

2022

Successful Strategies to Drive Change Management Initiatives within Global Organizations

Vickey John-Joseph
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [International Relations Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Vickey John-Joseph

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Betsy Macht, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Theresa Neal, Committee Member, Doctor of Business Administration Faculty

Dr. Cheryl Lentz, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2022

Abstract

Successful Strategies to Drive Change Management Initiatives within Global
Organizations

by

Vickey John-Joseph

MS, Edinburgh Napier University, 2017

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2022

Abstract

Ineffective change management initiatives can negatively impact organizational performance and profitability, leading to a lack of adaptation and business collapse. Business leaders are concerned with formulating and implementing strategies needed to drive successful change management initiatives for improving organizational performance. Grounded in Lewin's theory of change, the purpose of this qualitative multiple case study was to explore strategies that some business leaders used to successfully implement change management initiatives for improving organizational performance. The participants included four business leaders from four organizations in St. Lucia, Caribbean, with at least five years of experience in leadership who successfully implemented organizational change management initiatives. Data were collected using semistructured interviews and a review of organization strategy documents, yearly business plans, employee handbooks, journal reflections, and business websites. Data were analyzed using thematic analysis with four themes emerging: strengthening communication, increasing employee engagement, reinforcing training, and strengthening organizational culture. A key recommendation is for business leaders to make a concerted effort to enhance communication regarding change initiatives. Implications for positive social change include the potential to equip business leaders with successful strategies to implement change management initiatives that could enhance organizational performance and sustainability, increasing employment opportunities and contributing to local communities' tax revenues.

Successful Strategies to Drive Change Management Initiatives within Global
Organizations

by

Vickey John-Joseph

MS, Edinburgh Napier University, 2017

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2022

Dedication

Special honor and dedication to my parents, George and Mary (D.O.D May-2010 and May 2013 respectively), for the numerous sacrifices to ensure that my six siblings and I received the best quality of life. My parents taught me to believe, persevere, and never give up. May their souls continue to rest in perfect peace. I miss them dearly. A special dedication to my family and friends for their prayers and support. Most importantly profound dedication to my husband Paulinus Tyson Joseph, for his continuous motivation and enthusiasm throughout my doctoral journey.

Acknowledgments

I would like to acknowledge and express my heartfelt gratitude to the following individuals for their invaluable assistance and support in contributing to the success of my studies. Special acknowledgment to my chair, Dr. Betsy J Macht, second committee member, Dr. Theresa Neal, and URR, Dr. Cheryl Lentz, for their motivation, drive, and guidance during my research project. Most notably for meticulously combing through numerous drafts and providing essential feedback during their review process. It is an honor to have shared their intellectual space. Acknowledgment to the academic and administrative staff of Walden University, particularly staff of the library, writing center, tech support, and student success advisors.

This acknowledgment is in honor of my distinguished colleagues in the Drs Stronger Together Group. I am humbled by the overwhelming pour of unwavering support and encouragement; as you all continue your journey, may a myriad of incredible opportunities await all of you. I owe a debt of gratitude and recognition to my esteemed mentor and friends, Nadine Mc Clain, Francis Osadare, and Ramgopaul Roop, who were instrumental in dedicating their time, advice, and guidance. I must thank the business leaders who volunteered and assisted with the data collection process. Most importantly, profound gratitude to God for allowing me life, time, and divine wisdom for this course.

Table of Contents

List of Tables.....	v
Section 1: Foundation of the Study	1
Background of the Problem.....	1
Problem Statement.....	2
Purpose of the Study	3
Nature of the Study	3
Research Question	5
Interview Questions	5
Conceptual Framework.....	6
Operational Definitions.....	7
Assumptions, Limitations, and Delimitations	8
Assumptions	8
Limitations.....	8
Delimitations	8
Significance of the Study	9
Contribution to Business Practice.....	10

Implications for Social Change	10
A Review of the Professional and Academic Literature.....	10
Relevant Theory.....	12
Alternative Theories.....	14
Organizational Survival and Change	17
Tools for Identifying and Implementing Change	19
Change Effects on Employees.....	22
Factors Affecting Organizational Change.....	25
Establishing a Change Culture	38
Communicating the Change Initiative	44
Transition	48
Section 2: The Project.....	50
Purpose Statement	50
Role of the Researcher	51
Participants	54
Research Method and Design.....	56

Research Method	56
Research Design	58
Population and Sampling	60
Ethical Research	62
Data Collection Instruments.....	65
Data Collection Technique.....	67
Data Organization Technique.....	70
Data Analysis	71
Reliability and Validity.....	74
Reliability	74
Validity.....	75
Transition and Summary.....	79
Section 3: Application to Professional Practice and Implications for Change	80
Introduction	80
Presentation of Findings.....	81
Theme 1: Strengthening Communication	83

Theme 2: Improving Employee Engagement.....	88
Theme 3: Reinforcing Training	92
Theme 4: Strengthening Organizational Culture	97
Application to Professional Practice.....	100
Implications for Social Change	103
Recommendation for Action	104
Recommendation for Future Research.....	107
Reflections.....	108
Conclusion.....	109
References	112
Appendix A: Interview Protocol	142
Appendix B: Email Invitation to Participants	148
Appendix C: Letter of Cooperation from Research Participant.....	150

List of Tables

Table 1. Business Leader General Demographic Information.....82

Table 2. Emergence of Themes and Number of Occurrences82

Section 1: Foundation of the Study

In today's fast-changing, volatile, and uncertain global business environment, traditional approaches to managing organizational change must be reevaluated. As business leaders adapt to changing global business environments, the successful implementation of change initiatives becomes critical for organizational long-term sustainability and survival. Organizational change is a prerequisite for growth, financial performance, and competitive success (Oreg et al., 2018). Change management is the most challenging element of corporate activity to develop and implement due to business leaders' lack of knowledge and ineffective strategies (Lumbers, 2018). The purpose of this qualitative multiple case study was to explore strategies that some business leaders use to successfully implement change management initiatives for improving organizational performance. This section includes the background of the problem, problem statement involving a specific business problem, purpose, research question, and interview questions that study participants addressed. In addition, this section also includes the significance of the study, contributions to business practice, the social impact of this qualitative study, and a review of professional and academic literature related to the research problem.

Background of the Problem

Organizational sustainability involves business leaders' engagement in the change initiative implementation process (Cesario & Chamble, 2017). Organizational change is essential for businesses to succeed and be competitive. Leaders who successfully develop

change management initiatives help organizations revolutionize business practices and increase global presence.

Change initiative implementation continues to fail despite the efforts of business leaders. Niess and Duhamel (2018) said some business leaders are not aware of effective strategies needed to implement change management initiatives successfully. Fattore et al. (2018) said business leaders are challenged during the change process and cannot successfully manage and implement change strategies. During the change process, employees' involvement and vision are critical for the change implementation plan. My study findings may support business leaders with knowledge of successful change management strategies.

Problem Statement

With rapidly changing regulatory environments, business leaders face challenges in terms of sustaining business operations and survivability (Fairlie, 2020, p. 727). Only 48.8% of new businesses survive the first 5 years of their initial launch (U.S. Small Business Administration [SBA] Office of Advocacy, 2020, p. 2). The general business problem is that ineffective change management initiatives can negatively impact organizational performance and profitability. The specific business problem is that some business leaders lack strategies to successfully implement change management initiatives for improving organizational performance.

Purpose of the Study

The purpose of this qualitative multiple case study was to explore strategies that some business leaders use to successfully implement change management initiatives for improving organizational performance. The target population for this study was business leaders from four organizations in St. Lucia, Caribbean with at least 5 years of experience in leadership who have successfully implemented organizational change management initiatives. Implications for positive social change include the potential to adequately equip business leaders with successful strategies to implement change management initiatives that could enhance organizational performance and sustainability, leading to increasing employment opportunities and contributing to local community tax revenues.

Nature of the Study

Researchers may use one of three methods when conducting studies: (a) quantitative, (b) qualitative, and (c) mixed methods. Researchers who use the quantitative method measure and analyze relationships among variables, test hypotheses, and generalize and predict outcomes (Makrakis & Kostoulas-Makrakis, 2017). I did not test hypotheses involving examining variable characteristics or relationships; consequently, the quantitative method did not suit this study. Mixed methods researchers combine quantitative and qualitative approaches (Meraz et al., 2019). The mixed methodology involves combining quantitative and qualitative methods. As addressing study outcomes did not require using the quantitative method, the mixed methods design was not suitable.

The qualitative research method was most appropriate for exploring participants' experiences and perceptions in terms of devising and effecting processes. Makrakis and Kostoulas-Makrakis (2017) said researchers should employ the qualitative method when focusing on meanings and processes that are differently defined, which aligns with my study's purpose. Therefore, I selected the qualitative method to explore successful strategies business leaders can implement to drive change management initiatives for improving organizational performance.

The four qualitative research designs I considered for my study were: (a) narrative, (b) phenomenological, (c) ethnographic, and (d) case study. According to Madden et al. (2018), narrative researchers explore participants' personal stories and perspectives to describe a phenomenon. This study required an investigation within a specific space and time frame and did not involve early life experiences of business leaders. Therefore, the narrative design was not appropriate for my study.

In phenomenology, data are collected through interviews to understand personal meanings of participants' experiences (Cypress, 2018). Phenomenology was not suitable for my research because I did not search for common themes involving personal meanings of experiencing phenomena. Ethnographic researchers explore a group's culture (Yin, 2018). However, this was inappropriate for my study, I focused on identifying and exploring strategies rather than the culture of a group.

The multiple case study design was most appropriate for my study. I elected to use the multiple case design over a single case study design. Marshall and Rossman (2017) said researchers use single case studies to explore separate occurrences of a phenomenon to obtain single perspectives. Thus, the single case study design was not appropriate for my study because I did not analyze and compare multiple organizations' experiences. Since my research question involved identifying and exploring strategies that business leaders from different organizations use to successfully implement change management initiatives, I selected a multiple case study design.

Research Question

The research question for this study was: What successful strategies have business leaders implemented to drive change management initiatives for improving organizational performance?

Interview Questions

I asked the following open-ended questions via semistructured interviews:

1. What key strategies did you use to develop and implement change management initiatives for improving organizational performance?
2. How did you assess the effectiveness of your key change management strategies to improve organizational performance?
3. What strategies did you use to involve staff in the development and

implementation of the change management initiatives?

4. What strategies did you use to communicate the developed change management initiatives to mitigate resistance from employees?

5. What were the key challenges, obstacles, or barriers, if any, that you encountered in developing successful strategies to implement change management initiatives?

6. How did you address any key challenges, obstacles, or barriers you faced in developing successful change management strategies?

7. What other information would you like to offer that we have not already covered regarding successful strategies your organization developed and implemented to drive change management for improving organizational performance?

Conceptual Framework

The conceptual framework for my study was Lewin's change theory, which was introduced in 1951. Leaders and employees need to collaborate to facilitate the implementation of change management strategies to foster organizational success. Lewin (1945) said contemporary society requires a deeper understanding and effective approach in exploring change management. Lewin (1946) said the change theory included a three-phase process: (a) unfreezing, (b) change, and (c) refreezing.

The first stage is unfreezing of the current practices and norms. The second change phase is moving, which is where the change materializes. The third phase is freezing (more frequently classified as refreezing), where the new standard is perpetuated throughout the organization (Desmond & Wilson, 2018). The change theory is used to revise policies for the successful implementation and execution of change management initiatives (Brock et al., 2019). Successful change management leaders employ a collaborative process and use performance measures that support change initiatives (Rosenbaum et al., 2018). Lewin's change theory, therefore, was the applicable conceptual framework for my study because it facilitates identifying and exploring successful strategies participating leaders employed to drive change management initiatives for improving organizational performance.

Operational Definitions

I used the following operational definitions to assist in understanding keywords I used throughout the study.

Change initiatives: Process of improving an organization's structure, direction, and operations to fulfill external and internal standards (Islam et al., 2021).

Organizational change: How organization leaders alter significant processes in order to transition to operational excellence (Espedal, 2016).

Resistance to change: Fear of the unknown and risk factors associated with the change management process (Niculescu & Voicu, 2018).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions in research are researchers' expectations that are presumed to be accurate and acceptable, without substantial evidence to validate. For my study, I made two assumptions. I assumed that interview candidates who were experienced business leaders and have successfully implemented change management initiatives, provided honest and accurate responses to interview questions. I also assumed interview questions could substantiate enough data to answer the research question.

Limitations

Limitations are components of the study that are out of the researchers' control, possibly influencing the study's findings. Greener (2018) said limitations are potential weaknesses in research that could impede the study's validity. Consequently, researchers must clarify strategies or intentions to address limitations to alleviate any adverse impact on the study (Cox et al., 2019). The first limitation involved accessing business leaders to agree to interview dates and times. The second limitation involved generalizing and transferring findings to other organizations such as nonprofit organizations. The sample size could be a possible limitation in terms of attaining data saturation.

Delimitations

The researcher defines delimitations in a study. Delimitations are limits established for research (Morgado et al., 2017). I collected data exclusively from business

leaders from St. Lucia who successfully implemented and managed change management initiatives. Sample populations should include a broad range of organizational leaders to avoid a limited population (Theofanidis & Fountouki, 2018). I used the case study research design to gather data from this population of senior business leaders. When a researcher restricts the geographic region to a single area, the generalizability of the results is limited (Yin, 2018). I selected St. Lucia as the geographical location for my study.

Significance of the Study

Business leaders could discover successful change strategies to achieve operational excellence. Implementation of change management strategies should enhance the propensity for organizations to remain successful. Findings from this study could stimulate business leaders, human resources managers, managers, and supervisors to reassess their organizations' change management policies. Results and recommendations from this study could assist business leaders with formulating and adopting alternative strategies and processes for implementing change and thus improving organizational performance for achieving and sustaining success. My study's findings could add value by identifying a practical model to improve management practices and enhance business knowledge and employee readiness to change. Such practices could lead to business success, which could foster more positive work environments and benefit local communities through increased employment.

Contribution to Business Practice

Findings from this study could be useful in business practice as a lens to view change management strategies and the implementation process to ensure organization success. Teece (2018) said business leaders should enhance or adapt to change management strategies. This study's findings could improve change implementation success rates within organizations and support business leaders by enabling them to create and implement strategies to achieve and sustain key business process improvements for driving their organizations' success.

Implications for Social Change

Study results may contribute to positive social change because business leaders may be adequately equipped to improve and manage successful change management initiatives to sustain organizational success. According to Karadag (2018), local communities are also impacted when businesses are successful by fostering a climate that encourages socioeconomic benefits, sustainability, and growth. When organizations are thriving, leaders may support their community members by providing stable incomes through job creation with derivative tax revenues. Hence, employees and citizens could be better positioned to support their families and communities through these efforts.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore strategies that some business leaders use to successfully implement change management initiatives for

improving organizational performance. The target population for this study consisted of four business leaders from four organizations in St. Lucia, Caribbean with at least 5 years of experience in leadership who have successfully implemented organizational change management initiatives. In the literature review, I incorporated Lewin's theory of change as the framework to analyze strategies influencing change management techniques. Evaluating academic literature will lead to knowledge and insights involving the process researchers use to analyze the significance of organizational changes, the impact of leadership roles on employee performance, and strategies that are developed to mitigate resistance to change. Search terms were: *change management, change initiatives, resistance to change, innovation, organizational development, and transformation.* for my study. I used the following online databases: ProQuest Central, Business Source Complete, Emerald Management Journals, SAGE Journals, and Academic Search Premier via the Walden University Library. Google Scholar was also used in addition to government databases such as the St. Lucia Bureau of Statistics and information service. I reviewed literature on change management strategies and leadership. Articles related to my research will reflect in the literature review. The literature review consists of 137 sources. References met the 85% prerequisite for published peer-reviewed references within 5 years of the study's completion date, with 85% peer-reviewed articles that were published between 2017 and 2021.

Relevant Theory

In research, the purpose of a conceptual framework is to ground an investigation. Using a theoretical model can increase success during the organizational change process (Galli, 2018). Lewin was one of the founders of change management. For my study, I applied Lewin's theory of change to analyze successful strategies business leaders can implement to drive change management initiatives for improving organizational performance.

Lewin's Theory of Change

Lewin's change theory comprises of three critical stages. The first involves unfreezing current practices and standards; the second stage is the moving stage, during which change occurs (Desmond & Wilson, 2018). The third stage is the freezing or refreezing, during which new standards materialize within the organizations (Cummings et al., 2018). For organizations to implement change management strategies successfully, leaders must freeze current operational methods and incorporate new changes while creating paradigm shifts involving organizational functionality.

Throughout the unfreezing phase, business leaders should adapt to the change process. Leadership plays a critical role when transitioning their teams to the moving phase by reassuring employees of the change process' benefits and significance (Rosenbaum et al., 2018). The actual transition begins during the moving phase process.

Leaders should thoroughly investigate potential strategies when determining whether outcomes could be successful. Change management has three elements: the vision to identify the change project, the method or strategy to achieve the objective, and the will to align employees to the vision (Lewin, 1946). Leaders should create measures for accomplishment during implementation phases that facilitate effective results (Lewin, 1946). Researchers continue to rely on Lewin's theory of change as the conceptual lens to develop and manage change initiatives.

Successful factors leading to practical implementation should guide change management strategies. Leaders continue to apply Lewin's theory of change throughout the organizational change process (Burnes & Bargal, 2017). Principles of Lewin's theory of change assists in developing and sustaining change initiatives (Endrejat et al., 2017). Leaders who understand the need for organizational change, manage the change initiatives more effectively.

Researchers use Lewin's theory of change conceptual framework to guide the change process. Lewin's three-step requires proper planning and alignment with the change project (Rosenbaum et al., 2018). The initial change process begins with the need for change, which is critical for organizational success and sustainability (Cummings et al., 2018). Lewin's theory of change was the appropriate framework for my study.

Lewin's theory could help leaders with the change process when developing and sustaining change management initiatives. During the first phase of Lewin's theory,

leaders develop change management initiatives, convey plans, and commence implementation courses (Rosenbaum et al., 2018). During the second phase, leaders involve employees to reinforce changes and create a new culture (Galli, 2018). During the third phase, employees must accept the change process to foster a new approach and smooth transitions while leaders continue working with employees to ensure the process is thoroughly understood and a new status quo is established (Lewin, 1974). Leaders reward employees for operating within these new routines.

Alternative Theories

McKinsey 7S Model

McKinsey 7S model refers to the strategy, structure, systems, shared values, style, staff, and skills that are valuable to evaluate organizational effectiveness. However, the model did not support my research question to explore successful strategies business leaders implement to drive change management initiatives. The 7S model enables organizational change and facilitates leaders in terms of focusing on skills and employee participation (Park et al., 2021). Business leaders must be critical in developing and sustaining effective change strategies. The framework involves incorporating directives to identify how every aspect of the organization might change while facilitating implementation processes (Shaqrah, 2018). A crucial disadvantage of the McKinsey 7S model is the time frame for leaders to successfully incorporate and complete all implementation phases (Galli, 2018). An additional disadvantage is that the model

involves primarily skill development instead of employee performance. Leaders need to understand principles of change and create skillsets to adapt to parameters and tailor them specifically for organizations.

Transformational Leadership Theory

The transformational leadership theory was a potential conceptual framework for my study; however, I did not select the framework. Burns initially introduced the transformational leadership framework. Transformational leaders possess the ability and vision to correspond with followers in a noncoercive manner to attain specific objectives (Burns, 1978). The transformational leadership theory does not involve direct business leaders in developing strategies to sustain change management initiatives.

. Transformational leadership involves the concept of laissez-faire, whereby leaders may avoid responsibilities and decision-making (Yue et al., 2019). The transformational leader is a visionary with a sense of purpose and can influence respect, foster pride, and instill trust in followers (Alrowwad et al., 2017). Leadership influence on employees was not a topic in this study.

Transformational leadership is not suitable for career-oriented individuals who are knowledge-based and resourceful because its primary purpose is short-term. This style impedes change in organizations that provide for long-term employment because it does not contain guidelines to help business executives develop strategies for managing change initiatives (Yue et al., 2019). This management style is active and

passive, and the factors of reward and coercive power encourage performance to lead change (Yue et al., 2019). I did not choose the transformational theory because I identified successful change management strategies that business leaders can implement and did not focus on leaders' capabilities or personal attributes.

General Systems Theory

A conceptual theory I considered but did not use was the general systems theory (GST). The GST originated from pre-Socratic theorists and was developed through various philosophical systems and formally established in 1925. The fundamental concept of the GST is that the whole is greater than the sum of its parts, leading to increased challenges in developing and sustaining change initiatives (von Bertalanffy, 1972).

