaping management's response to change, as they equip management with the necessary information to respond effectively when it is a contented change or presents a more complex scenario, challenging management's decision-making when it is an open change. Zainol et al. (2021) hold a different viewpoint, viewing change as a planned change (first order) with minor adjustments and a random change

(second order) where each situation demands unique attention and treatment from management. Moreover, change can be rooted in various bases: change for development, transitional change, and transformational change, usually concentrated on business model structure, technologies, H.R. management structure, and organizational culture. Nevertheless, change in each part impacts the other parts of the organization (Kharrheli & Gavardoshvili, 2022; Onyekwere et al., 2024).

Organizations are entrusted with aligning their operations with market demands, a strategic role that underscores the criticality of change management in organizational survival. Selecting the most suitable model for their unique organizational characteristics is a pivotal decision that cannot be overstated (Musselwhite & Plouffe, 2011; Kharrheli & Gavardoshvili, 2022; Mizrak, 2024). The ubiquity of organization and change management development across all industries and sectors is a stark reminder that change is not just a choice but a vital necessity for survival (Awoke, 2020). The urgency and importance of this topic must be addressed.

Literature reveals specific gaps and future studies crucial to understanding the need for change. One such gap is the need for more research on multinational and multicultural corporations. This is particularly important as it will provide insights into how change operates in diverse organizational settings. Some insights provided in the "Forbes Business Council" by DP World's Americas CEO Enright (2023, September) claims that change in a global organization requires a comprehensive and structured approach, considering ten key stages: Creating a clear vision for the planned change, then communicating the organization's need for change and the outlined vision to the staff across regions and countries subseries: top management commitment and involvement in the process. A strict assessment of the current corporate situation, challenges, strengths, and weaknesses. To assemble a team of change experts and managers across regional and national departments. To prioritize communication and transparency of change information. To focus on cultural integration and diversity among staff. Identify and empower change ambassadors in staff. Implement the change in stages and check the progress in each stage. Provide employees with training and support programs. Finally, continuous evaluation and improvement of the strategic approaches and indicate outcomes.

A second literature gap relates to Mergers and Acquisitions (M&A). The literature considers this type of organizational change, which involves adapting organizational structure, communication, and staff engagement to preserve continuance improvement and organizational learning (Sun, 2023). M&A and corporate organizational change connect two independent entities in a shared organizational structure, processes, and organizational culture motivated by innovative needs. However, it requires deep future research about the impact of cultural differences on the success of change. It requires examining specific scenarios of organizational differences between industries and business sizes (Sun, 2023). A third literature gap concerns SME change management. The literature

emphasizes that SMEs usually proceed with many changes simultaneously and confront a change flow that requires different techniques and methods (Kurucz, 2016). Moreover, the conventional strategy or planning process was never operated. On the other hand, according to Kurucz (2016), many SME organizations have changed successfully and grown despite this.

This will help generalize the findings and expand the research scope in these areas. The need for further research is not just a necessity but an opportunity for growth and development in the field of organizational change that we must seize, offering a promising future.

IV. LEADING CHANGE

The business management challenge becomes increasingly intricate and demanding; hence, effective leadership is not just necessary but crucial in steering and executing organizational change. Understanding the success factors and potential causes of failure and then leading and successfully implementing the change plan is paramount (Awoke, 2020; Fusch et al., 2020; Oreg & Berson, 2019; Musaigwa, 2023). Furthermore, the leader should consider changing ahead of the race and encourage employees to follow them (Ryan, 2022). This emphasis on the role of effective leadership in driving and completing organizational change underscores the phenomenon's importance and relevance to business management, and the weight of this responsibility should be considered.

While literature often points to incompetent leadership as the leading cause of change failure, it also underscores the importance of leadership styles and traits in managing organizational change effectively. A leader's ability to motivate employees to embrace change is crucial and a cornerstone of successful change management. Possessing talent, wielding influence, and understanding the advantages or risks of the process are also crucial. Moreover, staying updated with the latest technology, being an excellent communicator, demonstrating competence in action, and earning trust as a change agent are key attributes (Awoke, 2020; Fusch et al., 2020; Mosquera et al., 2021; Oreg & Berson, 2019; Jones et al., 2019; Cumming & Worley, 2009, 9th edition; Onyekwere et al., 2023; Radwan & Radwan, 2022).