Developing change management initiatives requires organizational leaders to integrate employees' support of the change initiative to reinforce strategies. Seggewiss et al. (2019) said that when change occurs in one part of the system, it affects the entire system. The GST was not a suitable conceptual framework to guide the research into strategies that business leaders could employ to successfully implement change management initiatives to improve organizational performance.

The GST is a change theory that highlights the interdependence of aspects, the integration of elements, and the results emerging from their interactions but does not

provide any practical procedures or recommendations for achieving change (Teece, 2018). Another reason I did not choose GST as the conceptual lens was because GST did not give a framework for developing and managing change projects.

Organizational Survival and Change

Strategies that leaders implement for sustaining change management initiatives impact organizational success. Organizational transformation attempts are usually unsuccessful, with recorded failure rates of 70% (Gigliotti et al., 2019). The approximate percentage of unsuccessful change management initiatives impacts organizational survival (Beer, 2018). Organizational leaders should carefully develop and manage change strategies for successful implementation and survivability.

The first phase of Lewin's change theory involves determining the need for change. Organizational success is a critical reason for leaders to develop change management initiatives (Beer, 2018). Leaders need to instill new mindsets, toolsets, and skillsets to effectively implement and lead organizational change (Hansen & Pihl-Thingvad, 2019). Leaders should analyze and establish criteria for organizational success before the onset of change.

Both leaders' and employees' efforts are critical in terms of ensuring successful implementation of change management initiatives. For successfully implementing strategies, leaders and employees need to align their visions with strategic goals and operational purposes (Moorman et al., 2018). Other potential change strategies should be evaluated and considered to mitigate possible negative consequences of failed

implementation (Selzer & Foley, 2018). Organizational leaders may possess the essential training and experiences, but they may lack the skill sets to successfully drive and implement change management initiatives.

There are several crucial features of organizational change. Urgency, shared vision, and communication facilitate successful change initiatives (Royce, 2018). Organizational leaders are not always aware of adverse consequences of change management initiatives (McGahan, 2019). Insights into change leadership approaches are paramount for business leaders to benefit from this leadership experience.

Lewin's theory of change provides the rationale for planned organizational changes to transition the organization to the desired outcome. The change's purpose needs to be justified (Lewin, 1951). Providing awareness of distinct change processes can assist leaders in terms of successfully developing and managing the change initiatives (Selzer & Foley, 2018). Lack of strategic planning may lead to organizational failure.

Organizational change can negatively impact communities, sectors, and overall organizational success. Changes should involve strategic planning, employee support, and communication (Page & Schoder, 2019). Lewin's theory of change helps leaders to comprehend the necessity for change, convey the vision, and reevaluate existing structures to enhance organizational survival. Organizational change initiatives require alignment with the organization's overall goals and objectives.

Leaders must include employee support and participation during the development of change management initiatives for successful implementation and survival. When an organization can generate wealth through innovation, expand its market share, and retain profitability through adversity, the organizational survival rate increases (Page & Schoder, 2019). Leaders face survival anxiety during change implementation while ensuring businesses do not struggle to survive (Haneda & Ito, 2018). Organizational survival is a common theme within the global economy.

Adapting to new change strategies impacts all principal elements within an organization. All employees must abide by specific objectives such as assigned projects to ensure survival (Lynch & Mors, 2019). The implications of ineffective change management have tangible and financial impacts on the organization (Pereira et al., 2019). Leaders use strategic planning to mitigate the risk of implementation and curtail resistance to change.

Tools for Identifying and Implementing Change

Workplaces are evolving from traditional career paths toward constant change, leaner processes, dynamic positions, and increased desires for job fulfillment. For organizations to remain viable in this new economy, new sets of skills and tools are required. Leaders use integrated approaches to implementing change projects throughout organizations (Lee et al., 2018). Notably, when leaders manage change correctly, it results in successful implementation.

Six Sigma, Lean, and Lean Six Sigma are all methodologies leaders can use to identify and implement change initiatives. Additionally, leaders who employ these tools can identify opportunities for change initiatives by enhancing the quality or eliminating inefficiencies (Hope, 2018). Each of these methodologies may impact the success or failure of the change initiative.

Lean

Lean is a business methodology and innovative approach that focuses on eliminating waste and optimizing operational performance. In the 1990s, the Toyota Production Company initiated the Lean methodology (Joseph Galli, 2018). Lean methodology increases productivity and customer satisfaction (Muraliraj et al., 2018). Though developed in a manufacturing environment, the lean methodology applies to all industries.

Lean eliminates waste and establishes a smooth flow by continuously improving operations, performance, and productivity though it may not enhance quality. Leaders committed to continuous improvement frequently integrate Lean and Six Sigma into their quality management system (Fletcher, 2018). Organizations can maximize output by combining the two methods (Joseph Galli, 2018). Six Sigma employs statistical techniques to minimize process variability, while Lean and Six Sigma collaboratively aid organizations in achieving operational effectiveness.

Six Sigma

Six Sigma is a quality improvement management technique used to optimize process efficiencies. Business leaders use six Sigma to gather data to improve practices and processes and reduce production defects (Phruksaphanrat, 2019). The 5-phase process framework for Six Sigma implementation are define, measure, analyze, improve, and control the new procedure (DMAIC) (Sreedharan & Sunder, 2018). Business leaders employ DMAIC to establish structure and control and leverage subject matter expertise that requires degrees of training to stimulate and extend constant enhancement efforts.

Top-level commitment is required to implement Six Sigma throughout organizations. Additionally, this framework incorporates top management commitment, stakeholder engagement, and training and measurement Gandhi et al. (2019). Six Sigma improvement concept is a root cause analysis that organizational leaders can use to identify areas requiring urgent attention (Sreedharan & Sunder, 2018). The concept is beneficial for organizations of any size to increase the quality and efficiency of their operations.

Lean Six Sigma

While lean and Six Sigma are defined differently, leaders frequently combine the two concepts or substitute one for the other (Antony & Gupta, 2019). Utilizing Lean Six Sigma has benefited organizations by reducing waste, maximizing efficiency, and increasing their economic value due to productivity, quality, and flexibility as the primary

indicators of performance (Muraliraj et al., 2018). Although Lean Six Sigma was developed originally for manufacturing, it can be effective in any organization seeking to improve its operations and performance.

By implementing Lean Six Sigma, organizational leaders can identify opportunities for future change initiatives by enhancing the quality or eliminating inefficiencies. Using Lean Six Sigma can help organizational leaders save money and maintain a standardized process by continuously improving quality (Baruch et al., 2021). Business leaders use the combined Lean Six Sigma methodology to maximize cost savings by mitigating expenditures, continually improving processes, and reducing defects (Muraliraj et al., 2018). Exploring the benefits of lean Six Sigma methodologies can aid in the potential adaption of Lean Six Sigma for organizational sustainability

Change Effects on Employees

Employees' refusal to accept the organization's vision is a primary factor in unsuccessful change initiatives. Failed change initiatives can affect the employee for an extended period (Sinnicks, 2018). Transparency and communication between management and employees are critical during the initial stages of the change process (Febriani & Yancey, 2019). Employees are more likely to accept change when they contribute to the initiative.

Employee involvement at an early stage of change initiatives can prove beneficial. Business leaders should create opportunities for the employee to be knowledgeable about

the intended outcome of the change initiative (Pereira et al., 2019). When the organizational culture is more accepting to change, the likelihood of change implementation success increases (Lynch & Mors, 2019). Culture developed through communication and employee participation significantly impacts employee productivity.

Cycle of Change

Craine's cycle of change describes the emotions experienced by employees during times of change. It is difficult to avoid these reactions, as they are natural, and emotions are an inescapable part of life (Kumar, 2020). Organizational leaders can effectively manage the change process by understanding employees' emotional thought processes and resistance to change. Craine (2007) compared the emotions of employees confronted with change to someone mourning the loss of a loved one and claimed that the more one understands the grieving process, the better equipped to mitigate some of the adverse effects of emotional repercussions.

Comfort Zone

The comfort zone refers to the stage when employees are content with the regular functions of the organization before the change implementation stage. Employees feel comfortable and settle within the work environment (Berraies & El Abidine, 2019). Employees' comfort becomes disrupted by implementing new changes within the work environment (Doroshuk, 2019). When confronted with change, such as new processes or a new standard of work, employees may lose trust and feel powerless in their workplace;

Some employees would choose to remain within their comfort zone rather than confront and accept change.

No Zone

The most frequent response among people confronted with change is "no" (McGahan, 2019). Employees also go through the following stages of the "no" zone:

Employees are usually in shock when they learn about the change; they become psychologically paralyzed, which has an immediate impact on their performance (Martin et al., 2018). At this point, organizational leaders should engage employees in understanding their concerns, reasons, and reactions.

Employees who are usually resistant to the change are usually in denial and may not believe they can benefit from it (Cinite & Duxbury, 2018). Employees who lack trust in the change implementation could lose interest in the organization.

Employees often reveal anger when they are not in favor of the change and cannot deny it, which leads to employees becoming frustrated and angry (Vodonick, 2018). Due to the unpredictable nature of individuals, leaders may not easily manage anger. The most effective method that leaders can use when dealing with an angry employee is demonstrating compassion to understand the source of the anger.

Employees can succumb to resentment, frustration, and sabotage when forced out of their comfort zone (Ioannou et al., 2017). Employees may resent their leaders for supporting

and implementing the change process. Employees may become uncooperative as a means of retaliation.

The no region is a highly emotional zone that leaders sometimes struggle to manage (Vito & Sethi, 2020). Organizational leaders must convey the intention of the change process and the implication for both employees and the organization.

Chasm

Leaders may facilitate the transition by enlightening employees about the benefits of their new roles in accommodating the change. The most frequent inquiries of employees are how they fit in and how they can maximize an opportunity (Haneda & Ito, 2018). Employees are usually concerned about their place in the organization and how their current position would be impacted (McGahan, 2019). Employees must understand how the change initiative could support the organization's vision and embrace the transition to evolve and learn.

Factors Affecting Organizational Change

Leaders must consider the different components of systemic transformation to achieve change within the organization. Change may become essential because competition threatens environmental factors and organizational survival (Seggewiss et al., 2019). From a business standpoint, organizational change has resulted in an uptick in absenteeism and employee intentions to resign while reducing competitiveness and productivity (Ybema et al., 2019). Recognizing an organization's culture requires

understanding the environmental context, particularly the organization's turbulence, dynamics, or instability.

Stress has also caused organizational leaders and employees to view change negatively. Conversely, a leader's ability to adapt to change promptly is critical to organizational performance and operations (Sinnicks, 2018). Numerous variables influence organizational change, such as conflict, communication, culture, and diversity (Ybema et al., 2019). Leaders can successfully resolve challenges and gain corporate efficiency to implement organizational change by being aware of strategies.

Resistance to Change

Resistance to change can be the most significant challenge management confronts during the change implementation process. Leaders must remain mindful that resistance to change is common for employees to communicate their disapproval of the change process (Amarantou et al., 2018). While employees become infuriated during the change process, employees appreciate when they are actively involved in decision-making, which affects their job (Kerber & Buono, 2018). Resistance to change stems from a lack of agreement between employees and leadership regarding accomplishing the end goal.

When there is a potential threat to employees' livelihood, they might become fearful and resist change. Leaders should practice due diligence in developing and managing change initiatives to benefit employees (Amarantou et al., 2018). Employees

must anticipate change (Lewin, 1951). Leaders must devise strategies to alleviate the risk of resistance to change.

Leaders must delve into the circumstances that contribute to change resistance. Leaders must facilitate various activities to sensitize their teams and ensure the successful implementation of change initiatives (Galli, 2018). Encouragement of innovative thinking at all levels of the organization fosters a favorable attitude toward change (Rubin & Abramson, 2018). The absence of leadership preparation for change may result in resistance to change and eventually failed change initiatives.

When developing and managing change initiatives, leaders may encounter resistance to change. Leaders should possess the skills to mitigate resistance to change (Cinite & Duxbury, 2018). When implementing change initiatives, leaders should consider what-if scenarios to understand the potential impact on culture and structure (Lee, 2019). Structure and culture play a significant role in organizational change and resistance processes.

Creating structure within organizations is the visible artifact of a culture in which change can thrive. Specific organizational structures may face impending difficulties that cause employees to resist change (Kerber & Buono, 2018). Leaders must take different approaches to manage change and introduce new least complementary routines to those helpful in dealing with the 'steady state' of change (Villaluz & Hechanova, 2019). Leaders often face the challenges of organizing and defining change initiative tasks.

When there is a fundamental change in how the teams must operate, it may be necessary to accommodate employees' values and preferences. Employee resistance to change could create a barrier within the organization (Betancourt et al., 2017). According to Page and Schoder (2019), leaders can successfully address the barriers through organizational change management strategies. Some employees oppose the change, but leaders can successfully implement change management initiatives.

Lewin's model of change's second stage aimed to diffuse resistance to change. According to Lewin (1951), one of the critical roles of unfreezing is facilitating employees' readiness to accept and adopt the change initiatives. Resistance to change can result from ignoring employees' concerns (Cinite & Duxbury, 2018). Employees need to be able to see that change is realistically obtainable.

Business leaders must understand the appropriate strategies for implementing and sustaining change successfully. Leaders face significant challenges in implementing sound strategies for organizational improvement (Grace, 2018). Employees' perceptions of the organization can impact responses to change (Kirrane et al., 2017). When employees know about the organizational change process and their opinions are considered, they are more likely to adopt the change process.

Due to the complexity of change, developing and managing change initiatives is challenging. Leaders must effectively communicate the rationale for the change initiative and align the change with organizational success (Villaluz & Hechanova, 2019). Lewin

(1951) noted that there were forces that either drove or restrained change within an organization and that change is less likely to occur when the restraining force surpasses the driving force. In the second phase of change, leaders emphasize the critical need for change initiatives.

The change process could be stressful for both leaders and employees. Leaders require a sense of connection to the change and control to participate in the change process (Betty, 2017). When individuals transition from the known comfort zone - to the unknown, they struggle to cope with the uncertainty (Chinyerem et al., 2018). Sustainable change occurs when leaders view themselves as authors of change rather than targets.

The problems of change sometimes appear overwhelming. Some leaders have a conventional perspective that changing the person's psychological nature creates the problem (Shimoni, 2017). The effectiveness and perspective of the individual leading the change process and not the stakeholder's perspective impact the employee resistance to change (Vos & Rupert, 2018). Change leadership must consider the ability and readiness of the organization's leader's willingness to change; therefore, leading change will almost certainly include overcoming resistance.

Resistance to change is a natural response to the fear of the unknown. During the change process, the critical tasks of leaders are to anticipate and overcome resistance to change (Cinite & Duxbury, 2018). Leaders' experience and knowledge of the change methods influenced the change efforts and initiatives (Vos & Rupert, 2018). The

initiatives can assist other leaders in recognizing which aspects of the change need to be implemented.

Knowing leaders' successful strategies to mitigate resistance to change could prove beneficial. Leaders should understand why employees resist a change to ensure the implementation process's effectiveness and overcome employee resistance (Shimoni, 2017). Obstacles, inefficient use of organizational resources, and institutional failure resulted from resistance to change (Jayatilleke & Lai, 2018). Reducing or overcoming resistance to change depends on identifying the sources of resistance.

Leaders have various options for managing resistance. One way to manage change is to address the challenges of maintaining a balance (Vodonick, 2018). According to Jayatilleke and Lai (2018), an organization is a balance of forces constructed and refined over time; thus, any significant change will eventually disrupt this balance and, therefore, almost certainly encounter resistance. The consequences of unmanaged or poorly controlled organizational change strategies could increase employee resistance.

A critical change in an organization's environment, strategy, incremental adjustment, structure, process, and individuals could create resistance often associated with negativity. Oreg et al. (2018) argued that while resistance could negatively impact aspects of an organization, such as success, performance, and nonroutine duties, it can positively impact regular and predictable tasks. Despite several possible causes of

unsuccessful change within organizations, resistance to change is a significant contributing factor (Grimaldi, 2020). During unsuccessful change attempts, managers frequently observed negativity associated with employee resistance to change.

Employee resistance to change forces could also derive from positive factors. Most research on resistance to change has concentrated on the negative aspects of change results and failed implementation (Oreg et al., 2018). Leaders should evaluate and readjust change initiatives through change resistance (Amarantou et al., 2018). Leaders should consider change recipients' experiences and knowledge about the change process and use their insights or objections to implement a change initiative.

Leaders can gain valuable input from change recipients when designing and managing change initiatives. Snyder (2017) investigated how leaders responded to staff concerns about a change initiative at educational institutions that transformed best practices to prescribe transition to higher learning. Despite workforce challenges and questions about the reasoning for the change, Snyder (2017) argued that the educational reform was successfully introduced and implemented with continuing cooperation with staff to ensure efficacy.

In the end, the introduced change initiative improved learning ability. Most staff members were pleased with the initiative, and there was no adverse effect on education standards. Lewin (1951) asserted that the second stage of the process necessitated change leaders overcoming change resistance. When leaders know the root causes of employee

resistance, they successfully introduce and manage the change implementation process (Oreg et al., 2018). Leaders can initiate the change slowly and methodically in the organization.

Lewin's theory of change included factors for participants who could resist the change process. Resistance to change can stem from (a) skepticism about management's ability to introduce change; (b) skepticism about the timing and approaches; (c) skepticism about the effectiveness of the chosen methods, (d) uncertainties; and (e) concern of job loss, authority, and power (Vodonick, 2018). While each implementation is unique to every organization, Amarantou et al. (2018) discovered that a leader's interaction with employees could influence the change process. A leader's approach and power play an integral role in the change process.

Employees and leaders do not always respond negatively to change processes. While some employees and leaders resist change, most are not (Snyder, 2017). Some participants are optimistic about the organizational change efforts and actively embrace the reform process (Oreg et al., 2018). The organization's culture has a strong effect on the change process. Some participants are open to change and view it as essential for the organization's survival.

When embarking on a change initiative, resistance to change is almost unavoidable. A change initiative should be planned with an internal communication approach to secure, establish, and implement the change (Hansen & Pihl-Thingvad,

2019). Additionally, leaders should conduct their internal assessment and interviews with employees resistant to change to understand the rationale for mitigating employee resistance (Seggewiss et al., 2019). An objective of an internal communications strategy is to engage employees before the implementation process.

Employees are the most valuable resource within an organization, but they are also the most frequently overlooked. With employees' active participation in implementing change initiatives, there is a greater chance of success and less resistance (Pereira et al., 2019). Business leaders can devise strategies to reduce resistance to change and accelerate organizational change initiatives (Amarantou et al., 2018). Leaders should ensure constant communication with employees to enlighten them on the implications and implementations of the change initiatives

Conflict

When teams collaborate, tension can occur, requiring influential leaders to be knowledgeable and trained in conflict management skills. Leaders are responsible for instilling conflict management doctrines (Selzer & Foley, 2018). Organizational leaders with a higher degree of emotional intelligence improve relationships between leaders and subordinates, increase job performance, and settle disputes (Pereira et al., 2019). When disagreements emerge, employees refer to the leaders to assist in resolving the matter.

Several methods for mitigating or reducing team conflict can benefit organizational change implementation. Leaders can aid in dispute resolution by

supporting, reducing tension, and encouraging employees to respect each other's perspectives (McGahan, 2019). Employees' mindfulness and a collaborative employee perspective will help mitigate tension and guard against harmful interpersonal mechanisms (Suifan et al., 2018). Without the rigorous application of mindfulness strategies, the employees can be unproductive.

Avoidance is an effective strategy for resolving conflict and could benefit both employees and organizational leaders. Tamunomiebi and Akpan (2021) argued that avoidance could trigger and increase the severity of conflicts, creating job-related stressors. With excellent solutions available, organizational leaders must consider the most effective strategy (Selzer & Foley, 2018). The positive outcome among the teams may foster innovative insights, develop unique ideas, and prevent rash judgments.

Though conflict has a negative connotation, some aspects of conflict can also be positive. In an organization, task conflict occurs when two or more individuals disagree on the appropriate technique for accomplishing a task (Haneda & Ito, 2018). Task conflict is a reasonable projection of team performance (Jena et al., 2018).

It is critical for organizational leaders to promptly identify and solve internal and external team disputes to improve process development and performance.

Leadership and Subordinate Buy-in

Buy-in is an essential element of organizational change. Organization enhancements and change initiatives are often unsuccessful because of a lack of buy-in

(Zeiss & Chapman, 2020). Buy-in by leaders and subordinates is critical during the change initiating stage (Betancourt et al., 2017). Obtaining leadership buy-in will have a significant impact on organizational change implementation.

An organization's culture could change by establishing relationships with its employees and advocating for reform. Researchers also examined methods for assisting employees in securing leadership buy-in. For instance, Betancourt et al. (2017) observed that employees must ensure leadership approval and justify the change. Organizational leaders must ensure their employees are committed to the buy-in process due to organizational culture and change challenges (Zeiss & Chapman, 2020). The overarching trend for securing leadership buy-in is to have substantial reasons for obtaining and identifying an executive to support the change initiative.

Employees' buy-in strategies are distinct from leadership buy-in strategies. Successful change management is challenging; thus, employees expect organizational leaders to inform their teams of the change implementation (Betancourt et al., 2017). Employees actively involved in the preparation and implementation process are more inclined to buy into the change (Russell et al., 2018). Employee interest in organizational development increase buy-in for successful change implementation and its long-term viability.

Organizational leaders facilitate buy-in by establishing joint ownership and decision-making. Employees can improve buy-in by fostering mutual trust and allocating

sufficient time to ensure project completion and success (Betancourt et al., 2017).

Employees discovered that improved communication and training could enable them to address concerns within the organization without acting defensively, improving loyalty and buy-in (Zeiss & Chapman, 2020). Organizational leaders could gain employee buy-in by fostering a culture of trust through employee active involvement in the change implementation process.

Ineffective Communication

When change initiatives are unsuccessful, ineffective communication from leadership is often the root cause. Effective communication has become critical in mitigating challenges among team members (Botez, 2018). Communication and collaboration are critical to the change initiative process. (Muthusamy, 2019). Ineffective communication between business leaders and employees may lead to poor performance and decrease overall productivity.

The lack of communication can impair a leader's capacity to implement organizational changes. Poor communication between leaders and subordinates may harm the team and negatively impact the organization's well-being (Engelberg & Gouzoules, 2019). Communication aids in mobilizing effective change initiatives within organizations (Botez, 2018). Organizational leaders should cultivate a culture that values effective communication to improve change processes and implementation.

Cultural Environment

A productive working climate is one of the contributing variables to implementing change. Successful change occurs when leaders accomplish the implementation goal (Selzer & Foley, 2018). Leaders must incorporate the critical elements responsible for effective organizational changes: awareness, understanding, determination, and support (Lynch & Mors, 2019). Without a clear understanding of change, uncertainty and cultural constraints can arise in the work environment.

Organizational leaders should be open about the change initiative intentions in the workplace to promote successful implementation. Leaders who did not witness systemic transition have doubts about their workforce or consider that they cannot carry out the strategy for the implementation phase (Haneda & Ito, 2018). Managing challenges begins with increasing communication requirements between organizational leaders and employees (McGahan, 2019). Business leaders should enforce open communication in the workplace.

When employees understand and agree to the change process's requirements, organizational leaders are more likely to implement change successfully. Leaders must delve into the organization's operations to ensure no unresolved matters exist among stakeholders and employees (Villaluz & Hechanova, 2019). Leaders should be proactive when incorporating awareness into all aspects of organizational change (McGahan,

2019). When creating a positive cultural environment, organizational leaders must understand how to withstand competition and be adaptable to change.

When leaders provide employees with a detailed guide to the transition, employees adjust to the work culture through active participation and modifications. Leaders should also train employees about the ever-changing global economic landscape and appreciate the benefits of technological system changes (Mäkikangas et al., 2019). Possessing only facts about the transformation process is insufficient; employees need confidence that the implementation will manifest effectively (McGahan, 2019). Adapting to change strategies can lead to a positive organizational culture and social change.

When facilitating organizational transformation, employees often express the perception of not mastering the method. Leaders must consider cultural preferences and diversity when developing reform programs (Lee, 2019). Leaders must support the change strategies attempts and conduct strategic reviews of organizational change structures (Feitosa et al., 2018). Leaders could incorporate strategies that support the organization's objectives, purpose, and mission and promote a culture-building structure within the workforce that can encourage the desired change cultural environment.

Establishing a Change Culture

Cultural diversity and organizational culture may influence organizational change. Cultural diversification significantly impacts firms' strategic decisions and organizational performance (Selzer & Foley, 2018). Business leaders must be cognizant of the present

organization's cultural dynamics and the new cultural concept that transformation may create (Lynch & Mors, 2019). Maintaining and building a culture of focused creativity within the organization is essential.

Business leaders must trust the success of change efforts. Change management initiatives should be consistent with the organization's culture (Zeiss & Chapman, 2020). According to Lewin (1951), when organizations adopt change practices, successful implementation takes place. Leaders must incorporate the organization's contextual strengths, weaknesses, and talents to establish change initiatives.

Organizational culture occurs when leaders understand the transformability of the organization's culture. When creating organizational change, the ability to learn and build a new culture could be challenging (Vraga & Jacobsen, 2020). Change management leaders experience numerous obstacles when creating a changing culture, including failed strategies, insufficient planning, employee training, and inappropriate organizational culture (Haneda & Ito, 2018). Leaders must be transparent with employees about the change processes to enable influential change culture.

A change initiative is successful when the new culture becomes ingrained in the organization. Establishing a new culture as part of an organizational change is a critical change management method (Lewin, 1951). Business leaders leverage existing cultures to establish a new paradigm (Febriani & Yancey, 2019). Cultural change efforts and formative assessments are positive steps in determining organizational culture.

Leaders must consider the organization's culture when developing and managing change initiatives. Within an organization, culture change strategies should include establishing objectives, ongoing monitoring, mapping the culture change process, and leadership cooperation (Asadi, 2019). Leaders should implement cross-cultural and change management initiatives to foster and sustain organizational collaboration (Winning, 2020). The leader assigned to the change implementation process must ensure that strategic objectives and new cultures coexist harmoniously.

A change leader's understanding of the governing approaches and practices for cultural alignment within an organization is beneficial. To change the culture and foster long-term cultural change, leaders must ensure that their vision is transparent within the organization (Asadi, 2019). Leaders must enforce incremental changes within a strategy for a comprehensive change initiative (Villaluz & Hechanova, 2019). Through continuous assessment and collaborative relationships, leaders can promote employee engagement and implement a changing culture.

Throughout the change process, some employees will demonstrate resistance to the new change. According to Lewin (1947), a new culture is developed during the second phase of the change process. A change management approach can either obstruct or facilitate the successful implementation of change (Black & La Venture, 2018). By establishing new routines and standards, leaders can influence organizational culture.

The behavioral standards of employees can affect the relationships within the organization. To ensure the effectiveness of organizational change initiatives, leaders may choose to assist employees in aligning their behaviors with performance evaluations (Derfler-Rozin et al., 2018). Unsupportive employees have the potential to alter the cultural fabric of the organization (Shimoni, 2017). By involving employees in the change implementation process, leaders can safeguard the organization's culture.

Leaders understand that change initiatives are developed and implemented following the cultural dynamics of the organization. An employee's unethical behavior can have a detrimental effect on the organization (Derfler-Rozin et al., 2018). According to Lewin (1947), refreezing is critical for establishing the new paradigm and preventing employees from reverting to their unethical behaviors. When establishing organizational culture, leaders can strategize the change using Lewin's guiding principles.

Business leaders must employ two critical strategies: mastering the art of change and honing their ability to govern change. All aspects of change, including initiating change, interacting with, and communicating with employees and stakeholders, and establishing a culture, are based on the accountability of leaders (Haneda & Ito, 2018). Lewin (1951) noted the critical importance of involving employees in problem-solving discussions and involving change agents in the process. To ensure successful implementation, leaders must involve employees in the transformation process.

To maintain competitiveness in an ever-changing global environment, leaders develop and manage change initiatives. Improvements in leaders' ability to influence culture and demonstrating a commitment to transformational processes are critical for sustaining an organization's competitiveness (McGahan, 2019). When leaders create an effective cultural environment, they must understand how to adapt and survive competition (Mäkikangas et al., 2019). By analyzing and transforming a business strategy, an organization's culture can be strengthened to withstand competition, and business opportunities can facilitate positive social change.

Throughout the change administration, many employees struggle to accept their professional and personal obligations. Leaders must exercise caution when redefining their workforce systems and cultures (Feitosa et al., 2018). Failure to implement change strategies and organizational culture effectively can have a detrimental effect on the organization (Ashta et al., 2018). Recognizing and correcting errors are critical components of establishing and maintaining a culture.

Leaders may initiate and manage numerous change initiatives throughout the organizational change process to establish a productive structure for the new organizational culture. The performance of individuals is influenced by their culture, value system, and professionalism (Rubin & Abramson, 2018). Theorists identified culture as a facilitator of organizational change throughout the change process (Hussain

et al., 2018). Significant changes in employee behavior and commitment to the organization's goals are the responsibility of leaders.

One of the factors associated with organizational culture is the leaders' ability to determine which organizational changes should occur. Leaders who face the prospect of losing power are likely to choose alternatives that logically and rationally maximize the organization's interests (Febriani & Yancey, 2019). When leaders leverage internal constituencies to advance the organization's interests, organizational culture can be successful (Asadi, 2019). Organizational culture is critical for the internal and external environments and the personalities and authority necessary to influence stakeholders.

A weak culture entails the absence of a dominant pervasive culture and an organization composed of numerous distinct cultures. Two factors can determine the strength of an organization's culture: first, the extent to which it is communicated to all members, and second, organization members' readiness to accept the culture (Cui & Jiao, 2019). The more intense an organization's culture is, the more it pervades all expression levels, leaders' attitudes, beliefs, values, and fundamental assumptions (Lee, 2019). The strength or weakness of organizational cultures is critical because they serve various functions within the organization.

As organizations can be viewed as sites of contention and conflict, culture can act as a catalyst for integration and consensus. An influential organizational culture facilitates the avoidance of conflict and aid in the coordination and control processes

(Torres & Augusto, 2019). Values and beliefs will ensure that organizational members work collaboratively towards a common goal (Jena et al., 2018). The faster the members acquire behavioral norms, the more adaptable the change processes become.

A strong culture helps organizations increase performance levels. Having a weak dominant culture with many subcultures may be beneficial (Smollan & Morrison, 2019). Pervasive cultures may be detrimental if they become so dominating that there is little room for the nonconformity that results in the inability to adjust to change (Villaluz & Hechanova, 2019). Encouraging culture-building mechanisms that support strong culture may promote desirable organizational transformation and performance.

Communicating the Change Initiative

Communication is critical to the successful implementation of change initiatives within organizations. After communicating the advantages of change implementation, employees support the change and have a greater appreciation for its significance (Lewin, 1947). There are seven critical processes to change, and communication is an essential aspect (Royce, 2018). When leaders effectively communicate the change initiatives, the organization's strategic alignment, business processes, and morale are improved, and employees are less likely to resist the change process.

Leaders are cognizant of the implications of ineffective communication and the lack of stakeholder engagement. Effective communication of all change-related activities and their outcomes are essential to developing and managing change efforts successfully

(Hussain et al., 2018). Leaders must demonstrate strong communication abilities to facilitate organizational change (Royce, 2018). Business leaders' Ineffective communication impedes organizational development.

While effective change initiatives benefit from adequate and timely information dissemination, leaders must design plans; organizational change may be difficult without clear communication strategies. Strategy acts as a vehicle for communication, facilitating coordination throughout the change process (Botez, 2018). Internal stakeholder communication is a critical component of change management (Arnaout & Esposito, 2018). Communication of the strategic planning process serves as a platform for exchanging ideas and developing consensus; once defined, the strategy implementation ensures that the organization is moving in a consistent direction.

Leaders are accountable for the change efforts and planned communication to ensure continued operations and sustainability. Communication should be one of the main focuses of the change process (Lewin, 1947). Communication, setting short- and long-term goals, collaboration, and success measurement is necessary for planning and implementing a change initiative (Botez, 2018). When leaders enable talks while designing and managing change projects, they allow employees to share their understanding of the organization's goals, new methods, and means of achieving them.

Business leaders must be proactive in expressing the vision for change.

Teixeira et al. (2017) noted that enabling change is separate from implementing change. Communication amongst team members is essential and a focus during the change process (Botez, 2018). Members' communication can resolve agreements or conflicts, enforce power, and negotiate consensus.

The context in which information is delivered should be clear, precise, valuable, and practical. For new norms and practices to be adaptable, they must result from a collective effort (Lewin, 1947). Business leaders must provide information regarding group activities to all team members to ease their uncertainty, reluctance, and indecisiveness (Heim & Sardar-Drenda, 2021). Employee support and engagement are necessary for organizational change to be successful.

Due to the leader's communication, employee support for change initiatives may increase. During times of uncertainty, employees fear losing their jobs or benefits, as well as the unforeseen consequences of organizational change (Muthusamy, 2019). Communication about change initiatives contributes to establishing a pro-change mentality (Engelberg & Gouzoules, 2019). To persuade employees, leaders implementing organizational change adopt communication tactics as an initial step.

Leaders should express the requirement of the change, its relevance, and what to anticipate following the transition. Business leaders must be skilled at devising strategies to communicate change efforts to all levels of business (Muthusamy, 2019). Preparation, engagement, accountability, and communication are prerequisites for meaningful change

participation (Khalid, 2021). Leaders ensure that change initiatives are communicated correctly; inaccurate information may create a lack of meaningful participation.

Leaders engage with internal stakeholders through various channels to keep them informed about change initiatives required to ensure sustainability. Leaders should convey progress updates and emphasize designing and managing change initiatives (Niculescu & Voicu, 2018). Business leaders communicate with employees through several approaches, including indirect communication, virtual interaction, and communication devices (Engelberg & Gouzoules, 2019). Leaders' communication is a continual process that occurs during each of the three stages of change.

Leaders engage with employees on potential barriers to change, such as ways for minimizing employee resistance. Business leaders mitigate the issue through constant communication to avoid change obstacles (Niculescu & Voicu, 2018). One of the leader's tasks is to promote optimism among internal stakeholders (Heim & Sardar-Drenda, 2021). The communication of leaders can inspire a change in employees' perceptions.

Developing a relationship between employees and leaders may assist in communicating change strategies. Leaders cultivated trust, emotional intelligence, and the capacity to adjust to change through forms of communication (Khalid, 2021). Employees are receptive to adaptation due to a lack of foresight and trust concerns (Heim & Sardar-Drenda, 2021). Communication strategies can provoke an emotional reaction to the idea of change.

When leaders communicate change objectives, they can stimulate emotional responses. Emotional appeals are successful at persuading others (Yue et al., 2019). Employees must comprehend the strategic shift and its favorable long-term implications on the organization (Parsells, 2017). Clear communication of management's roles and responsibilities can facilitate comprehension and successful change implementation.

By addressing issues on a global or local basis, leaders can inspire employees and affect positive change. Employees' and stakeholders' responses to change can influence communication (Yue et al., 2019). Leaders ensure that change implementation is effective, and that cultural transformation, innovation, and employee engagement are pivotal (Parsells, 2017). Leaders can use Lewin's theory of change to develop direct communication messages that entail the methods of unfreezing, alter, and refreeze change initiatives.

Transition

In this study I explored successful strategies that business leaders can implement to drive change management initiatives for improving organizational performance. In Section 1, I addressed the conceptual framework for grounding the strategies in implementing change management and leaders' involvement in implementing the change initiatives. Lewin's (1946) model for change supported the conceptual framework for the study. I used Lewin's change model to explore business leaders' strategies to drive successful change management initiatives.

In Section 1, I discussed the change management theories that business leaders may use to explore change management efforts, organizational survival, and change, tools for identifying and implementing change, change effects on the employee, factors affecting organizational change, and establishing a change culture communicating the change initiative. I attempted to establish the study's framework in the literature review by expanding on how previous studies' content connects to my research. I outlined the environmental concerns and constraints that business leaders considered while creating and implementing change initiatives. In Section 2, I discuss the research process, including ethical considerations, the role of the researcher, the participants' categorization, and the data collection methods. In Section 3, I will outline the findings and analysis of the data obtained, present the implications for social change, provide recommendations to implement successful change management initiatives, identify opportunities for future research, and conclude the study.

Section 2: The Project

The target group for my multiple case study was four organizations in St. Lucia. Participants were comprised of business leaders with at least 5 years of experience in leadership from four organizations who effectively implemented change management strategies. Section 2 includes a presentation of the purpose of this research and discussion of research methods and designs. I also address sampling techniques and the population of this study as well as ethical considerations that governed research in terms of reliability and validity.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that some business leaders use to successfully implement change management initiatives for improving organizational performance. The target population for this study consisted of business leaders from four organizations in St. Lucia, Caribbean with at least 5 years of experience in leadership who have successfully implemented organizational change management initiatives. Implications for positive social change include the potential to adequately equip business leaders with successful strategies to implement change management initiatives that could enhance organizational performance and sustainability, leading to increasing employment opportunities and contributing to local communities' tax revenues.

Role of the Researcher

In a qualitative study, one of the critical research instruments is the researcher, who is tasked with the primary obligation of data collection. In qualitative research, the role of the researcher is to validate the authenticity of data collection (Grey et al., 2019). Qualitative researchers determine and interview participants, gather and analyze data, and coordinate the interview process (Gruber, 2018). The role of the researcher is to inform selected participants of their involvement and ensure that interview questions are understood.

I acquired data regarding strategies that business leaders may use to drive change management initiatives successfully. In a qualitative multiple case study, researchers compile data from various sources such as interviews, records, and documents (Yin, 2018). A researcher's interpretive role is critical in the process (Harriss et al., 2017). I served as the leading data collection instrument for this research by exploring archival documents and public records and interpreting data from semistructured interviews.

I have managerial experience within the tourism and hospitality sector and have been involved in several change management projects. I did not select any participants with whom I had cultivated professional relationships or individuals affiliated with the tourism industry. I maintained a neutral position throughout the research process and did not allow personal bias to impact this study. I was honest and transparent with study participants regarding my knowledge of the research topic.

Administering ethical standards during the research process is critical and requires the researcher to adhere to ethical standards when interacting with participants. Before conducting the study, I completed the Collaborative Institutional Training Initiative (CITI) program and obtained a 100% grade (Certification Number: 39695644). The CITI program contained information from the *Belmont Report*, which included standards for ethically selecting and protecting human subjects in research. Along with the CITI certification to confirm ethical boundaries, I conformed to the *Belmont Report's* ethical standards and protocols for the protection of human subjects in research. I applied the *Belmont Report* to determine how to preserve information captured from interviews using member checking to protect participants' identities and written and verbal responses. I explained to participants the research process and collected data from interviews.

One of the roles of the researcher is to mitigate bias. Researcher bias plays an integral role in terms of data quality and may impact information or influence subsequent interpretations of data (Wadams & Park, 2018). Researchers must reveal any prior associations that may potentially impact research or that may lead to harmful bias (Grey et al., 2019). Researchers should mitigate personal biases throughout the research process.

I mitigated bias by applying professional and personal judgment and adhering to mandated interview protocols (see Appendix A), data triangulation, member checking, and data saturation for this research. Researchers ensure validity by eliminating bias

through cross-referencing numerous data sources (Tamblyn et al., 2018). Researchers pursue enhancing accuracy, credibility, and validity of research through member checking (Abdel Latif, 2019). In research, member checking is an integrated method used to collect feedback and verify accuracy of data interpretation. I used reflective journaling to mitigate bias and did not allow personal feelings when assessing participants' contributions, upholding anonymity throughout the research stages. I presented the same open-ended questions to all participants and recorded experiences precisely as expressed without altering them to eradicate personal biases. I established and upheld neutrality throughout the interview process and then engaged in activities to mitigate biases.

Another role of the researcher is to enhance reliability in data by using an interview protocol (see Appendix A). Researchers use an interview protocol to determine reliable data collection methods that are trustworthy in terms of improving data quality (Yeong et al., 2018). I employed an interview protocol to guarantee that interview questions were distributed evenly and logically to maximize data quality (see Appendix A). All participants were treated equally during the interview process. Participants were given identical interview questions in the same format. All responses to interview questions were recorded to validate accuracy of participants' experiences, and member checking was conducted.

I used Walden University's Institutional Review Board (IRB) standards and procedures involving ethical research. I did not facilitate or attempt to select participants

until IRB approval had been granted. After IRB permission, I commenced the participant recruitment process. The IRB application approval number for this study is 03-23-22-1019973. I conducted semistructured interviews with business leaders who successfully implemented change management initiatives. My role in this qualitative multiple case study was to facilitate interviews, ask appropriate and probing questions, listen attentively, and seek further insight and clarification from participants regarding their responses. The interview protocol (see Appendix A) served as the foundation for qualitative interviews. I used interview protocols for interviewing business leaders to confirm the accuracy of data collection.