A leader must have a well-defined vision for change that aligns with the organizational goals and strategy (Musaigwa, 2023; Stobierski, 2021, HBS), effectively communicate the desired change by explaining how the move impacts the organization's contemporary situation, to reinforce the core values, and how the change will benefit them and the company, explain what can and cannot be achieved to the organizational members, and lead the staff by example. This sets the direction and ensures that employees understand the necessity of the change. Additionally, a leader must remove obstacles and provide necessary resources like training, mentoring, and coaching (Awoke, 2021; Jones et al., 2019; Musekiwa, 2023; Miller, 2020, HBS). More than that, according to Onyekwere (2023) and colleagues, leaders must

translate the vision into structured planning and assert that it is the most significant factor in change success.

In the nineties, research highlighted the importance of a vision for success. Collins & Porras (1995) studied 18 Fortune 500 companies and found that a strategic vision significantly contributed to their success. They noted that organizations focused on their vision can integrate core values while implementing fundamental changes.

On the one hand, the set of managerial activities prepares the organization for constant change; the terminology used in the literature is "Change Readiness" (CR), which is defined as cooperation in resolving change implementation and shared belief in the collective capacity to perform the change and respond effectively to the environment's new development (Timmor & Zif, 2019, p.26). Moreover, a leader who wishes to survive the challenging era must strive to build an organization that disrupts its environment. (Traub 2021. Chapter 12).

A 2018 Deloitte study of 1,600 senior managers found that only 25% felt they had the necessary management skills for change, and just 14% believed their organization would survive upcoming changes. The theory has overlooked the critical role of change readiness in organizational survival (Wiener, 2019). In more drastic changes like mergers and acquisitions, organizations should prioritize talent management, cultural integration, and incentive mechanisms to boost employee performance (Sun, 2023).

The ongoing debate about the most fitting leadership style for managing organizational changes within leadership theories is essential, dynamic, and engaging. Contemporary transformational, transactional, distributed, servant, and relational theories contribute to this lively discussion. A *transformational leader* encourages and motivates the team to take risks and be responsible for the results of their work. It influences work creativity and innovation, improving the organization's performance. *Servant leaders* lead by helping the team develop a better service orientation through personal example briefings and training (Jones et al., 2019). A *transactional leader* observes the team's behavior and replaces the process with a reward system to encourage employees to improve work and service. *Distributed leadership* is regarded as a collective social process born from the interaction of many organization members due to the assumption that organizational change involves different types of leaders at various times (Jones et al., 2019).

A *relational leader* is more than just a manager; they are a 'social influencer' who empowers others, examines each member of the organization's strengths and weaknesses, relies on strengths at work, works to improve weaknesses, and encourages collaboration (Jones et al., 2019). This leadership style can significantly impact organizational change, particularly in fostering a collaborative and supportive environment.

While these theories have been extensively discussed in academic literature, there is an urgent and apparent need for

further empirical investigation. This investigation is crucial to identifying the most effective leadership style for management changes (Usman, 2020). Your role as scholars, professionals, and researchers in the field is integral to this process, and the potential impact of your contributions is significant. Some argue that transformational leadership is more effective in times of change, while others advocate for transactional leadership (Usman, 2020). Furthermore, some researchers suggest that different implementation stages may require different leadership styles (Jones et al., 2019; Usman, 2020). However, scholars agree that transformational leadership can boost organizational change by motivating employees to support change. Your insights and contributions are vital in this ongoing discussion and can potentially shape the future of leadership in organizational change.

Adserias (2017, p.118) found that while transformational leadership alone is not optimal for organizational changes, a combination of transformational and transactional styles is more effective. In contrast, Chou (2015) studied ten business sectors in Taiwan and concluded that transformational leadership positively impacts on employees' support for change, reduces stress, and enhances commitment to change.

As for the leaders' specific qualities for change, Caulfield and Singer (2017) have identified six crucial leadership qualities during change times. These include being an inspired communicator about the imperative need for change, fairness in the context of security and trust of the teams in the organization's leadership, professional expertise with the ability to implement organizational changes, the ability to cause a situation of total support for changes from the organization's members, instilling mutual respect, appreciation, and empathy in the organization's members, and having the skill to make difficult decisions during complex changes. These qualities provide a clear and comprehensive framework for effective leadership during change.

The JSC Beer Company case study illustrates the impact of management on organizational change. The company underwent significant transformations due to internal and external factors, notably by expanding its beverage portfolio, which required upgrading production systems and technology. The company successfully navigated challenges through key management actions like involving employees in discussions about necessary changes and allowing their participation in implementation. These leadership qualities contributed to the successful transition during difficult times.