Participants

I used purposeful and snowball sampling to gain access to four business leaders from St. Lucia with at least 5 years of experience in leadership who successfully implemented change management initiatives. Researchers select participants with the most experience and knowledge to provide valid information during the participant selection process (Liu & Lawrenz, 2018). Snowball sampling is when researchers obtain participants based on other participants' recommendations (Mortara & Sinisi, 2019). Participants in the study were business leaders who successfully developed and implemented change management initiatives within their organizations. Participants are selected based on respondents' participation in cases and ability to address the central research question (Yin, 2018). The participant panel for this study was comprised of business leaders with over 5 years of leadership experience who successfully

implemented change management initiatives. I did not include participants who were not directly engaged in implementing change management initiatives.

I contacted four business leaders in St. Lucia with at least 5 years of experience in leadership who successfully implemented change management initiatives. Researchers should maintain cordial interactions with various stakeholders to direct participants (Kravets, 2019). I collected participants' contact information by searching the Internet for websites of possible organizations in St Lucia. I contacted the business leaders, enlightened them on the purpose of this study, and then formally invited them to participate in the study by presenting letters of invitation. Once potential participants agreed to participate in the research, I reaffirmed each participant's confidentiality and distributed a consent form and verbal summary of the criteria. I further informed the participants that they were free to decline to participate with no penalty. I collected the signed consent forms and stored them in a secured and locked safe cabinet that I intend to destroy after 5 years by shredding documents and erasing the stored data from my computer.

I developed a rapport with each participant by informing them of the research objectives. Researchers connect with participants by being honest about the research purpose and background (Yin, 2018). The invitation to participate will state that any information disclosed during the interview session would be recorded in confidentiality and subsequently destroyed. Participants must indicate "I consent" on the informed

consent form signifying their approval and agreement to the research process requirements.

Research Method and Design

This qualitative multiple case study focused on the successful strategies that business leaders can apply to drive change management initiatives. This section comprised a discussion highlighting the rationale for selecting the qualitative method for the study. I explained why I chose a multiple case study and justified the choice of the research design.

Research Method

I selected a qualitative method for my study to explore successful strategies that business leaders can apply to drive change management initiatives to improve organizational performance. Quantitative, qualitative, and mixed method are critical research methodologies (Yin, 2018). Qualitative researchers discover how individuals connect various meanings of an issue in real-world settings (Rendle-Short, 2019). Qualitative research is most suitable for exploring participants' lived experiences and perceptions (Yin, 2018). The qualitative researcher seeks participants' responses to open-ended questions to explore new concepts and understand participants' attitudes and experiences (Yin, 2018). I chose the qualitative method as the most suitable method for this research and attempted to solve what, how, and why phenomena. Using a qualitative

approach, I engaged business leaders to collect data about successful change management initiatives and to probe the how and why of the organization's strategy.

The quantitative researcher uses instrumental measurements and tests the hypotheses to analyze numerical data (Makrakis & Kostoulas-Makrakis, 2017).

Quantitative researchers answer the how many questions by examining numerical data and incorporating statistical techniques to analyze the data (Bansal et al., 2018).

Quantitative researchers focus on measurements, test hypotheses, analyze relationships among variables, and determine generalizations and predictions (Yin, 2018). Since I did not analyze statistical data or test a hypothesis, the quantitative approach did not apply to this study.

The quantitative and mixed-method are unsuitable for this study because I did not test a hypothesis nor compile numeric data for statistical hypotheses analysis. The quantitative technique uses quantifiable variables in examining and explaining a phenomenon. Both quantitative and qualitative research approaches are used by mixed-method researchers (Yin, 2018). The advantages of using the mixed-method include an in-depth analysis of the interviews, surveys, and observations as the quantitative data undergo statistical analysis to provide a detailed assessment of responses (King & Jackson, 2019). Mixed-method was not appropriate for my research as I explored the strategies used by business leaders involved in successfully implementing change initiatives in organizations. I did not analyze numeric data or test hypotheses. I identified

the strategies business leaders use to develop and manage change initiatives in their organizations.

Research Design

The four qualitative research designs I considered for this study are (a) case study, (b) narrative, (c) phenomenological, and (d) ethnographic. Madden et al. (2018) argued that narrative researchers consider the participants' narratives to describe a phenomenon. The specific business problem requires an investigation within a specific space and time and does not involve the early life experiences of business leaders. Therefore, the narrative design was not appropriate for my study. I did not analyze the nonrelated life experiences of my research population but rather provided an in-depth analysis of a phenomenon.

In phenomenology, data are collected through interviews to understand the personal meaning of the participants' experiences (Cypress, 2018). Phenomenology was not suitable for my research because I searched for common themes rather than the personal meaning of experiencing a phenomenon. Ethnographic researchers explore a group's culture (Yin, 2018). However, this was inappropriate for my study, I focused on identifying and exploring strategies rather than the culture of a group.

The multiple-case study design was most appropriate for my study. I used the multiple-case design because it allowed me to obtain varied data from interviews, organizational documentation, including strategy documents, yearly business plans, and

employee handbooks, journal reflection, and evaluation of business websites, then compare multiple perspectives. Researchers use single case studies to explore separate occurrences of a phenomenon to obtain single perspectives; thus, the single case study was not appropriate for my study (Jin et al., 2019). My research question explored the successful strategies that business leaders can implement. For my study, I used the multiple-case design over a single-case study design. The multiple-case study design provided an in-depth understanding of the phenomena under study. I used a multiple-case study to provide stakeholders with relevant approaches to drive change management initiatives successfully.

Data saturation was critical in the case study design. Researchers use data saturation during the interviewing process, signifying that the interview is completed and sufficiently developed and robust data. Data saturation requires continuous data collection until no new data emerges (Fusch & Ness, 2015). Three participants are the suggested minimum number of participants for data saturation in a multiple case study design (Yin, 2018). I interviewed the study participants until all ideas or themes were exhausted to ensure data saturation. I interviewed four participants to attain data saturation. I used the following steps to reach data saturation: (a) conducted in-depth interviews with 4 participants, (b) utilized the member checking approach, and (c) analyzed organizational documents until no new data emerged. After assessing the data and as a primary function of member checking, I requested that the participants review the information to ensure that the details were correct and complete. I analyzed the data

from the interviews, business emails, and company documents, including strategy documents, yearly business plans, and employee handbooks. As recommended by Yin (2018), accurate coding of the data will reveal numerous themes. Utilizing the multiple-case study design with the research purpose and questions contributed to saturation and data triangulation.

Population and Sampling

There are three principal sampling techniques applied in qualitative research: purposive, snowball, and quota. I utilized purposeful and snowball sampling to gather participants for the qualitative case study. Purposeful sampling is beneficial to researchers in understanding the participant's perspectives and views (Onwuegbuzie & Collins, 2017). Snowball sampling is a technique of recruiting participants referred by other participants (Mortara & Sinisi, 2019). The participants for this study were business leaders who are instrumental in developing and implementing successful change management initiatives within their respective organizations.

For this study, I gathered data from four business leaders with at least 5 years of experience in leadership who successfully implemented change management initiatives within their organizations. Yin (2018) noted that a study is valid based on the extent of data presented by the participants. A suitable sample size is essential for a qualitative research design (Larsen, 2018). Qualitative researchers apply the purposive strategy to assess the participant's valuable experience and perspectives on the phenomenon (Weller

et al., 2018). According to Mortara and Sinisi (2019), snowball sampling aids researchers in gathering sufficient data to assist in making informed decisions. According to Yin (2018), a smaller sample size for the case study design enables the researcher to gather in-depth data. Larsen (2018) argued that a sample size of as little as one might prove sufficient to address the research question for interview-based data collection. In order to achieve data saturation, the case study design requires a minimum of three participants (Yin, 2018). My initial plan was to interview and gather data from four business leaders from four organizations in St. Lucia with at least 5 years of experience in leadership who successfully implemented change management initiatives.

In research, there is no one-size-fits-all strategy for achieving data saturation. Data saturation happens when researchers gather no additional information through data collection (Weller et al., 2018). I obtained data saturation from the study participants through virtual interviews. The virtual interviews were held at an agreed date and time. I distributed a consent form and verbal summary to reaffirm each participant's confidentiality to enlighten the criteria. I secured the electronic notes, interview recordings, participants' details, and the organization's identity electronically in a password-protective file on my computer. My computer is exclusively accessible by me. After 5 years, I will destroy and dispose of the data by burning all research-related documents and erasing the stored data on my computer.

Ethical Research

In research, ethical practices and procedures are protective systems for study participants. Ethics in research strengthen ethical practices and behaviors, ensuring compliance with regulatory requirements (Hamid & Widjaja, 2019). Researchers employ ethical approaches and behaviors to strengthen the interview protocol process, promote open discussion, increase awareness and knowledge of the phenomenon, and eliminate personal biases (Fish, 2019). As the researcher, I developed strategies to protect participants' privacy by ensuring the confidentiality of their data.

The informed consent form from Walden University is a principal example of mechanisms enforced to protect the study participants. I ensured that the necessary measures were taken to adhere to the code of practice by Walden University on research integrity, confidentiality, and anonymity. I followed standards and protocol according to the 1979 Belmont Report to support and protect participants during the research process and uphold the human subject's ethical behavior in research. I mitigated bias regarding the matter under study. Researchers should respect participants' views and opinions and use an ethical approach while securing the participants' well-being (Mumford, 2018). The process involves transparency of the research objectives and scope to the participants. Participants must provide valid consent and authorized signatures on the informed consent form before participating in the study. According to Yin (2018), enlightening participants on the research procedure is essential to the research process. I provided the study participants with complete disclosure on the study's purpose and objective,

including confidentiality, data protection, and informant privacy. The invitation letters (see Appendix B) were presented to the participants for acceptance and endorsement of consent. The invitation letter provided essential details about the study. I notified the participants that I was a doctoral candidate researching the fulfillment of a doctoral degree in International Business.

I presented an overview of the purpose of the study and the possible benefits to aid participants in making an informed decision on whether to participate. I emphasized that the participants were not obliged to participate in the study, could willingly volunteer, and had the right to withdraw at any point. Participants' withdrawal from a study can significantly interrupt generating information (Harriss et al., 2017). I advised the participants to email me indicating they wished to withdraw from the study.

In certain instances, researchers use monetary rewards to persuade participants in a study. Some researchers offer participants the information that their involvement adds value to further research in a specific study area (Harriss et al., 2017). Participants in my study were not offered any form of monetary benefit. I recorded the information provided by participants and notified them of the recording process as stated in the interview protocol (see Appendix A). Their participation could potentially result in increased knowledge about developing and implementing successful change management initiatives that business leaders can use.

Before engaging in research, both the participants and researcher outline various conditions. A critical consideration of qualitative study interviews is understanding the need for participants' confidentiality (Ames et al., 2019). When selecting a venue for the interview, the location must be convenient and appealing for the participants (Meetei, 2019). I selected a convenient private venue appropriate for conducting the interviews and preserving participants' identity and confidentiality. Upon completing and approving the study, I provided the participants with a copy of the study in a pdf format via email. Researchers must ensure that the participant's and organization's identifiable information is secured and protected by using codes for confidentiality purposes (Ahlin, 2018). I coded the participants as P1, P2, P3, and P4.

Another critical ethical consideration was protecting participants' confidentiality with the appropriate storage and disposal of study data during the research process. I used a range of data collection methods and data storage alternatives in my study. The Walden systems require a period of 5 years of preservation of research-related materials and data. I retained all documentation, electronic data, and audio recordings (see Appendix C) for a maximum period of 5 years in keeping with the mandated standard of Walden University. I stored the electronic data in a password-protected file on my personal computer, secured by a password only accessible by me for 5 years. All documents and data will be locked away securely in a location only accessible by me. After 5 years, I will delete and erase all the electronic data from my computer and burn all research materials, including the identification schema.

During the research process, researchers must maintain ethical boundaries. The Walden University IRB must first issue authorization and approval to proceed with the research. The IRB governs the administration of ethical research. Walden University's IRB process is a mechanism that monitors researchers' practices and ethical conduct. The IRB approval process ensures that researchers display the highest ethical conduct and adhere only to sound practices. Doctoral scholars attain IRB approval by complying with all the stipulated ethical standards throughout the study process. IRB must approve before researchers can select participants, the research site, and the data collection process. I abided by the laws and regulations of the IRB in obtaining approval and permission to commence my research. The Walden University IRB approval number for this study is 03-23-22-1019973.

Data Collection Instruments

For this research, I was the key data collector. Case studies employ six data collection methods: (a) interviews, (b) archival records, (c) direct observations, (d) documents, (e) participant observations, and (f) physical artifacts (Yin, 2018). Researchers utilizing a case study design frequently employ semistructured interviews as a data collection instrument (Elger et al., 2015; Yin, 2018). For this research, I utilized semistructured interviews via Zoom videoconferencing and relevant organizational documentation, including strategy documents, yearly business plans, employee handbooks, journal reflection and evaluation of business websites for the data collection.

Due to the Covid-19 pandemic, this research's principal data collection strategy was virtual interviews via Zoom videoconferencing software. While virtual interviews may allow flexibility, individuals need to pay close attention to interpreting cues and body language (Williams, 2021). An interview protocol provides a framework and methodical guide for the interviews (Yin, 2018). The interview protocol process was beneficial for improving the data collection method (see Appendix A).

I created seven original open-ended interview questions (see Appendix A) on successful strategies to drive change management initiatives. According to Yeong et al. (2018), it is critical to develop interview questions to generate quality data when conducting qualitative research. Before commencing the interview, I enlightened the participants on the purpose and nature of the study. I reassured the business leaders that the information shared during the interview was confidential and reminded them that they were free to decline to participate and free to withdraw their participation at any point. Due to the Covid-19 pandemic, I used Zoom videoconferencing recording software to capture the interview. I transcribed the interviews for analysis and conducted member checking to capture the correct interpretation of the participants' responses (see Appendix A). In addition to the open-ended interview questions, I used follow-up questions to probe for additional information. I created a plan that allowed sufficient time to schedule the interviews without conflicting with the business leaders' duties and schedules. I allowed participants to select the location, day, and time of the interview so that they were comfortable sharing accounts of their personal experiences.

To guarantee reliability and validity, I created an audit trail and preserved the compilation of material used in the study. I interpreted and analyzed the participants' responses and then communicated my understanding and interpretation to ensure validity. Yin (2018) noted that validity in a study takes place through member checking. The member checking technique offered an opportunity to summarize the responses to the interview questions and verify the participants' responses for accuracy of interpretation (see Appendix A).

Data Collection Technique

For this qualitative multiple case study, due to the Covid-19 pandemic, data were collected from virtual semistructured interviews via Zoom videoconferencing. I used seven open-ended questions and an interview guide to ensure consistency of the interviews (Appendix A) I collected company archival documents, including strategy documents, yearly business plans, employee handbooks, journal reflection, and evaluation of business websites. An approval from Walden University IRB was required to commence the data collection process. The data collection procedure is systematic and entails compiling information about a research question. Yin (2018) asserted that researchers should gather data from multiple sources when conducting a case study. Interviews were the primary data collection technique for this research.

The data collection technique for the virtual semistructured interviews followed the interview protocol's standards and criteria. During the virtual semistructured

interview, researchers should make a significant effort to encourage transparent and rich interaction between the interviewee and participants (Wolff & Burrows, 2021). An interview protocol consists of the interview questions and step-by-step instructions of the interview process (Todorov et al., 2019). The data collection steps were as follows:

1. Obtain location approval from business leaders via email or letter.
2. Acquire a list of potential participants from the business leaders and select the most suitable participant for the study.
3. Recruit and endorse participants via email using a participant consent letter.
4. Obtain the acceptance and consent from participants who are willing to participate in the study.
5. Schedule and confirm the virtual interviews via emails and telephone calls.
6. Schedule an appointment with the business leaders to explain the purpose of the study and attain authorization to collect company data.

Invitations were emailed to participants requesting their participation in the study (see Appendix B) and copies of the informed consent form. I utilized an interview protocol to direct the interviews. The semistructured interview was most appropriate for obtaining data about successful change management strategies that business leaders can implement. I selected virtual interviews as the primary data collection technique to acquire an adequate depth of data collection.

Data collection techniques have several benefits and drawbacks. The advantages of data collection approaches include the following: (a) gaining insight into the research topic, (b) gaining information about the study from participant experiences, and (c) gaining access to valuable data for the research study (Zhang et al., 2018). The disadvantages involve the following: (a) time-consuming for both researcher and participant, (b) researcher being candid with the client, (c) expensive data processing, and (d) might be subject to bias (Maya-Jariego & Cachia, 2019).

A pilot study was not suitable for this research. I conducted feasibility and validity checks on data before conducting the research. After receiving IRB approval, I audio recorded each participant's response. Yin (2018) determined that using open-ended interview questions in conjunction with a qualitative multiple case study enables the collection of in-depth, reliable, and valid data.

Before concluding the data collection phase, I contacted the participants via video conference and conducted a follow-up interview to validate their answers via member checking (see Appendix A). Additionally, I verified the participants' comments for authenticity. According to Naidu and Prose (2018), member checking ensures that the participants' data is accurate. The data process includes: (a) data collection, (b) data analysis, (c) data reorganization, (d) comprehension of obtained data, and (e) confirming the data (Yin, 2018). I used the member checking data and imported the captured data into the software.

Data Organization Technique

In qualitative analysis, data organization relates to organizing, categorizing, and grouping the collected data. Data organization is a systematic process that aids researchers in organizing the information and extrapolation of data (Todorov et al., 2019). I used a Zoom video recorder to capture the interviews and ensure the authenticity of the data and interpretation of the interview. Each participant was assigned a unique code and marking for differentiation. Researchers keep track of the data captured using spreadsheets, Excel TM, journals, transcripts, and notes (Jahangiri & Jahangiri, 2019). For privacy and ethical purposes, I protected each business leader's identification. The research documents were independently categorized and labeled according to the following: Participant 1 (P1), Participant 2 (P2), Participant 3 (P3), and Participant 4 (P4). Researchers use tagging, sorting, coding, and cataloging to ensure efficiency in the data organization process (Todorov et al., 2019). I stored all data using an electronic filing system. I categorized the research data and assigned unique identifiers for files and documents. Jahangiri and Jahangiri (2019) emphasized that it is critical to secure research records. The research documents, including consent forms, notes, electronic records, emails, and invitations to participants, were stored securely in a password-protected computer.

Researchers keep journals to keep track of their research and database (Yuan et al., 2018). Reflective journals enable a researcher to characterize the collected data (Todorov et al., 2019). The interview date, time, demographic information, and

participant interactions were all noted and handwritten in my reflective journal. I kept a reflective journal to assist me in documenting and organizing my thoughts and aid the collaborative inquiry process inherent in qualitative research. The reflective journal served as a primary data source for my research and ensured data credibility. According to Walden University's data protection policies, I will abide by research ethics and retain the participants' identities and records for 5 years. To guard against unauthorized access to the data presented by participants, I am the only individual with the right to a secure password. After 5 years, I will destroy the participants' data, and relevant documents.

Data Analysis

The primary objective of qualitative inquiry is to elicit information from the interview process, including subtle or contextual factors. I handled the interview data analysis cautiously and attempted to reflect the participants' perceptions of reality. Researchers obtain objective and relevant information from qualitative data using a structured data analysis method. I used Yin's (2011) 5-step process to analyze my research data which included: (a) compiling the data; (b) disassembling the data; (c) reassembling the data; (d) interpreting the meaning of the data; and (e) concluding the data. According to Fusch et al. (2018), researchers adopting reflectivity and employing multiple data sources can eliminate personal biases. I collected data through interviews, document review, journal reflection and evaluation of business websites.

I began my data analysis by evaluating the interview transcripts. I reviewed and analyzed transcripts of the interview responses for emerging codes and themes. I evaluated the organizational documents, journal reflection and websites for data aligned to emerging themes. I progressively cycled through the transcripts as I added data by continuously looping back through the data as it was built. I analyzed supporting resources, such as a review of organization strategy documents, yearly business plans, employee handbooks, journal reflection and evaluation of business websites to substantiate the emergence of themes linked to the central research question.

I began using Yin's (2011) five step method by compiling data from the transcribed interviews, organization strategy documents, yearly business plans, employee handbooks, journal reflection and evaluation of business websites. In the second phase, I disassembled the data by coding for themes, categorizing, and classifying the acquired data in line with the keywords and themes defined in the Lewin's theory of change conceptual framework and critical subjects identified within the literature review. I used literature to support the themes, validate and connect the findings with the methodology and conceptual framework.

A summary of the transcripts was emailed to the participants to confirm that their responses were appropriately captured. In rigorous qualitative research, the member checking process is consistently proposed as a validity or trustworthiness assessment (Naidu & Prose, 2018). All participants approved the accuracy of the member checking

data, eliminating the need for follow-up interviews. After participants verified the accuracy of the responses for member checking, I prepared the data by removing all space fillers, repetitive words, unfinished sentences, and irrelevant comments and uploaded it into the NVivo 12 software.