Even nowadays, there is a gap in understanding how to be effective in change management, despite years of studying the topic; disagreements exist on the leader's role and tasks in leading changes (Oreg & Benson, 2019; Errida & Lofti, 2021). The main reason for that is the issue of a leader's influence on organizational change has yet to be systematically investigated (Zainol et al., 2021); furthermore, there is a divergence of perceptions about the relationship between leadership and organizational change (Jones et al., 2019). The urgency of this investigation is paramount, as it

underscores the need for more qualitative studies to evaluate the relationship and value between leaders and employees in a changing area. This need is a theoretical concern and a practical necessity for organizations striving for effective management changes.

V. IMPLEMENTING CHANGE

Implementing change within an organization is a complex and inherently risky endeavor; many companies encounter changes that fail to achieve their intended outcomes. Nevertheless, it is important to acknowledge that existing literature indicates a success rate for change initiatives ranging from 30% to 40%, with organizations typically realizing about 60% of the planned value (Hunsaker, 2024). This potential for success should provide a sense of optimism within both academic circles and organizations, motivating significant research efforts to reduce failures and increase the likelihood of successful outcomes.

According to Ford et al. (2021) and Mizrac (2024), successful change achieves two key objectives: attaining the desired outcomes of the change initiative and ensuring that those affected, such as clients, are satisfied with the process and results.

Usman (2020) categorizes the implementation process into three stages: Communicating, Mobilizing, and Evaluating. The Communicating stage involves intensive communication efforts among organizational members regarding the change, including articulating the shift's vision and rationale. The Mobilizing stage refers to the leader's role in driving the change process with active participation and support from stakeholders. Finally, the Evaluating stage encompasses the development of metrics to assess the change's impact on the organization, including lessons learned to improve future implementation efforts.

The literature delineates two primary approaches to achieving successful organizational change. The first emphasizes the organization's capabilities and the leadership driving the change, while the second stresses the importance of understanding and valuing individuals' perceptions of change. Recognizing and appreciating these perceptions is crucial, as it helps stakeholders feel acknowledged and valued within the organization.

From a management perspective, the success or failure of change implementation largely depends on the organization's openness and readiness to engage in change management. The leader's ability and qualities significantly influence this readiness to guide the change process effectively. Researchers widely agree that strong leadership is essential for successfully executing organizational change (Ford et al., 2021). However, there is also a consensus that initiatives often stumble when leaders lack the competence to make necessary adjustments and provide clear direction (Zeinol et al., 2021).

Rowland et al. (2023) assert that the primary reason is that leaders must carefully consider how to approach change

in a way that aligns with their intentions. However, their focus tends to be "what" needs to change rather than "how" to affect that change. Similarly, Ford et al. (2021) emphasized the necessity for more evidence regarding the impact of change management, underscoring existing gaps in knowledge and the potential for further investigation. Moreover, effective management during implementation is not merely an outcome; it is a pivotal determinant of success that addresses various challenges and adeptly navigates the implementation process. This highlights the critical role of leadership in change implementation and should resonate with the stakeholders about the importance of their contributions.

The subsequent approaches emphasize that the success or failure of organizational changes heavily relies on employee perceptions. Unfortunately, not all employees respond positively; some may react negatively and resist change (Damawan & Aziza, 2019; Oreg & Berson, 2019; Musaiigwa, 2023). Understanding this variance in employee reactions is essential for effective management change. Leaders play a pivotal role in motivating employees to embrace change through their positions. They act as change ambassadors by articulating a clear and achievable vision. Motivating employees empowers them to feel capable of actively participating in the change process (Zainol et al., 2021; Alnoor et al., 2022). For instance, a quantitative study conducted by Sofat et al. (2015) on six IT companies in India highlighted the different strategies employed by management during times of change and their subsequent impact on employee commitment to change. The findings indicated that constructively engaging with management—through training and support—positively influences employees' commitment to the change process, thereby contributing to its success.

This concept is further illustrated by the example of Daniel, the CEO of an ICT Group in Israel, who implemented internal organizational changes aimed at enhancing efficiency by redistributing the workforce, notably by increasing the number of employees reporting to each team leader. These adjustments ultimately improved the organization's profitability in response to a significant decline in company revenues.

He believes any change necessitates an optimistic attitude and confidence in achieving success. Additionally, he emphasizes the importance of ensuring that the organization has all the necessary tools and resources to facilitate the change. In his experience, leading changes does not always unfold smoothly. Occasionally, managers encounter employees who are reluctant to acknowledge the reality of the situation. Therefore, creating space for employees to express their feelings is essential, allowing them to process the circumstances effectively to fulfill their responsibilities.