In the third phase, I reassembled the data using the NVivo®12 software to identify patterns, themes, alignments, and trends. The NVivo®12 software tool captures repeated words from the data and generates codes to characterize the keywords (Alam, 2020). Researchers use thematic analysis to analyze qualitative empirical data (Lawless & Chen, 2019). I carried out a thematic analysis of the data collected. I reassembled the data into sequences to uncover patterns or themes to answer the primary research question and gain a thorough comprehension of the principal phenomena.

The NVivo 12 software is designed specifically for compiling data for qualitative case analysis into specific words or phrases and organizing similarities to aid in subdividing the data into primary and secondary groups based on the number of themes that emerged during the data analysis (Soehardi et al., 2021). When researchers analyze research data, they can identify key themes and assess the most effective way to utilize the data gathered (Becker & Gould, 2019). Researchers must review, analyze, and interpret the raw data to discover emerging findings relevant to the study's central research question (Elliott-Mainwaring, 2021). I reviewed NVivo 12 results and analyzed the thematic codes for emerging themes.

In the fourth phase, I interpreted the findings by contrasting patterns to the interview transcripts, organization strategy documents, yearly business plans, employee handbooks, journal reflection, and evaluation of business websites. The final step in the data analysis process entails drawing conclusions based on interpretations and meanings from the data analysis process to strengthen the conceptual framework (Naidu & Prose, 2018). In the fifth step, I assessed and interpreted the material to construct a coherent concept and offer a customized structural narrative of my experiences.

Reliability and Validity

To validate the research findings in my study, I employed valid and reliable instruments. The credibility of a study's results was assessed using two specific research design criteria, namely reliability, and validity. Validity includes credibility, data saturation, confirmability, and transferability, while reliability focuses on accuracy (Ertugrul-Akyol, 2019). Qualitative researchers integrate sustainable methods to ensure the study's validity and reliability (Violato & King, 2019). I highlighted below the strategies proposed to explain the study's rigor and trustworthiness.

Reliability

Researchers can determine a study's quality by the accuracy and reliability of its results. The researcher can increase the study's credibility by conducting appropriate interviews and adequately documenting the processes (Krosnick, 2018). Incorporating an interview protocol assists a researcher in remaining unbiased throughout the interview

process. I used the interview protocol to ensure consistency and structure of the process and guide the questions addressing and answering the central research question. The interview protocol established a systematic process and authenticity of the interview process and data collected during the interview. Researchers halt the interview process when reaching saturation, as no new information is generated (Yin, 2018). I kept probing the participants until reaching the saturation point.

Dependability entails authenticating the research findings, resulting in accuracy and consistency. Research depends on reliable documents to establish dependability and enhance the research's authenticity (Akbiyik & Senturk, 2019). To prove dependability within my study, I utilized the interview protocol (see Appendix A) to establish reliability to reduce prejudice and misunderstandings and ensure consistency during the interview process. I conducted member checking by interpreting the interview data and requesting participant confirmation of my interpretation. As suggested by Yin (2018), I can achieve dependability through the articulation of a clear objective, the characterization of the selection of participants, the specification of detailed information in the data collection processes, the use of a transparent and unbiased data analysis system, and the delineation of in-depth discussion outcome.

Validity

Validity within a study is based on the credibility of its findings. I evaluated the data and employed member checking to enforce reliability. Validity must be ensured by

scholars conducting qualitative research through credibility, confirmability, data saturation, and transferability (Engelberg & Gouzoules, 2019).

Credibility

Member checking, interview protocol, peer-reviewed findings, purposeful sampling, and methodological triangulation enhance research credibility (Akbiyik & Senturk, 2019). I employed purposeful sampling and interview methodology to reduce bias throughout the interview process. Purposeful sampling improves credibility and assists in implementing the interview protocol (Quinlan-Cutler et al., 2018). I used peer-reviewed sources to strengthen the legitimacy and transparency of the literature.

Member checking is one method for assuring the credibility of qualitative research (Naidu & Prose, 2018). Researchers conduct member checking to (a) verify the accuracy of the data gathered, (b) get feedback, (c) verify replies, and (d) establish dependability (Madill & Sullivan, 2018). As part of the member checking process, I asked the participants follow-up probing questions to get richer information. After analyzing the research data, I utilized member checking to aid in the accuracy and validity of participant responses to identify inconsistencies or errors and assure credibility. I sent a summary of the interview to each participant to confirm agreement with how I interpreted their response. Increasing credibility requires identifying measures to promote trustworthiness, such as extensive field experience and the utilization of numerous sources (Naidu & Prose, 2018).

Transferability

Transferability is a crucial component of reliability in qualitative research. Transferability entails demonstrating to readers that the study's results can apply to various populations, contexts, and circumstances (Essa et al., 2019). To ensure that others can use my research with some degree of confidence, I documented assumptions in the study and confirmed my analysis of coding of themes and data. I utilized interview protocol, member checking, methodological triangulation, and data saturation to reinforce transferability. Researchers must offer accurate information to readers and facilitate further research (Atilgan, 2019). I used an interview protocol to confirm consistency and enhance the transferability of the research (see Appendix A). Researchers provide detailed descriptions of the research context and participant accounts to enforce transferability in a study. A researcher should be capable of translating the study's findings (Ferrando et al., 2019). As suggested by Houghton et al. (2013), a thick description technique necessitates that the researcher thoroughly characterizes the research context so that readers can make comparisons to different scenarios.

Confirmability

The outcomes of a research study may be shaped by the participants' narratives and comments rather than by the researcher's biases. Confirmability in qualitative research entails appropriate instruments, techniques, and data collection (Haven & Van Grootel, 2019). Confirmability entails removing personal opinions from the research

(Korstjens & Moser, 2018). To guarantee conformability in my research, I employed methodical triangulation to compare research findings acquired from the analysis of Zoom videoconferencing interviews, the review of organizational documents, journal reflection and the evaluation of business websites. I ensured that the results could be confirmed and supported by others. The data generated from participants' responses and company documents aided in exploring the strategies that the business leaders can implement to drive change management initiatives.

Data Saturation

A researcher reaches data saturation when the transferability and confirmability of the study are completed. Data saturation occurs when the information gathered generates no further data (Yin, 2018). I conducted semistructured interviews via Zoom videoconferencing and reviewed organizational documents, which included strategy documents, yearly business plans, handbooks, journal reflection, and evaluation of business websites to attain data saturation. I used the following steps to reach data saturation: (a) employees conducted in-depth interviews with 4 participants, (b) utilized the member checking approach, and (c) analyzed organizational documents until no new data emerged. To ensure data saturation, I requested participants in this study to elaborate on their responses and clarify their meanings with follow-up questions. Qualitative researchers rely on member checking to establish credibility by allowing participants to

rectify errors and data interpretations and evaluate outcomes to validate that the material provided is accurate and complete (Yin, 2018).

Transition and Summary

The purpose of my study was to explore strategies that some business leaders use to successfully implement change management initiatives for improving organizational performance. In Section 2, I reintroduced my purpose statement, defined my role as the researcher, and described the interview participants. A detailed description of each component, backed up by scholarly peer-reviewed or seminal sources, provided a compressive view of the study process. I highlighted the research methodology, the research design, and the population and sampling techniques. I described how I would uphold ethical standards through the data collection instruments, the data collection techniques, data organization, and data analysis. Section 2 concluded with a justification of the reliability and validity of the research.

In Section 3, I incorporate the findings on strategies that some business leaders in St. Lucia used to implement change management initiatives successfully. I present the purpose of this study, the presentation of findings, its application to professional practice, and the implications for social change. I discuss the recommendations for further research and reflections on my experiences as a researcher for this study. Lastly, I provide the research study summary and conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies that some business leaders use to successfully implement change management initiatives for improving organizational performance. I conducted semistructured interviews with four business leaders from four organizations in St Lucia. Themes that emerged from the findings were (a) strengthening communication, (b) reinforcing training, (c) increasing employee engagement, and (d) strengthening organizational culture.

The four participants were instrumental in terms of developing and leading successful change management by incorporating various innovative organizational strategies. From findings, it was evident that leaders created effective interactive communication channels to foster stakeholder awareness, understanding, and buy-in. Employee training was an effective strategy necessary to develop new behaviors and tools necessary to adopt changes. Employee engagement impacted level of support.

Creating an organizational culture based on values and behaviors aligned with the organization's objectives and vision was also critical. By aligning change objectives with the organization's culture, business leaders can use study findings to develop more effective change initiatives that result in positive social change. Moreover, business leaders can enhance business success by fostering a more positive work environment and benefiting communities through increased employment.

Presentation of Findings

This section contains emerging themes from interviews and participant identification codes. I conducted semistructured virtual interviews using Zoom with four business leaders from four organizations in St Lucia to address the overarching research question: What successful strategies have business leaders implemented to drive change management initiatives for improving organizational performance? Data analysis revealed four distinct themes. Table 1 lists demographic data. Table 2 lists themes and the number of occurrences. The following section contains a comprehensive overview of each theme and participant responses.

Table 1*Business Leader General Demographic Information*

Participants Codes	Parameters	Nationality	Highest Education level	Number of years employed with the current organization	Years of Leadership Experience
P1	#1	St. Lucian	Doctorate	8 years	12 years
P2	#2	St. Lucian	Bachelors	10 years	20 years
P3	#3	St. Lucian	Masters	5 years	12 years
P4	#4	St. Lucian	Masters	8 years	10 years

Table 2*Emergence of Themes and Number of Occurrences*

Emergent theme participants	Number of occurrence	Number of
Strengthening communication	35	4
Improving employee engagement	30	4
Reinforcing training	33	4
Strengthening organization culture	25	4

Theme 1: Strengthening Communication

The first theme was strengthening communication. All study participants expressed they were dependent on communication as a critical tool in terms of managing successful change initiatives to improve organizational performance. Employees feel the need to be informed of what is required, why it is required, why change is necessary, and new cultures, values, and beliefs. Business leaders initiated change strategies by communicating change objectives. The four participants identified the theme of strengthening communication as the most used strategy during responses to interview questions 1, 3, 4, and 6. According to P1, as head of the team, she engaged all organization members and stakeholders during the change process and used communication to facilitate transitions across the organization. Employees were also informed about the change's purpose and potential consequences, benefits of change strategies, long-term impacts on the organization, and contributions to social change. P3 explained:

When communicating the change, I was explicit in conveying information to all members in the most straightforward manner possible and fostering an environment where they could participate in the conversation. I solicited feedback and then explained our objectives in detail.

P2 expressed:

Through various change management experiences, I have noticed that extensive communication is critical in initiating change. The conversation about change emerges from enduring enthusiasm for change that inspires and mobilizes the synergies of listeners who contribute to identifying solutions for transformation and encouraging others to do the same.

P4 mentioned the significance of internal communication during the change process:

Different functional groups and project teams might have distinct cultures at a more fundamental level. For instance, the differences between technical and marketing cultures are well documented and constitute a significant impediment to internal communication; however, my team effectively communicated across organizations. Communication plays a critical role in establishing and sustaining a culture of focused creativity, which requires a clear strategic direction and buy-in to integrate change management efforts across multiple disciplines.

P3 discussed the importance of establishing open communication to effect change:

The guiding principle has always been inspirational communication as the concept that has the most significant impact on creativity and innovation, including vision articulation. When communication is established, the organization's vision becomes more explicit, and inspirational communication assists employees in understanding the clear strategic direction.

P2 said, “expressing the organization’s vision has a detrimental effect on employees’ confidence unless it is accompanied by inspirational communication.” P4 noted that “communications are not progressing along established trajectories toward a well-defined end goal. However, an emergent process requires the involvement of everyone within the organization for effective change implementation.” P4 explained, “If you do not establish clear communication, plans are doomed to fail.”

P1 echoed P3’s emphasis on communicating the change process to employees in terms of the change initiative and its consistency in relation with the organization’s vision. P4 explained:

Communication is critical, a blend of expertise and cognitive capacity for implementing change initiatives. Communication motivates leaders' contributions during the early stages of a new project, when they formulate their ideas and define the problems, and later when they require feedback and insight into the implications of their work. The evaluative role of leaders is critical and beneficial to creativity, innovation, and the process of change.

According to P1:

I would begin by providing an overview of the change by establishing a structure that addresses behaviors related to subordinate supervision, role clarification, planning, and other task-oriented behaviors associated with the efficient use of resources during the change process.

P4 said:

For business leaders to alleviate employee resistance to change, all team members were informed that their positions were in no way jeopardized by the change initiative. Communication was critical in terms of managing changes. As a result, every team member was informed and engaged throughout the change process.

All study participants concluded that communication of the change initiative and its implementation are inextricably linked. P1, P2, and P3 stated that it is critical to maintaining two-way communication. P2 said, “leaders and team members viewed communication, particularly feedback, as a critical characteristic, which undoubtedly enabled leaders to impact process improvement positively.”

P4’s strategy report revealed that effective communication fosters an environment where employees think creatively, convey their thoughts, and encourage employees to take ownership of problems and projects, resulting in more creative brainstorming or problem-solving initiatives. P1’s and P3’s annual business reports and my journal notes on communication provided additional support regarding open communication and employee engagement as practical approaches to support change projects.

According to Niculescu and Voicu (2018), allowing team members to express themselves freely and maintaining open lines of communication can mitigate the apparent lack of dispute. P1 explained that “Providing background information to employees can

help them develop a sense of purpose, an understanding of their place within the organization, and their significance to the mission.” P4 shared that “Communicating in various ways enables employees to remain clear on the objective of the change. Thus, the team appeared to feel more confident due to the leaders' practical communication skills.”

P1 asserted that, “The change initiative was more likely to fail without effective communication.” P1 explained that. “By sharing their experiences and knowledge, the team gave everyone involved a holistic view of the entire process. The leaders' strategy of eliciting feedback via effective communication resulted in a favorable outcome.” All participants concluded that effective team communication could significantly boost project success rates, especially when team members are personally involved in the planning and implementation processes. Effective communication was critical to the overall success of the change implementation.

Alignment with the Literature

Theme 1, strengthening communication, was consistent with the findings of Saxena and McDonagh (2022); throughout the change project, communication serves as a powerful tool in ensuring employee buy-in and acceptance of the change initiative. The business leaders' statements corroborate the Van Zoonen and ter Hoeven (2022) study, which noted that directing a specified communication plan can facilitate employee alignment by offering guidance on interpreting the change. Leaders must communicate effectively to assist employees in motivating and engaging them

during the change initiative implementation. In this study, the adaptation of newsletters, telephone calls, emails, and remote meetings were some mediums employed by business leaders in communicating the change initiatives.

Alignment with the Conceptual Framework

All the business leaders secured support from the change initiative by maintaining open communication; this method aligned with (Freezing), the first stage in Lewin's change model. According to Lewin (1947), leaders must be transparent in conveying organizational goals and objectives and provide team members with step-by-step guidance on the change initiatives and the desired result. Ramos-Maçães and Román-Portas (2022) findings were consistent with the theme of strengthening communication and indicated that the capacity to communicate effectively is a crucial feature for leaders, as it is necessary for all management responsibilities and plays a vital role throughout the organizational change. Leaders must convey accurate information to help stimulate and engage employees during the implementation of the change initiatives.

Theme 2: Improving Employee Engagement

According to the business leaders, improving the employee engagement strategy and soliciting employee feedback while formulating the change initiative is critical to successful implementation. While employee involvement is vital, the leader must devise a strategic plan for the proper execution of the change project.

P1 noted that “Getting the employees on board with the change initiative plans was crucial in resolving employee issues while fostering good interpersonal relationships.” P3 said, “Trust is a critical component of the connection between a leader and an employee, and that trust establishes a reliable link between leadership empowerment and employee motivation leading to successful employee engagement.” All the business leaders believed that leaders increased the likelihood of success of change projects through employee participation from the initial stages of the change process. P2 noted:

I consulted with each employee regarding decisions involving their unit and the firm in general, which can be accomplished effectively at the departmental level. While the changes were being implemented, I communicated individually with all teams and each employee. The objective of these discussions was to engage each employee in determining the impact of decisions on the change project.

P4 explained the impact of employee reward towards improving organizational performance:

I pay special attention to individuals who work with passion and enthusiasm. I established an appraisal committee whose primary function would motivate staff while monitoring their performance. The committee's opinion would inform management about which individuals most deserve reward and remuneration, all

in an attempt to use employee engagement and reward strategy to motivate employees to get involved in the change initiative.

P3 elaborated on the need for employee engagement and the significance of soliciting employee feedback:

Employees who do not oppose the change become accustomed to the concept and could contribute to the direction of the change. Even soliciting an employee's input and giving the employee a voice in the change increases employee participation and success. According to P4, leaders should engage their employees and solicit feedback to foster employee trust and the capacity for change implementation and sustainability.

P2 added that “Leaders should integrate assessment methods into the change process to inform employees of their contribution. Employees who contribute positively to the change process deserve recognition and reward.” P3 said that, “The direct involvement of all team members at all levels is beneficial in developing cooperation between employees and leaders, which facilitates decision-making.” P1 reported that “Direct participation facilitated communication and built trust, which resulted in change project awareness and acceptance.” P2 noted that “A significant component of the team's success during the change implementation period was the manager's ability to foster an environment where all members felt valued.”

P4 explained:

An effective strategic goal included team members' participation plan; by creating openness about the change objective, highlighting the project's purpose and the financial impact on the business, which trickled down to the organization's opportunities and employee benefits. Also, by demonstrating transparency and considering team members' views and opinions throughout the process. Certain employees' feedback and perspective aided in developing a successful plan.

P3 shared the critical nature of employee involvement to the success of the change initiative, “Creating an environment where employees feel empowered to create change is also beneficial and reflects the organization's culture. However, employees are frequently caught up in changes initiated by others.” P4 mentioned that “Early involvement of employees' input and impact is deemed critical.” All participants agreed that it is vital to define a vision and then consult with employees regarding their role in achieving the goal; business leaders must engage employees at the initial stage of the change project, which also mitigates resistance to change.

Alignment with the Literature

Theme 2, Employee engagement, corroborates Blackman et al. (2022) findings that employee engagement is attaining a preeminent position in change success and plays a significant function as a precursor to performance and efficiency towards organizational change. The business leaders' approach was consistent with the findings of

Anggiani (2022) stated that a change initiative necessitates the adjustment of employee behavior; therefore, the objective of positive reinforcement is to build and strengthen the behavioral characteristics of employees through direct engagement. The business leaders noted that the effectiveness of change implementation is contingent upon employees' comprehension of the change, employee involvement, and perception of its worth.

Alignment with the Conceptual Framework

Employee engagement was a critical strategy that aligned with Lewin's conceptual framework. The second stage, the introduction of the new change, involved business leaders implementing the change, incorporating employees' feedback, and empowering and engaging the team through the change process. The strategies employed by business leaders corroborated the findings of Afram et al. (2022), indicating that leaders should encourage their employees to cultivate effective involvement to foster alignment for the successful execution of organizational objectives. Employees become more engaged and interested in the change initiative after being informed of its positive impacts (Lewin, 1947). Leaders may accelerate organizational change by cultivating an environment that encourages employees to think outside the box while also providing equal opportunities for employees to contribute to the change initiative.

Theme 3: Reinforcing Training

Effective training may assist employees in understanding the rationale for the change, offering tools and assistance in implementing the change, and assisting leaders in

developing effective strategies. The purpose is to equip employees with the information and skills necessary to implement the change initiative successfully.

P4 explained that “Leaders should provide practical induction training that communicates the organization's goal, vision, values, and strategy and then offer regular refresher training opportunities to ensure that these concepts are ingrained in memory and integrated into everyday operations.” P1 noted that, “The leaders incorporated the training strategy and educated staff on the change management process on how to be the most effective advocates for change while supporting team members appropriately.” P1 and P4 expressed similar views and added that, “Delivering refresher leadership training at times of change helps guarantee that everyone stays on track with the change process.” P3 asserted that “Leaders should be trained to incrementally communicate the change to their teams, collect employee feedback, and use it to impact change.” All participants agreed that training employees aided in the change initiative's successful implementation and provided information about the new procedure, allowing for employee participation and constructive input during the process

P2 explained, "Within my organization, I establish the behavioral standards; my employees must embrace change, and I try to set the example and tone for how the team perceives change." P3 stated that. “Effectively managing organizational change reduces associated fears and puts an end to the rumor mill. Training employees can ensure that they are prepared to assist and adapt to change while attaining knowledge.” All the

participants in the study stressed the importance of continuous training throughout the change process, from strategy design through implementation, to ensure a smooth transition. According to P1, “Employees better understand change via personal reflection, so training is vital. They must assess their previous performance patterns and behaviors, acquire new concepts to create new material, and provide leaders with insight into their work habits.” P1 organization's annual statement ensured that every element of the strategic management process was aligned with the long-term goals of improving organization success.

P2 recognize the significance role of training:

By choosing a flexible format in teaching and training employees about the change effort can take various forms. When it comes to high-level training, a live-streamed event or pre-recorded web-based training can be effective at informing and educating both employees and leaders.

P4 shared similar and noted:

Employees might require role-playing exercises via instructor-led or remote instructor-led sessions and process documentation materials to learn new procedures. The format that leaders select depends on the training objectives and the size of the team as well as employee’s willingness to participate.

According to P1, “When a new scheduling software program is being rolled out to replace an existing one, employees must be educated on the functional differences, which begins with leaders' ability to identify and convey those differences.”

P3 said that:

The transfer of knowledge is a critical part of training. An organization rebrand, for example, requires less skill acquisition and more comprehension of a novel concept. Employees who learn about what is new should also learn why the change should occur.

P2 expressed, " To be effective, any change must have buy-in and a clear understanding of the "WIIFM" (What's in it for me?) factor”. P2 further added that:

Employees have a natural aversion to the novel and unfamiliar. Simply implementing a program and informing your organization that this is the new normal is insufficient for most employees to understand, let alone feel enthused about the change. Training enables teams to succeed in the face of a new reality by assisting them in comprehending how the change will benefit their jobs and the organization.

According to P4:

The leader must first choose an individual or training officer as the point of contact. Even if the organization does not have an official change steering

committee, a designated member should be equipped to drive change management from the initiative level.

P3 claimed, “It is vital to identify the skill/knowledge gap between what employees already know and what they will need to learn in a changing environment.” All the business leaders empathized that training was crucial to the organization's performance because it aided employees in understanding the purpose of change, provided knowledge and techniques to support the change implementation, and guided leaders in recognizing key challenge areas. An evaluation of P1, P3, and P4 employee handbooks substantiated my observations and notes about the critical nature of employee training for the successful implementation of change. Employee handbooks detailed necessary training activities and the need for ongoing innovative training and development for all team members aimed at adapting to a changing environment.

Alignment with the Literature

Theme 3, reinforcing training, is consistent with the findings from Hughes (2022), who stated that it is vital that organizational leaders implement training programs to improve organizational performance and build ongoing training systems to support effective transformation. The business leaders' approach corroborated the findings of Moric Milovanovic et al. (2022) that training and skill development are crucial components for preparing employees for new missions and responsibilities aimed at more extensive implementations of change. Employees must display the appropriate mix of

skills and knowledge, which may be obtained through training, for organizational transformation to be successful.

Alignment with the Conceptual Framework

Business leaders highlighted that training employees serve as an effective strategy aligned with the Lewin's conceptual framework. The strategies employed by business leaders affirmed the findings of Dippey (2022), who noted that employee training promotes the growth and success of initiatives and should focus on knowledge, skills, and application. According to Lewin's three-step change model, change takes place through the stages of unfreezing, changing, and refreezing (Lewin, 1951). Organizations must do everything necessary to adapt to these changes effectively and efficiently and be savvy in their use of the solutions and technology that are now available and can facilitate training through various innovative platforms.

Theme 4: Strengthening Organizational Culture

Successful change implementation requires a healthy and supportive organizational culture and an understanding of the relationship between organizational culture and change management. Business leaders are better prepared for inevitable changes when employees adapt to the organization's values, beliefs, and standards.

P3 agreed that:

The most successful change management programs include a broad employee buy-in through organizational culture. The most effective strategy to assure

change management success is creating clear organizational objectives for the changes being adopted, making it easy for the workforce to comprehend and understand what is occurring.

P1 noted that, “Strengthening organizational culture establishes uniformity throughout the business and fosters confidence in leadership's capacity to carry out these changes.” According to P2, “Fostering an organizational culture where employees feel secure and appreciated enough to open up when something is wrong and provide suggestions for improvement is paramount.” P4 shared similar views and added that, “Creating an environment where valued employees' contributions would result in a more positive change experience and a more united workforce capable of collaborative innovation and idea-sharing.”

P1 stated that, “Creating a culture that is receptive to change within the organization also requires being sensitive to employees' points of view while maintaining empathy toward others also mitigates employee resistance and contributes to the organization's success rates.” P3 added that:

It is critical to have a change strategy that is articulated clearly and honestly, which guarantees that all employees understand what is occurring, when, why it is happening, and how they may contribute to the organization's success for the successful implementation.

P4 explained that “Strengthening organizational culture in an ever-changing environment takes time and that business leaders must constantly adapt to new conventions and shifting business models. Often, new strategies are required to implement these changes successfully.” All the business leaders agreed that for the change program to be effective, both employees and management must analyze and comprehend the organization's mission and vision. Once this is established, the dynamics of the new culture become more adaptive. According to P1:

The culture-driven change management approach is critical for organizations. Values exist and strive to incorporate them into the new vision. Strengthening the organizational culture contributes to employee engagement by establishing a community for employees by motivating them to participate in the change initiative.

A review of the P2 company website revealed their change mission which is intended to raise awareness of the change projects and to transition the team and organization from their current condition to a desired future state consistent with the organization's culture.

Alignment with the Literature

Theme 4, strengthening organizational culture aligned the planned change project with the organization's objective, is consistent with Patsiaouras (2022) research that leaders who participate in the change process afford more significant support for favorable outcomes when creating a change culture. The business leaders' findings

affirmed the research by Sawagvudcharee and Yolles (2022) that change agents should be able to comprehend the cognitive and behavioral domains of the organizations and the relationship between these domains and the effectiveness of change initiatives that result in strengthening the organizational culture. Encouraging a culture of trust and employee involvement from the inception of the change implementation process may increase employee buy-in and help create a strong culture.

Alignment with the Conceptual Framework

The third phase is when the change is executed and becomes embedded in the organization's culture. Aligning the planned change project with the organization's objectives corroborates Lowery-Hart's (2022) findings that when facilitating organizational change, it is necessary to foster a culture of creativity and inclusiveness in which all employees may participate. The study results on strengthening organizational culture that suggests executives should integrate the change initiative into the organization's culture is aligned with the refreezing concept of Lewin's theory of change. Refreezing is necessary to solidify and sustain the new process and ensure that individuals do not return to the former processes (Lewin, 1947).

Application to Professional Practice

I utilized my research findings to highlight the successful change management strategies business leaders employ to improve organizational performance. This study may be valuable and provide substantial knowledge and insight to business leaders

attempting to embark on new change projects within their organizations. Successful change initiatives provide the impetus, energy, and vision necessary to advance new ideas. Business leaders can benefit from a consistent change management approach that contributes to the success of change projects (Fattore et al., 2018). The findings of this study may influence business practices by providing a common language and framework needed to drive change effectively. Existing and prospective business leaders from varied organizations can incorporate the study's findings to encourage business survivability.

The business leaders recommended that management make a concerted effort to strengthen communication regarding the change initiative. Organizational change and communication are intricately connected processes. Internal communications play a crucial role in the "successful" implementation of change management initiatives and should be consistent with the organization's vision and mission. All four participants emphasized developing a communication strategy to manage the change initiative. Effective communication is essential to the successful implementation of the change initiative and has traditionally been defined as two-way communication that fulfills various purposes, including information sharing, involvement, adherence, and feedback. Staff conferences, remote meetings, unit and group meetings, and one-on-one interactions were the modality of communications employed by the participants, along with emails, social media, text messages, and notifications to communicate with team members to secure buy-in for the change projects.

From the study findings, it was evident that business leaders attributed their success in formulating and implementing successful change initiatives to increased employee engagement and collaborative efforts. According to the study's participants, there is less resistance when leaders engage team members, and the organization adapts to the desired state quicker. Business leaders and employees should collaborate to make the change effort a success. Business leaders recognized the critical nature of establishing employee trust to participate and become fully engaged in the change process. Employees must understand the need for change implementation, how they impact the organization, and how they benefit them as employees. Participants in the study expressed an interest in training, coaching, and mentoring to further enlighten them on the change initiative. The business leaders explained that developing defined strategies for engaging employees assisted in achieving their objectives.

While organizational change is a critical initiative that encourages optimizing organizational practices to navigate disruption (Wang, 2015), failing to consider the needs and objectives of employees may fail. Employees may become enraged and obstruct the change project if they believe they are not a priority. The four business leaders ensured that employees were trained on the new initiative and participated in training sessions. Based on the study findings, enhancing training was critical to organizational success and assisted employees in learning the rationale for the change, providing tools and skills to facilitate the change implementation, and guiding leaders in identifying challenges. Training employees aims to provide strategies for resolving

problems while minimizing disruption during the change implementation process and ultimately improving organizational performance and sustainability.

The findings of this study add to the body of knowledge on successful change implementation initiatives. The fourth theme, strengthening organizational culture, emphasized the need for business leaders to be transparent about defining explicit change objectives. Employees who understand the organization's mission, values, and processes are more hopeful and willing to contribute to the organizational change and strengthen the culture (Galli, 2018). The participants indicated that adapting to the new change initiatives enhances organizational culture while building resilience. The business leaders ensured its policies and operations were consistent with its culture.

Implications for Social Change

It is critical to analyze the strategies that successful business leaders adopt to ensure the viability of their organizations. Successful change management strategies could benefit communities by stimulating overall economic growth, increasing wealth, enhancing individual living standards, and lowering unemployment rates within communities. Business leaders who embrace the change initiatives create avenues to improve their organizations' performance and sustainability, increasing employment opportunities and career growth. When implementing change, the rationale for the change is understood and accepted within the organization, resulting in agility, job security, and economic growth. Business leaders who successfully execute change initiatives can

reduce the need for rework resulting in increased profitability and contributing to growth in local communities' tax revenues.

Recommendation for Action

Effective change management is critical for any organization. The goal of change management is to maximize the advantages of the change while reducing the risk of failure during the implementation. Business leaders may benefit from the recommendations from this research to aid in formulating and implementing successful change management strategies. My recommendations for action aim to inform the private and public sectors, the business community, government entities, and employees and stakeholders. The following recommendations will enlighten existing and prospective business leaders: (a) strengthening communication, (b) increasing employee engagement, (c) enhancing training, and (d) strengthening organizational culture.

The first recommendation to business leaders is to strengthen communication: Business leaders should communicate with their teams to initiate strategic change, integrate innovation, and optimize alignment. Communication facilitates the change management process and fosters synergy, resulting in a more precise grasp of the plan execution objectives. Communication promotes cooperation and aids in the growth of collaboration by ensuring that leaders, employees, and other stakeholders are fully aware of the responsibilities at hand.

The second recommendation from this research is increasing employee engagement: Employee commitment is an essential success element for organizational change in the literature. Most importantly, leaders and employees should work collaboratively. While leaders are crucial in creating an enabling climate for change, employees are the primary link between the organization and its objectives. Business leaders must create avenues for employees to submit input during the development and implementation of change projects. Business leaders must engage employees constantly and keep them informed about the initiative's progress. Soliciting employees' and stakeholders' feedback is essential during the change implementation process and enhances the quality of employee experiences. Engaging team members is critical, not only in their specific area of expertise but also across a wide range of tasks and skills will foster collaboration in the execution of the change management implementation.

The third recommendation to business leaders is to reinforcing training: Business leaders who lack the strategies needed to implement change initiatives successfully should incorporate training and development to ensure the success of change projects. Training exercises are effective strategies that organizations should enforce to engage business leaders and employees in change management. Prior to implementation, both leaders and subordinates should undergo training to ensure they know and understand their responsibilities and obligations. The training imparts and develops the necessary knowledge, skills, and procedures for the change during the implementation stage.

Following implementation, training programs strengthen, sustain, and reinforce the change to ensure its long-term viability.

The fourth recommendation is strengthening organizational culture: The business leaders should create a resilient organizational culture to facilitate alignment with the organization's objective for successful change implementation. Organizational culture contributes to workflow optimization, provides direction for decision-making, and assists teams in overcoming barriers. Business leaders must ensure that the change is ingrained in the culture to support structured work procedures and enable team members to work collaboratively and purposefully towards the change initiative. The business leaders in this research showed evidence of effective communication, employee participation, and training as a precursor for organizational culture.

By incorporating the specified recommendations into business practices, leaders can develop and implement successful change management initiatives. Leaders may enhance their knowledge and abilities to implement change by integrating strategic training activities for team members. The findings from this study can serve as mechanisms for improving business practices and change management strategies to ensure organizational success. The relevant data from this research may transfer to local, regional, and global organizations to illustrate practical change management applications. I intend to disseminate the study's results to business professionals, researchers, and

regional and global organizations through academic journals, consultation, educational seminars, workshops, and conferences.

Recommendation for Future Research

I used a qualitative multiple case study to explore successful strategies business leaders implement to drive change management initiatives to improve organizational performance. I conducted the study in St. Lucia, Caribbean region. The research findings show that failed change implantation strategies are pervasive throughout organizations in St Lucia. Circumventing an organization-wide problem may not be impossible but could remain a formidable challenge for business leaders. The limitations in the study consisted of small sample size and generalizing and transferring the findings to other organizations did not allow for a more comprehensive and objective exploration of the successful change implantation strategies. For future research, two recommendations are made, including an increase in the sample size and generalizing and transferring the findings to other organizations. Researchers interested in advancing this study could consider including business leaders from diverse organizations and industries to explore their successful change management practices to ascertain the differences and find benchmarks. Analyzing data from diverse organizations may uncover innovative strategies that business executives can employ to increase their success rate when planning, managing, and implementing change initiatives. Second, for this study, I interviewed four participants; however, future researchers could incorporate perspectives from a broader range of participants to acquire a more robust understanding of the

participant's perspectives on the strategies that contribute to the success of change implementation. Researchers should recruit a diverse group of participants to obviate narrow population analysis (Feehan & Cobb, 2019).

Reflections

My doctoral study process was both challenging and fulfilling. Considering the ambiguity surrounding the COVID-19 pandemic and mounting evidence of the global implications, I began to reconsider my doctoral journey. I contemplated whether I should proceed or wait until I knew the trajectory of the pandemic. Nonetheless, I observed how global organizations struggled to sustain their operations as the business leaders lacked the strategies needed to adapt to the rapid changes, which fueled my motivation to continue researching successful strategies to drive change management initiatives and to leverage my research in contributing to the body of knowledge to inform global leaders. In adherence to research ethics, my role as a doctoral candidate utilizing a qualitative multiple case study was to gather reliable data without bias. I began the research process hoping that competent business leaders would provide reliable data to address the research question. The research process compelled me to exercise self-discipline and make certain compromises, most notably in devising strategic time management plans to facilitate the attainment of my doctoral degree.

My chair provided unwavering assistance and constructive feedback and worked extensively to ensure my study aligned with the doctoral study checklist. The committee

further ensured that my study was about an actual business problem and that the study's design was comprehensive enough to yield meaningful results. While the assessments were extensive, the academic rigor remained critical. Throughout the data collection process, I encountered four experienced business leaders who offered diverse perspectives and contributed to the body of knowledge to educate existing and prospective organizational leaders on successful change implementation strategies.

I am thankful for this journey and proud of my accomplishments. As a business professional, I attempted to fill the gap in understanding an effective business practice to inform the body of knowledge. My doctoral research was motivated by a personal desire to understand change management and develop a common language and framework for driving successful change. I believe that my most significant achievement as a professional is demonstrating integrity while laying the basis for others to emulate. I hope my journey will profoundly impact other individuals and propel them to attain success.

Conclusion

Based on the research findings, it is evident that change has become the new normal and is taking place in every organization. Modern leaders must be adequately equipped with specific change-related capabilities to ensure the change initiative's success. I conducted this study during a pivotal moment in human history, when contemporary organizations were undergoing significant shifts because of, among other causes, the COVID-19 global pandemic; mergers and acquisitions;

innovation, technological development, and artificial intelligence. Multicultural teams serve global organizations with diverse social origins, perceptions, and behaviors. These idiosyncrasies control how things are done because they influence the quality of interactions during organizational change processes and the outcome of the initiative. Each organizational change project is unique, necessitating the adoption of distinctive approaches and strategies to achieve beneficial outcomes.

The purpose of this qualitative multiple case study was to explore strategies that some business leaders use to successfully implement change management initiatives for improving organizational performance. The conceptual framework I utilized as a guide in the research was Lewin's theory of change. I employed the research method and design to develop the research scope and corroborate the data collection activities. For this study, I collected a breadth of data on the central research question from four business leaders from St Lucia via semistructured interviews, organizational documentation, including strategy documents, yearly business plans, employee handbooks, journal reflection, and evaluation of business websites, which also facilitated the methodological triangulation. I utilized NVivo software to organize and analyze the data. The four primary themes that emerged were (a) strengthening communication, (b) increasing employee engagement, (c) enhancing training, and (d) strengthening organizational culture.

From the findings, it was evident that business leaders consistently applied innovative strategies to manage and implement change initiatives. All the business

leaders acknowledged that change implementation was challenging. Business leaders and employees involved in the change project should be adequately equipped and knowledgeable about the change mission. This study's findings could assist business leaders in improving change management implementation rates by formulating successful strategies critical for improving organizational performance.

References

- Abdel Latif, M. M. M. (2019). Using think-aloud protocols and interviews in investigating writers' composing processes: Combining concurrent and retrospective data. *International Journal of Research & Method in Education*, 42(2), 111–123. <https://doi.org/10.1080/1743727X.2018.1439003>
- Afram, J., Manresa, A., & Mas-Machuca, M. (2022). The impact of employee empowerment on organizational performance: A mediating role of employee engagement and organisational citizenship behaviour. *Intangible Capital*, 18(1), 96–119. <https://doi.org/10.3926/ic.1781>
- Ahlin, J. (2018). The impossibility of reliably determining the authenticity of desires: Implications for informed consent. *Medicine, Health Care and Philosophy*, 21(1), 43–50. <https://doi.org/10.1007/s11019-017-9783-0>
- Akbiyik, M., & Senturk, M. (2019). Assessment scale of academic enablers: A validity and reliability study. *Eurasian Journal of Educational Research*, 19(80), 225–250. <http://ejer.com.tr/>
- Alam, M. K. (2020). A systematic qualitative case study: Questions, data collection, NVivo analysis and saturation. *Qualitative Research in Organizations and Management: An International Journal*, 16(1), 1–31. <https://doi.org/10.1108/qrom-09-2019-1825>
- Alrowwad, A., Obeidat, B., Tarhini, A., & Aqqad, N. (2017). The impact of

transformational leadership on organizational performance via the mediating role of corporate social responsibility: A structural equation modeling approach.

International Business Research, 10(1), 199–221.

<https://doi.org/10.5539/ib.v10n1p199>

Amarantou, V., Kazakopoulou, S., Chatzoudes, D., & Chatzoglou, P. (2018). Resistance to change: An empirical investigation of its antecedents. *Journal of Organizational Change Management* 31(2), 426–450.

<https://doi.org/10.1108/JOCM-05-2017019>

Ames, H., Glenton, C., & Lewin, S. (2019). Purposive sampling in a qualitative evidence synthesis: A worked example from a synthesis on parental perceptions of vaccination communication. *BMC Medical Research Methodology*, 19(1), 1–9.

<https://doi.org/10.1186/s12874-019-0665-4>

Anggiani, S. (2022). Influence of transformational leadership on job performance: Employee work engagement as test mediation. *Indonesian Management and Accounting Research*, 20(1), 33–44. <https://doi.org/10.25105/imar.v20i1.7812>

Antony, J., & Gupta, S. (2019). Top ten reasons for process improvement project failures. *International Journal of Lean Six Sigma*, 10(1), 367–374.