The literature documents a variety of frameworks and theories for implementing organizational change. Furthermore, this field is dynamic and continuously evolving, with new theories and perspectives emerging over time; each theory has advantages and disadvantages. The ongoing discourse surrounding the key factors determining the successful implementation of organizational change is vital

for the academic community, as it ensures that organizations possess the necessary tools and resources to achieve their objectives.

For instance, Errida and Lofti (2019) examined thirty-seven models to develop an integrative framework encompassing twelve essential categories for effective change implementation. These categories include the development of a clear and shared vision and strategy for the entire organization, preparation for changes at both the organizational and individual levels, planning approaches to change, establishing a coalition of expert employees to lead the initiatives, involving senior management to influence employee engagement, ensuring effective communication, engaging all stakeholders, sustaining achievements, monitoring and measuring progress, motivating employees, addressing resistance to change, and positively impacting employees.

Weiner (2009) introduces two prominent theories—"Motivation" and "Social Cognitive"—to provide a deeper understanding of an organization's readiness for change. The motivation theory posits that commitment to change arises when members of the organization value the change and perceive it as essential and worthwhile. In contrast, the Social Cognitive theory focuses on organizational members evaluating three key dimensions of change implementation: task requirements, available resources, and situational factors.

Rowland et al. (2023) suggest a model of four approaches to change aimed at helping leaders evaluate and decide to take on Directive change, Self-assembly change, Masterful, and Emergent; each has merits and shortages and stands for the leader's choice.

Agile change management is an approach to organizational change management. The approach is characterized by managerial flexibility due to the organization's need to respond rapidly. Its advantage is that it suits sectors and industries requiring rapid innovation and market disruptions to respond to consumers' evolving desires and needs. Several principles characterize the approach: collaboration, transparency, iterative progress, and establishing a cross-functional team to drive and lead the change (Mizrak, 2024).

Therefore, Netflix chose to change its DVD services by email rental in favor of a streaming media provider's service, emphasizing the issue of agility and keeping the customer at the center of the activity. The results of the organizational changes in the company were revolutionary in the entertainment industry. The company disrupted the customary traditional entertainment market by offering customers on-demand access to the movie library and TV shows. It has reshaped how subscribers purchase entertainment. Consequently, it adapted to market developments and created impactful customer value (Burrough, 2019).

Radwan & Radwan (2022) conducted a quantitative study exploring the essential factors influencing the implementation of organizational changes within the luxury hotel sector in Egypt. They identified five key factors affecting the success of these changes: employee engagement, leadership support, communication, organizational culture, and employee resistance to change. Notably, the variable of employee engagement demonstrated a partial mediating effect among the independent variables, which include communication, leadership support, organizational culture, and employee resistance.

Usnita (2022) proposed nine management strategies to enhance the likelihood of successful implementation. These strategies include setting annual targets, developing clear policies, allocating resources effectively, addressing conflicts and taming staff anxiety regarding change, fostering a culture of readiness for change, revising the reward system, and updating human resource procedures to reflect the change.

VI. RESISTING A CHANGE

Understanding the dimensions of resistance to change is essential, as it offers a comprehensive perspective on this inevitable organizational phenomenon and its influence on the change process. The three motivator dimensions— affective, cognitive, and behavioral—significantly shape how employees respond to change (Denning et al., 2023).

Resistance can manifest in various forms, including deliberate tardiness, layoffs, strikes, and even property damage. The primary causes of resistance often include fear of the unknown, misunderstandings regarding the need for change, and concerns about losing status, benefits, or convenience. Additionally, there is an inherent instinct to prefer the familiar over the unfamiliar (Hubbard, 2023; Alnoor et al., 2022).

Furthermore, there are four distinct responses to change: acceptance, conflict resolution, prevention of resistance, and ambivalence.

The literature provides various models/theories of resistance to change; some researchers categorized the factors associated with the individual, and others associated them with the group or the organization (Denning et al., 2023; Alnoor et al., 2022). Personal characteristics may affect resistance to changes; for example, an employee with negative feelings will tend to resist changes due to a tendency characteristic.

On the other hand, organizational factors include trust, organizational climate, employee-employer relations, management style, and organizational culture (Oreg & Berson, 2019). The reason behind the organizational barriers is that organizations are designed to maintain stability by selecting suitable employees for certain positions who receive compensation according to the performance of the tasks. Therefore, structural inertia arises to overcome the new difficulty of change. Work Group Inertia - The desire to continue to carry out the task in a certain way also stems from

the influence of the people in the environment by group norms. The changes violate these norms and lead to group resistance. Balance of Power threat- changes violate the balance between the employees and the organizational sub-units that dominated in the past, and there is a fear that their status will change. Previous Unsuccessful Change Effort - the trauma of the organization's or different groups' past failures, therefore, fear of new attempts at change Greenberg & Barson, (2003).