<https://doi.org/10.1108/ijlss-11-2017-0130>

Arnaout, B., & Esposito, M. (2018). The value of communication in turbulent environments: How SMEs manage change successfully in unstable

- surroundings. *International Journal of Entrepreneurship and Small Business*, 34(4), 500–515. <https://doi.org/10.1504/ijesb.2018.093576>
- Asadi, R. (2019). The sustainable links of development between leadership and organizational cultures. *Journal of Economic Development, Environment, and People*, 8(2), 45–55. <https://doi.org/10.26458/jedep.v8i2.626>
- Ashta, A., Stokes, P., & Hughes, P. (2018). Change management in Indo-Japanese cross-cultural collaborative contexts. *Journal of Organizational Change Management*, 31(1), 154–172. <https://doi.org/10.1108/jocm-05-2017-0201>
- Atilgan, H. (2019). Reliability of essay ratings: A study on generalizability theory. *Eurasian Journal of Educational Research*, 19(80), 133–150. <http://ejer.com>
- Bansal, P., Smith, W. K., & Vaara, E. (2018). New ways of seeing through qualitative research. *Academy of Management Journal*, 61(4), 1189–1195. <https://doi.org/10.5465/amj.2018.4004>
- Baruch, D., Singh, D., Halliday, C., & Hammond, J. (2021). Applying lean strategies to crisis leadership. *Nursing Management*, 52(2), 36–41. <https://doi.org/10.1097/01.numa.0000731936.48238.cc>
- Becker, L., & Gould, E. (2019). Microsoft Power BI: Extending Excel to manipulate, analyze, and visualize diverse data. *Serials Review*, 45(3), 184–188. <https://doi.org/10.1080/00987913.2019.1644891>

- Beer, A. (2018). The closure of the Australian car manufacturing industry: Redundancy, policy and community impacts. *Australian Geographer*, 49(3), 419–438.
<https://doi.org/10.1080/00049182.2017.1402452>
- Berraies, S., & El Abidine, S. Z. (2019). Do leadership styles promote ambidextrous innovation? Case of knowledge-intensive firms. *Journal of Knowledge Management*, 23(5), 836–859. <https://doi.org/10.1108/JKM-09-2018-0566>
- Betancourt, J. R., Tan-McGrory, A., Kenst, K. S., Phan, T. H., & Lopez, L. (2017). Organizational change management for health equity: Perspectives from the Disparities Leadership Program. *Health Affairs*, 36(6), 1095–1101.
<https://doi.org/10.1377/hlthaff.2017.0022>
- Betty, P. A. (2017). The human dimension of organizational change. *The Review of Higher Education*, 18, 149–173. <https://doi.org/10.1353/rhe.1995.0021>
- Black, J., & La Venture, K. (2018). The human factor to profitability: Leveraging people-centered cultures as meaningful organizations. *Public Integrity*, 20(5), 444–458.
<https://doi.org/10.1080/10999922.2017.1364949>
- Blackman, D. A., Buick, F., O'Donnell, M. E., & Ilahee, N. (2022). Changing the conversation to create organizational change. *Journal of Change Management*, 1–21. <https://doi.org/10.1080/14697017.2022.2040570>
- Botez, S. B. (2018). The aspects of communication in the educational organization: The communication contract. *Euromentor*, 9(2), 55–60. Retrieved from

<http://www.ucdc.ro/en/>

- Braun, V., & Clarke, V. (2019). To saturate or not to saturate? Questioning data saturation as a useful concept for thematic analysis and sample-size rationales. *Qualitative Research in Sport, Exercise and Health*, 13(2), 201–216.
<https://doi.org/10.1080/2159676x.2019.1704846>
- Brock, J., Peak, K., & Bunch, P. (2019). Intuitively leading change: Completing a kinesiology department-to-school transformation using Kotter's 8-stage change model. *Journal of Physical Education and Sports Management*, 6(2), 14–24.
<https://doi.org/10.15640/jpesm.v6n2a2>
- Burnes, B., & Bargal, D. (2017). Kurt Lewin: 70 years on. *Journal of Change Management*, 17(2), 91–100. <https://doi.org/10.1080/14697017.2017.1299371>
- Burns, J. M. (1978). *Leadership*. Free Press.
- Cesario, F., & Chamble, M. J. (2017). Linking organizational commitment and work engagement to employee performance. *Knowledge and Process Management*, 24(2), 152–158. <https://doi.org/10.1002/kpm.1542>
- Chinyerem, A., Olufemi, A., Oluwole, I., Maxwell, O., Deborah, M., Stephen, I., & Mosunmola, A. (2018). Data on strategic change on employees' behavioral attitude and firm performance of selected manufacturing firms in Nigeria. *Data, In Brief*, 18, 1551–1555. <https://doi.org/10.1016/j.dib.2018.04.032>
- Cinite, I., & Duxbury, L. E. (2018). Measuring the behavioral properties of commitment

- and resistance to organizational change. *The Journal of Applied Behavioral Science*, 54(2), 113–139. <https://doi.org/10.1177/0021886318757997>
- Cox, D., Krause, J., & Smith, M. (2019). Technology in university physical activity courses: A mini-ethnographic case study. *The Qualitative Report*, 24(10), 2554–2574. <https://doi.org/10.46743/2160-3715/2019.3903>
- Craine, K. (2007). Managing the cycle of change. *The Information Management Journal*, 41(5), 44-49. [http://content.ama.org/IMM/online/Information Management.aspx](http://content.ama.org/IMM/online/Information%20Management.aspx)
- Crane, A., Henriques, I., & Husted, B. W. (2018). Quants and poets: Advancing methods and methodologies in business and society research. *Business & Society*, 57(1), 3–25.
<https://doi.org/10.1177/0007650317718129>
- Cui, Y., & Jiao, H. (2019). Organizational justice and management trustworthiness during organizational change: Interactions of benevolence, integrity, and managerial approaches. *Information Processing & Management*, 56(4), 1526–1542. <https://doi.org/10.1016/j.ipm.2018.10.008>
- Cummings, S., Bridgman, T., & Brown, K. G. (2018). Unfreezing change as three steps: Rethinking Kurt Lewin's legacy for change management. *Human Relations*, 69(1), 33–60. <https://doi.org/10.1177/0018726715577707>
- Cypress, B. (2018). Qualitative research methods: A phenomenological focus. *Dimensions of Critical Care Nursing*, 37(6), 302–309.

<https://doi.org/10.1097/DCC.0000000000000322>

Derfler-Rozin, R., Baker, B., & Gino, F. (2018). Compromised ethics in hiring processes? How referrers' power affects employees' reactions to referral practices. *Academy of Management Journal*, *61*(2), 615–636.

<https://doi.org/10.5465/amj.2015.1355>

Desmond, J., & Wilson, F. (2018). Democracy and worker representation in the management of change: Lessons from Kurt Lewin and the Harwood studies. *Human Relations*, *72*(11), 1805–1830.

<https://doi.org/10.1177/0018726718812168>

Dippy, R. (2022). Professionalism: education and training for emergency management leaders. *Australian Journal of Emergency Management*, (2), 68–73.

<https://doi.org/10.47389/37.2.68>

Doroshuk, H. (2019). Organizational development as a modern management tool for transformation on the company of the company (case of Ukrainian energy company). *Management*, *23*(1), 61–74.

<https://doi.org/10.2478/manment-2019-0004>

Elliott-Mainwaring, H. (2021). Exploring using NVivo software to facilitate inductive coding for thematic narrative synthesis. *British Journal of Midwifery*, *29*(11), 628–632. <https://doi.org/10.12968/bjom.2021.29.11.628>

Endrejat, P. C., Baumgarten, F., & Kauffeld, S. (2017). When theory meets practice:

Combining Lewin's ideas about change with motivational interviewing to increase energy-saving behaviors within organizations. *Journal of Change Management*, 17(2), 101–120. <https://doi.org/10.1080/14697017.2017.1299372>

Engelberg, J. W. M., & Gouzoules, H. (2019). The credibility of acted screams: Implications for emotional communication research. *Quarterly Journal of Experimental Psychology*, 72(8), 1889–1902. <https://doi.org/10.1177/1747021818816307>

Ertugrul-Akyol, B. (2019). Development of computational thinking scale: Validity and reliability study. *International Journal of Educational Methodology*, 5(3), 421–432. <https://doi.org/10.12973/ijem.5.3.421>

Espedal, B. (2016). Understanding how balancing autonomy and power might occur in leading organizational change. *European Management Journal*, 35(2), 155–164. <https://doi.org/10.1016/j.emj.2016.08.005>

Essa, M., Sayed, T., & Reyad, P. (2019). Transferability of real-time safety performance functions for signalized intersections. *Accident Analysis and Prevention*, 129, 263–276. <https://doi.org/10.1016/j.aap.2019.05.029>

Fairlie, R. (2020). The impact of COVID-19 on small business owners: Evidence from the first three months after widespread social-distancing restrictions. *Journal of Economics & Management Strategy*, 29(4), 727–740. <https://doi.org/10.1111/jems.12400>

Fattore, G., Iacovone, D., & Steccolini, I. (2018). Managing successful change in the

- public sector: A view from the consultants' world. *Public Management Review*, 20(4), 587–606. <https://doi.org/10.1080/14719037.2017.1340504>
- Febriani, D. M., & Yancey, G. B. (2019). The effect of integration approaches and human resources initiatives on changes in organizational culture and employee attitudes during a merger. *The Psychologist-Manager Journal*, 22(2), 108–131. <http://doi.org/10.1037/mgr0000084>
- Feehan, D. M., & Cobb, C. (2019). Using an online sample to estimate the size of an offline population. *Demography*, 56(6), 2377–2392. <https://doi.org/10.1007/s13524-019-00840-z>
- Feitosa, J., Grossman, R., & Salazar, M. (2018). Debunking key assumptions about teams: The role of culture. *American Psychologist*, 73(4), 376–389. <https://doi.org/10.1037/amp0000256>
- Ferrando, M., Hoogerwerf, E.-J., & Kadyrbaeva, A. (2019). Qualitative research on the factors affecting transferability of digital solutions for integrated care. *International Journal of Integrated Care*, 19(4), 236. <https://doi.org/10.5334/ijic.s3236>
- Fischer, J., & Hester, V. (2019). The challenge of democratic patient representation: Understanding the representation work of patient organizations through methodological triangulation. *Health Policy*, 123(1), 109–114. <https://doi.org/10.1016/j.healthpol.2018.11.011>

- Fish, R. S. (2019). Can ethics be standardized? Creating modern standards for ethical autonomous and intelligent systems. *IEEE Communications Standards Magazine*, 3(1), 3. <https://doi.org/10.1109/MCOMSTD.2019.8771308>
- Fletcher, J. (2018). Opportunities for lean six sigma in public sector municipalities. *International Journal of Lean Six Sigma*, 9(2), 256–267. <https://doi.org/10.1108/ijlss-07-2017-0086>
- Gandhi, S. K., Sachdeva, A., & Gupta, A. (2019). Reduction of rejection of cylinder blocks in a casting unit: A six sigma DMAIC perspective. *Journal of Project Management*, 4(2), 81–96. <https://doi.org/10.5267/j.jpm.2019.1.002>
- Gigliotti, R., Vardaman, J., Marshall, D. R., & Gonzalez, K. (2019). The role of perceived organizational support in individual change readiness. *Journal of Change Management*, 19(2), 86–100. <https://doi.org/10.1080/14697017.2018.1459784>
- Grace, R. C. (2018). Preference, resistance to change, and the cumulative decision model: Resistance to Change and Preference. *Journal of the Experimental Analysis of Behavior*, 109(1), 33–47. <https://doi.org/10.1002/jeab.305>
- Greener, S. (2018). Research limitations: The need for honesty and common sense. *Interactive Learning Environments*, 26(5), 567–568. <https://doi.org/10.1080/10494820.2018.1486785>

- Grey, A., Bolland, M., Gamble, G., & Avenell, A. (2019). Quality of reports of investigations of research integrity by academic institutions. *Research Integrity and Peer Review*, 4(1), 1–6. <https://doi.org/10.1186/s41073-019-0062-x>
- Grimaldi, D. (2020). Factors affecting big data analytics based innovation processes. A Spanish evidence. *International Journal of Innovation and Technology Management*, 17(05), 1–21. <https://doi.org/10.1142/s0219877020500364>
- Gruber, A. M. (2018). Real-world research: A Qualitative study of faculty perceptions of the library's role in service learning. *Libraries and the Academy* 18(4), 671–692. <https://doi.org/10.1353/pla.2018.0040>
- Hamid, A. R. A. H., & Widjaja, F. F. (2019). Moving forward without leaving the ethical standard of publication. *Medical Journal of Indonesia*, 28(1), 1–2. <https://doi.org/10.13181/mji.v28i1.3733>
- Haneda, S., & Ito, K. (2018). Organizational and human resource management and innovation: Which management practices are linked to product and/or process innovation? *Research Policy*, 47(1), 194–208. <https://doi.org/10.1016/j.respol.2017.10.008>
- Hansen, J. A., & Pihl-Thingvad, S. (2019). Managing employee innovative behaviour through transformational and transactional leadership styles. *Public Management Review*, 21(6), 918–944. <https://doi.org/10.1080/14719037.2018.1544272>

- Harriss, D., Macsween, A., & Atkinson, G. (2017). Standards for ethics in sport and exercise science research: 2018 Update. *International Journal of Sports Medicine*, 38(14), 1126–1131. <https://doi.org/10.1055/s-0043-124001>
- Haven, T. L., & Van Grootel, L. (2019). Preregistering qualitative research. *Accountability in Research*, 26(3), 229–244. <https://doi.org/10.1080/0898621.2019.1580147>
- Heim, I., & Sardar-Drenda, N. (2021). Assessment of employees' attitudes toward ongoing organizational transformations. *Journal of Organizational Change Management*, 34(2), 327–349. <https://doi.org/10.1108/jocm-04-2019-0119>
- Hope, J. (2018). Position yourself as a change agent to lead people, technological innovation. *The Successful Registrar*, 18(7), 12–12. <https://doi.org/10.1002/tsr.30512>
- Hughes, M. (2022). Reflections: How studying organizational change lost its way. *Journal of Change Management*, 22(1), 8–25. <https://doi.org/10.1080/14697017.2022.2030980>
- Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., & Ali, M. (2018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, 3(3), 123–127. <https://doi.org/10.1016/j.jik.2016.07.002>

- Iivari, N. (2018). Using member checking in interpretive research practice. *Information Technology & People*, 31(1), 111–133. <https://doi.org/10.1108/itp-07-2016-0168>
- Ioannou, C., Harris, D., & Dahlstrom, N. (2017). Safety management practices hindering the development of safety performance indicators in aviation service providers. *Aviation Psychology and Applies Human Factors*, 7(2), 95–106. <https://doi.org/10.1027/21920923/a000118>
- Islam, M. N., Furuoka, F., & Idris, A. (2021). Employee engagement and organizational change initiatives: Does transformational leadership, valence, and trust make a difference? *Global Business and Organizational Excellence*, 40(3), 50–62. <https://doi.org/10.1002/joe.22078>
- Jahangiri, A., & Jahangiri, M. (2019). Efficiency analysis and ranking of provincial units of social security organization indirect treatment sector using data envelopment analysis method. *Depiction of Health*, 10(2), 157–168. <http://dohweb.tbzmed.ac.ir>
- Jayatilleke, S., & Lai, R. (2018). A systematic review of requirements change management. *Information & Software Technology*, 93, 163–185. <https://doi.org/10.1016/j.infsof.2017.09.004>
- Jena, L. K., Pradhan, S., & Panigraphy, N. P. (2018). Pursuit of organizational trust: Role of employee engagement, psychological well-being, and transformational leadership. *Asia Pacific Management Review*, 23(3), 227–234. <https://doi.org/10.1016/j.apmr.2017.11.001>

- Jin, J., Vandenplas, C., & Loosveldt, G. (2019). The evaluation of statistical process control methods to monitor interview duration during survey data collection. *SAGE Open*, 9(2), 215824401985465. <https://doi.org/10.1177/2158244019854652>
- Joseph Galli, B. (2018). Change management models: A comparative analysis and concerns. *IEEE Engineering Management Review*, 46(3), 124–132. <https://doi.org/10.1109/emr.2018.286686>
- Karadag, H. (2018). Financial management challenges in small and medium-sized enterprises: A strategic management approach. *Emerging Markets Journal*, 5(1), 26–40. <https://doi.org/10.5195/emaj.2015.67>
- Kerber, K. W., & Buono, A. F. (2018). In defense of directed change: A viable approach in the rhythm of change. *Academy of Management Annual Meeting Proceedings*, 2018(1), 1–6. <https://doi.org/10.5465/AMBPP.2018.48>
- Khalid, B. (2021). Importance of employee engagement at workplace: Literature review and future directions. *Pakistan Social Sciences Review*, 5(I), 72–84. [https://doi.org/10.35484/pssr.2021\(5-i\)07](https://doi.org/10.35484/pssr.2021(5-i)07)
- King, K. M., & Jackson, K. M. (2019). Improving the implementation of quantitative methods in addiction research: Introduction to the special issue. *Addictive Behaviors*, 94, 1–3. <https://doi.org/10.1016/j.addbeh.2019.05.003>
- Kirrane, M., Lennon, M., O'Connor, C., & Fu, N. (2017). Linking perceived management

support with employee' readiness for change: The mediating role of psychological capital. *Journal of Change Management*, 17(1), 47–66.

<https://doi.org/10.1080/14697017.2016.1214615>

Kormarov, V. A. (2018). Research of technical service enterprises for promoting equipment reliability (Case study of agro-industrial complex of the Republic of Mordovia). *Vestnik Mordovskogo Uiversiteta*, 28(2), 222–238.

<https://doi.org/10.15507/02362910.028.201802.222.238>

Korstjens, I., & Moser, A. (2018). Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice*, 24(1), 120–124. <https://doi.org/10.1080/13814788.2017.1375092>

Kravets, A. (2019). Ethical regulations of medical research involving human subjects: Exploring the perspective of trial participants. *The Journal for Undergraduate Ethnography*, 9(1), 34–49. <https://doi.org/10.15273/jue.V9i1.8883>

Krosnick, J. A. (2018). Improving question design to maximize reliability and validity. In D. L. Vanette & J. A. Krosnick (Eds.), *The Palgrave handbook of survey research* (pp. 95–101). Palgrave Macmillan.

Kulkarni, V. (2019). Employee resistance to change: Is it the message or the messenger? *Indian Institute of Management Ahmedabad*, 1–5.

<https://doi.org/10.1108/case.iima.2020.000209>

- Kumar, D. S. A. (2020). Analysis on impact of emotional psychology appeal towards the employee performance. *International Journal of Psychosocial Rehabilitation*, 24(5), 4062–4065. <https://doi.org/10.37200/ijpr/v24i5/pr2020116>
- Larsen, R. R. (2018). False-positives in psychopathy assessment: Proposing theory driven exclusion criteria in research sampling. *European Journal of Analytic Philosophy*, 14(1), 33–52. <https://doi.org/10.31820/ejap.14.1.2>
- Lawless, B., & Chen, Y. W. (2019). Developing a method of critical thematic analysis for qualitative communication inquiry. *Howard Journal of Communications*, 30(1), 92–106. <https://doi.org/10.1080/10646175.2018.1439423>
- Lee, E., Daugherty, J., Eskierka, K., & Hamelin, T. (2018). The impact of human capital management. *Nursing Management*, 49(3), 42–48. <https://doi.org/10.1097/01.numa.0000530424.79077.a9>
- Lee, S. (2019). Traditionally transnational: Cultural continuity and change in Hmong shamanism across the diaspora. *Ethnography*, 4(1), 1–20. <https://doi.org/10.1177/1466138119839086>
- Lewin, K. (1945). The research center for group dynamics at Massachusetts Institute of Technology. *Sociometry*, 8(2), 126–136. <https://doi.org/10.2307/2785233>
- Lewin, K. (1946). Action research and minority problems. *Journal of Social Issues*, 2(4), 34–46. <https://doi.org/10.1111/j.1540-4560.1946.tb02295>
- Lewin, K. (1947). Group decision and social change. In T. Newcomb & E. Hartley

(Eds.), *Readings in social psychology* (pp. 197–211). Holt.

Lewin, K. (1951). *Field theory in social change*. Harper & Row.

Liu, S., & Lawrenz, F. (2018). Exploring college students' cognitive patterns during reasoning. *International Journal of Science Education*, 40(14), 1736–1754.

<https://doi.org/10.1080/09500693.2018.1511072>

Lowery-Hart, R. (2022). Leading culture change: Moving from transformational initiatives to a transformational institution. *Change: The Magazine of Higher Learning*, 54(3), 5–10. <https://doi.org/10.1080/00091383.2022.205417>

Lumbers, M. (2018). Approaches to leadership and managing change in the NHS. *British Journal of Nursing*, 27(10), 554–558.

<https://doi.org/10.12968/bjon.2018.27.10.554>

Lynch, S. E., & Mors, M. L. (2019). Strategy implementation and organizational change: How formal reorganization affects professional networks. *Long Range Planning*, 52(2), 255–270. <https://doi.org/10.1016/j.lrp.2018.02.003>

Madden, A., Bailey, C., Alfes, K., & Fletcher, L. (2018). Using narrative evidence synthesis in HRM research: An overview of the method, its application, and the lessons learned. *Human Resource Management*, 57(2), 641–657.