Trust is a pivotal factor that shapes the change process (Ryan, 2022). The prevailing sense of organizational justice, particularly in business activity results, compensation, and management conduct, significantly influences the first psychological motive for resistance to change (Rehman et al., 2021; Deng et al., 2023). Trust is considered in business literature an asset for the organization, and it is the confidence and willingness of one party to be vulnerable to the other party and operate based on its words, actions, and decisions (Ma et al., 2019; Alnoor et al., 2022; Ryan, 2022).

Employees' trust in their leader, especially during times of change, is a crucial driver of their willingness to adapt, as they believe in their ability to lead them on the right path for their and the organization's benefit (Zainol et al., 2021; Hubbard, 2023; Ma et al., 2019). However, Ryan (2022 p.3) reports on a trust gap between employees and their organizations (15%) and customers (57%).

The "Leader-Member Exchange" (LMX) theory proposed by Bawer and Green (1996) examines the quality of interactions between managers and employees. In cultivating a relationship with an employee, a manager delegates authority, allowing the employee autonomy and the opportunity to exercise initiative. Tasks are assigned based on the employee's skills, encouraging them to justify the manager's trust through diligent performance and creativity. Consequently, this leads to positive evaluations from the manager. This exchange underscores the mutual relationships between employees and management (Reham et al., 2021; Deng et al., 2023).

Equally significant is the concept of "Perceived Organizational Support" (POS), which pertains to employees' perceptions of how the organization values their efforts and supports their well-being, social needs, and career development (Reham et al., 2021).

However, the literature shows a gap in some respects. First, the lack of models and theories supports the issue of resistance to change. Second, the data collected results from research in one organization or industry; to complete the knowledge and make it reliable for practitioners, it is necessary to expand the empirical studies to many sectors and countries worldwide.

Bambale et al. (2021) researched Malaysian factories, finding a positive relationship between trust, motivation, commitment, and organizational change. Their results suggest that change leadership should influence these behaviors for successful organizational change (Hubbard,

2023). Similarly, Rehman et al. (2021) examined resistance to change in Pakistan's banking sector. This reveals that social justice impacts resistance and participation in implementing changes, particularly the exchange quality between management and employees.

In interviews with CEOs and managers in Israel, I found widespread resistance to organizational changes among employees, with some even considering resignation. However, a few companies saw employees rallying behind the changes despite added responsibilities. CEOs noted that fostering strong interpersonal connections and involving workers and management in decision-making helps build trust, making it easier for employees to adapt to change, a crucial part of organizational processes.

The case of Bereshit, a collective enterprise in Israel, illustrates two key factors in managing organizational change: the influence of management style and leadership during transitions and the impact of organizational culture on daily operations. With significant operational losses, the Kibbutz management appointed a new CEO with a capitalist agenda and a transformational leadership style. This leader introduced innovative strategies aligned with globalization while navigating the existing collectivist culture. The shift in leadership resulted in improved economic performance and highlighted the benefits of transformative leadership, including enhanced trust and openness to change. The CEO effectively managed conflicts within the kibbutz community, balancing differing economic perspectives on the factory's future.

VII. LESSONS LEARNED AND CONCLUSIONS

Researchers highlight the necessity of organizational change for survival in a rapidly evolving business landscape, enabling companies to maintain a competitive edge. Leaders often struggle to select a change management model that suits their organization's unique needs, making effective leadership crucial for successful implementation. Transformational leadership is incredibly effective, requiring inspiration, communication skills, fairness, confidence, mutual respect, and decisiveness.

Successful change depends on two main factors: customizing the approach to fit the organization, communicating the vision, and mobilizing and treating initial changes as pilot initiatives that can be scaled over time. The process involves three critical stages: communication of the vision, mobilization of leadership efforts, and assessing the impact of changes to refine future implementations.

Literature offers various frameworks for managing change, each with pros and cons, emphasizing the need for organizational leadership to stay updated. Understanding the dimensions of resistance— affective, Cognitive, and Behavioral—is essential to addressing issues like theft and strikes. Resistance is influenced by personal, group, and organizational factors, with trust in employee-employer relations playing a key role in how changes are accepted.

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