<https://doi.org/10.1002/hrm.21858>

Madill, A., & Sullivan, P. (2018). Mirrors, portraits, and member checking: Managing difficult moments of knowledge exchange in the social sciences. *Qualitative Psychology*, 5(3), 321–339. <https://doi.org/10.1037/qup0000089>

- Mäkikangas, A., Mauno, S., Selenko, E., & Kinnunen, U. (2019). Toward an understanding of a healthy organizational change process: A three-wave longitudinal study among university employees. *International Journal of Stress Management*, 26(2), 204–212. <https://doi.org/10.1037/str0000059>
- Makrakis, V., & Kostoulas-Makrakis, N. (2017). Bridging the qualitative-quantitative divide: Experiences from conducting a mixed methods evaluation in the RUCAS program. *Evaluation and Program Planning*, 54(1), 144–151. <https://doi.org/10.1016/j.evalprogplan.2015.07.008>
- Marshall, C., & Rossman, G. (2017). *Designing qualitative research*. Sage Publications.
- Martin, R., Thomas, G., Legood, A., & Russo, S. D. (2018). Leader-member exchange (LMX) differentiation and work outcomes: Conceptual clarification and critical review. *Journal of Organizational Behavior*, 39(2), 151–168. <https://doi.org/10.1002/job.2202>
- Maya-Jariego, I., & Cachia, R. (2019). What the eye does not see: Visualizations strategies for the data collection of personal networks. *Connections*, 39(1), 1–18. <https://doi.org/10.21307/connections-2019-003>
- McGahan, A. M. (2019). My presidency of the academy of management: Moral responsibility, leadership, governance, organizational change, and strategy. *Journal of Management Inquiry*, 28(3), 251–267.

<https://doi.org/10.1177/1056492619850900>

Meetei, A. T. (2019). Informed consent form in local language: Challenges and issues in a multilingual study design among migrants. *Language in India*, 19(1), 39–43.

<http://www.languageinindia.com/>

Meraz, R. L., Osteen, K., & McGee, J. (2019). Applying multiple methods of systematic evaluation in narrative analysis for greater validity and deeper meaning.

International Journal of Qualitative Methods, 18, 1–6.

<https://doi.org/10.1177/1609406919892472>

Moorman, R. H., Blakely, G. L., & Darnold, T. C. (2018). Understanding how perceived leader integrity affects follower trust: Lessons from the use of multidimensional measures of integrity and trust. *Journal of Leadership & Organizational Studies*, 25(3), 277–289. <https://doi.org/10.1177/1548051817750544>

Morgado, F. F., Meireles, J. F., Neves, C. M., Amaral, A., & Ferreira, M. E. (2017). Scale development: Ten main limitations and recommendations to improve future research practices. *Psicologia: Reflexão e Crítica*, 30(1),

<https://doi.org/10.1186/s41155-016-0057-1>

Moric Milovanovic, B., Bubas, Z., & Cvjetkovic, M. (2022). Employee readiness for organizational change in the SME internalization process: *The Case of a Medium-Sized Construction Company*. *Social Sciences*, 11(3), 131.

<https://doi.org/10.3390/socsci11030131>

- Mortara, A., & Sinisi, V. (2019). Behind and inside the screen: Different research methods for social research. *Micro & Macro Marketing*, 28(2), 231–246. <https://doi.org/10.1431/93963>
- Mumford, M. D. (2018). Psychology of the informed consent process: A commentary on three recent articles. *Ethics & Behavior*, 28(7), 513–516. <https://doi.org/10.1080/10508422.2018.1493383>
- Muraliraj, J., Zailani, S., Kuppusamy, S., & Santha, C. (2018). Annotated methodological review of Lean Six Sigma. *International Journal of Lean Six Sigma*, 9(1), 2–49. <https://doi.org/10.1108/ijlss-04-2017-0028>
- Muthusamy, S. K. (2019). Power of positive words: communication, cognition, and organizational transformation. *Journal of Organizational Change Management*, 32(1), 103–122. <https://doi.org/10.1108/jocm-05-2018-0140>
- Naidu, T., & Prose, N. (2018). Re-envisioning member checking and communicating results as accountability practice in qualitative research: A South African community-bases organization example. *Forum: Qualitative Social Research*, 19(3), 1–16. <https://doi.org/10.17169/fqs-19.3.3153>
- National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. (1979). *The Belmont report: Ethical principles and guidelines for the protection of human subjects of research*. U.S. Department of Health and Human Services. <https://www.hhs.gov/ohrp/regulations-and-policy/belmont-report/read-the-belmont-report/index.html>

- Niculescu, G. D., & Voicu, F. D. (2018). Management of change in the changing school. *Review of International Comparative Management / Revista De Management Comparat International*, 19(1), 88–96. <http://www.rmci.ase.ro/>
- Niess, A., & Duhamel, F. B. (2018). The course of recognition and the emergence of change initiatives. *Journal of Organizational Change Management*, 31(5), 1071–1083. <https://doi.org/10.1108/jocm-03-2017-0090>
- Onwuegbuzie, A. J., & Collins, K. M. T. (2017). The role of sampling in mixed methods. *KZfSS Kölner Zeitschrift Für Soziologie Und Sozialpsychologie*, 69(S2), 133–156. <https://doi.org/10.1007/s11577-017-0455-0>
- Oreg, S., Bartunek, J. M., Gayoung, L., & Boram, D. (2018). An affect-based model of recipients' responses to organizational change events. *Academy of Management Review*, 43(1), 65–86. <https://doi.org/10.5465/amr.2014.0335>
- Page, L., & Schoder, J. (2019). Making change last: Leadership in the key. *Journal of Business Strategy*, 40(1), 32–41. <https://doi.org/10.1108/JBS-01-2018-0003>
- Park, H., Yoo, Y., & Lee, H. (2021). 7S model for technology protection of organizations. *Sustainability*, 13(13), 7020. <https://doi.org/10.3390/su13137020>
- Parsells, R. (2017). Addressing uncertainty during workplace change: Communication and sense-making. *Administrative Issues Journal Education Practice and Research*, 7(2), 47–56. <https://doi.org/10.5929/2017.7.2.4>

- Patsiaouras, G. (2022). Marketplace cultures for social change? New social movements and consumer culture theory. *Journal of Marketing Management*, 38(2), 17–47.
<https://doi.org/10.1080/0267257x.2021.1996443>
- Pereira, V. R., Maximiano, A. C. A., & Bido, D., de S. (2019). Resistance to change in BPM implementation. *Business Process Management Journal*, 25(7), 1564–1586.
<https://doi.org/10.1108/bpmj-07-2018-0184>
- Phruksaphanrat, B. (2019). Six sigma DMAIC for machine efficiency improvement in a carpet factory. *Songklanakarin Journal of Science & Technology*, 41(4), 887–898.
<https://doi.org/10.14456/sjst-psu.2019.113>
- Quinlan-Cutler, S., Doherty, S., & Carmichael, B. (2018). The experience sampling method: Examining its use and potential in tourist experience research. *Current Issues in Tourism*, 21(9), 1052–1074.
<https://doi.org/10.1080/13683500.2015.1131670>
- Ramos-Maçães, M.-A., & Román-Portas, M. (2022). The effects of organizational communication, leadership, and employee commitment in organizational change in the hospitality sector. *Communication & Society*, 35(2), 89–106.
<https://doi.org/10.15581/003.35.2.89-106>
- Rendle-Short, J. (2019). Analyzing a typical interaction: Reflections on the intersection between quantitative and qualitative research. *Journal of Pragmatics*, 143, 267–278. <https://doi.org/10.1016/j.pragma.2018.04.009>

- Rosenbaum, D., More, E., & Steane, P. (2018). Planned organizational change management: Forward to the past? An exploratory literature review. *Journal of Organizational Change Management*, 31(2), 286–303.
<https://doi.org/10.1108/JOCM-06-2015-0089>
- Royce, P. (2018). Recipe for change management success. *Optimum Online*, 48(2), 5962.
<http://www.optimumonline.ca>
- Rubin, G. D., & Abramson, R. G. (2018). Creating value through incremental innovation: Managing culture, structure, and process. *Radiology*, 288(2), 330–340.
<https://doi.org/10.1148/radiol.2018171239>
- Russell, Z. A., Steffensen, D. S., Ellen, B. P., Zhang, L., Bishoff, J. D., & Ferris, G. R. (2018). High performance work practice implementation and employee impressions of line manager leadership. *Human Resource Management Review*, 28(3), 258–270. <https://doi.org/10.1016/j.hrmr.2018.02.003>
- Sawagvudcharee, O., & Yolles, M. (2022). Inside out with knowledge management toward internal communication facilitating transformational change efficiency. *International Journal of Economics, Business and Management Research*, 06(04), 120–132. <https://doi.org/10.51505/ijebmr.2022.6410>
- Saxena, D., & McDonagh, J. (2022). Communication breakdowns during business process change projects: Insights from a sociotechnical case study. *International*

Journal of Project Management, 40(3), 181–191.

<https://doi.org/10.1016/j.ijproman.2021.11.011>

- Seggewiss, B. J., Straatmann, T., Hattrup, K., & Mueller, K. (2019). Testing interactive effects of commitment and perceived change advocacy on change readiness: Investigating the social dynamics of organizational change. *Journal of Change Management*, 19(2), 122–144. <https://doi.org/10.1080/14697017.2018.1477816>
- Selzer, R., & Foley, T. (2018). Implementing grassroots inclusive change through a cultural audit: Qualitative Research in Organizations and Management. *An International Journal*, 13(3), 284–302. <https://doi.org/10.1108/qrom-10-2016-145>
- Shaqrah, A. A. (2018). Analyzing business intelligence systems based on 7s Model of McKinsey. *International Journal of Business Intelligence Research*, 9(1), 53–63. <https://doi.org/10.4018/ijbir.2018010104>
- Shimoni, B. (2017). What is resistance to change? A habitus-oriented approach. *Academy of Management Perspectives*, 31(4), 257–270. <https://doi.org/10.5465/amp.2016.0073>
- Silva, A., Campos-Silva, W., Gouvea, M., & Farina, M. (2019). Vignettes: A data collection technique to handle the differential operation of items in surveys. *Brazilian Business Review*, 16(1), 16–31. <https://doi.org/10.15728/bbr.2019.16.1.2>
- Sinnicks, M. (2018). Leadership after virtue: MacIntyre's critique of management

reconsidered. *Journal of Business Ethics*, 147(4), 735–746.

<https://doi.org/10.1007/s10551-0163381-6>

Smollan, R. K., & Morrison, R. L. (2019). Supporting others through stressful organizational change. *Journal of Applied Behavioral Science*, 55(3), 327–351.

<https://doi.org/10.1177/0021886319832518>

Snyder, R. R. (2017). Resistance to change among veteran teachers: Providing voice for more effective engagement. *International Journal of Educational Leadership Preparation*, 12(1), 1–14. <http://www.learntechlib.org/>

Soehardi, F., Putri, L. D., & Dinata, M. (2021). NVivo Software Training for Young Researchers. Mattawang: *Jurnal Pengabdian Masyarakat*, 2(1), 8–13.

<https://doi.org/10.35877/454ri.mattawang265>

Sreedharan, V. R., & Sunder, M. V. (2018). A novel approach to lean six sigma project management: A conceptual framework and empirical application. *Production Planning & Control*, 29(11), 895–907.

<https://doi10.1080/09537287.2018.1492042>

Suifan, T. S., Abdallah, A. B., & Al Janini, M. (2018). The impact of transformational leadership on employees' creativity. *Management Research Review*, 41(1), 113–132. <https://doi.org/10.1108/mrr-02-2017-0032>

Tamblyn, R., Girard, N., Qian, C. J., & Hanley, A. (2018). Assessment of potential bias in research grant peer review in Canada. *The Canadian Medical Association*

Journal, 190(6), 489–499. <https://doi.org/10.1503/cmaj.180188>

Tamunomiebi, M., & Akpan, E. (2021). Organizational change and the imperatives of managing employee resistance: A conceptual review. *Journal of Strategic Management*, 6(1), 18–32. <https://doi.org/10.47672/jsm.683>

Teece, D. J. (2018). Dynamic capabilities as (workable) management systems theory. *Journal of Management & Organization*, 24(1), 359–368. <https://doi.org/10.1017/jmo.2017.75>

Teixeira, B., Gregory, P. A. M., & Austin, Z. (2017). How are pharmacists in Ontario adapting to practice change? Results of a qualitative analysis using Kotter's change management model. *Canadian Pharmacists Journal / Revue Des Pharmaciens Du Canada*, 150(3), 198–205. <https://doi/10.1177/1715163517701470>

Theofanidis, D., & Fountouki, A. (2018). Limitations and delimitations in the research process. *Perioperative Nursing*, 7(3), 155–163. <http://doi.org/10.5281/zenodo.2552022>

Todorov, T., Bogdanova, G., Noev, N., & Sabev, N. (2019). Data management in a Holter monitoring system. *TEM Journal*, 8(3), 801–805. <https://doi.org/10.18421/TEM83-15>

- Torres, P., & Augusto, M. (2019). Cultural configurations and entrepreneurial realisation. *International Journal of Entrepreneurial Behavior & Research*, 25(1), 112–128. <https://doi.org/10.1108/ijebr-12-2017-0525>
- U.S. Small Business Administration, Office of Advocacy. (2020). *Frequently asked questions about small business*. <https://cdn.advocacy.sba.gov/wp-content/uploads/2020/11/05122043/Small-Business-FAQ-2020.pdf>
- Van Zoonen, W., Rice, R. E., & ter Hoeven, C. L. (2022). Sensemaking by employees in essential versus non-essential professions during the COVID-19 crisis: A comparison of effects of change communication and disruption cues on mental health, through interpretations of identity threats and work meaningfulness. *Management Communication Quarterly*, 36(2), 318–349. <https://doi.org/10.1177/08933189221087633>
- Vildåsen, S. S., & Havensvid, M. I. (2018). The role of interaction for corporate sustainability. *IMP Journal*, 12(1), 148–170. <https://doi.org/10.1108/imp-05-2017-0016>
- Villaluz, V. C., & Hechanova, M. R. M. (2019). Ownership and leadership in building an innovation culture. *Leadership & Organization Development Journal*, 40(2), 138–150. <https://doi.org/10.1108/LODJ-05-2018-0184>
- Violato, E. M., & King, S. (2019). A validity study of the interprofessional collaborative competency attainment survey: An interprofessional collaborative competency

measure. *Journal of Nursing Education*, 58(8), 454–462.

<https://doi.org/10.3928/0148483420190719-04>

Vito, R., & Sethi, B. (2020). Managing change: role of leadership and diversity management. *Journal of Organizational Change Management*, 33(7), 1471–1483.

<https://doi.org/10.1108/jocm-04-2019-0116>

Vodonick, J. (2018). The key to organizational sustainability: Nurturing a culture of change. *Systems Research and Behavioral Science*, 35(4), 458–468.

<https://doi.org/10.1002/sres.2539>

von Bertalanffy, L. (1972). The history and status of general systems theory. *Academy of Management Journal*, 15(4), 407–426. <https://doi.org/10.5465/255139>

Vos, J. F. J., & Rupert, J. (2018). Change agent's contribution to recipients' resistance to change: A two-sided story. *European Management Journal*, 36(4), 453–462.

<https://doi.org/10.1016/j.emj.2017.11.004>

Vraga, E. K., & Jacobsen, K. H. (2020). Strategies for effective health communication during the Corona virus pandemic and future emerging infectious disease vents.

World Medical & Health Policy, 12(3), 233–241.

<https://doi.org/10.1002/wmh3.359>

Wadams, M., & Park, T. (2018). Qualitative research in correctional settings: Researcher bias, western ideological influences, and social justice. *Journal of Forensic Nursing*, 14(2), 72–79.

<https://doi.org/10.1097/JFN.0000000000000199>

- Weller, S. C., Vickers, B., Bernard, H. R., Blackburn, A. M., Borgatti, S., Gravlee, C. C., & Johnson, J. C. (2018). Open-ended interview questions and saturation. *PLoS one*, *13*(6), 1–18. <https://doi.org/10.1371/journal.pone.0198606>
- Williams, N. (2021). Working through COVID-19: “Zoom” gloom and “Zoom” fatigue. *Occupational Medicine*, *71*(3), 164–164. <https://doi.org/10.1093/occmed/kqab041>
- Winning, C. (2020). Fostering a culture of creativity and innovation. *Action Learning: Research and Practice*, *17*(3), 314–325. <https://doi.org/10.1080/14767333.2020.1819609>
- Wolff, M., & Burrows, H. (2021). Planning for virtual interviews: Residency recruitment during a pandemic. *Academic Pediatrics*, *21*(1), 24–31. <https://doi.org/10.1016/j.acap.2020.10.006>
- Ybema, S., Kamsteeg, F., & Veldhuizen, K. (2019). Sensitivity to situated positioning: Generating insight into organizational change. *Management Learning*, *50*(2), 189–207. <https://doi.org/10.1177/1350507618808656>
- Yeong, M. L., Ismail, R., Ismail, N. H., & Hamzah, M. I. (2018). Interview protocol refinement: Fine-tuning qualitative research interview questions for multi-racial populations in Malaysia. *The Qualitative Report*. <https://doi.org/10.46743/2160-3715/2018.3412>
- Yin, R. K. (2018). *Case study research and applications: Design and methods*, (6th ed.). SAGE Publications.

- Yuan, Y., Zhao, Y., & Wang, Q. (2018). Action recognition using spatial-optical data organization and sequential learning framework. *Neurocomputing*, *315*, 221–233. <https://doi.org/10.1016/j.neucom.2018.06.071>
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, *45*(3), 1–13. <https://doi.org/10.1016/j.pubrev.2019.04.012>
- Zeiss, J., & Chapman, J. (2020). The underlying states of salesperson product buy-in and product strategy buy-in. *Journal of Business & Industrial Marketing*, *36*(6), 977–989. <https://doi.org/10.1108/jbim-12-2019-0551>
- Zhang, J., Calabrese, C., Ding, J., Liu, M., & Zhang, B. (2018). Advantages and challenges in using mobile apps for field experiments: A systematic review and a case study. *Mobile Media & Communication*, *6*(2), 179–196. <https://doi.org/10.1177/2050157917725550>

Appendix A: Interview Protocol

Participant (Professional Name): _____

Participants Code: _____

Date of Interview: _____

Start Time: _____ End Time: _____

Interview Protocol	
What will you do	What will you say- Script
<ul style="list-style-type: none"> • Introduce the interview and welcome the participants 	<p>My name is Vickey John-Joseph. I appreciate your devoting effort and time to participate in this research project.</p> <p>I am researching the successful strategies business leaders use to drive change management initiatives. My central research question that will accelerate this study is:</p> <p>What successful strategies have business</p>

<ul style="list-style-type: none">•Allow the participant an opportunity to introduce themselves	<p>leaders implemented to drive change management initiatives for improving organizational performance?</p> <p>Demographic Questions:</p> <ul style="list-style-type: none">•What age group do you belong to?•What is your highest educational attainment?•How long have you been with the present organization?•How many years of company leadership experience do you have?
---	---

	<p>I will thoroughly review the consent form with the participant and get an affirmative agreement to record the interview. I will notify the interviewees that the interview will take 45-60 minutes and that they can terminate at any point during the session.</p>
<p>Commence interviewing with the approved research questions.</p> <ul style="list-style-type: none">• Listen for nonverbal cues.• Paraphrase as required.• Follow up with probing questions to obtain more thorough replies.	<p>I will seek your responses to 7 interview questions and will record and take notes throughout our interview. Your participation in this interview, as well as the contents are both private, and I will maintain the confidentiality of the proceedings.</p>

	<p>Do you have any questions or concerns regarding the confidentiality of your participation in this study?</p> <p>Do you have any issues or questions concerning any aspect of the process that I have stated thus far?</p> <p>1. What key strategies did you use to develop and implement change management initiatives for improving organizational performance?</p> <p>2. How did you assess the effectiveness of your key change management strategies to improve organizational performance?</p> <p>3. What strategies did you use to involve staff in the development and implementation of the change management initiatives?</p> <p>4. What strategies did you use to communicate the developed change</p>
--	---

	<p>management initiatives to mitigate resistance from employees?</p> <p>5. What were the key challenges, obstacles, or barriers, if any, that you encountered in developing successful strategies to implement change management initiatives?</p> <p>6. How did you address any key challenges, obstacles, or barriers you faced in developing successful change management strategies?</p> <p>7. What other information would you like to offer that we have not already covered regarding successful strategies your organization developed and implemented to drive change management for improving organizational performance?</p>
<p>•Conclude the interview, thank the participant</p>	<p>I will convey my appreciation and gratitude to the participants for their involvement and their valuable contribution in completing my research towards attaining a Doctor of</p>

	Business Administration(DBA) degree in International Business.
<ul style="list-style-type: none"> •Arrange follow-up Member checking process. 	<p>This interview will be transcribed within 14 business days, and a summary of my interpretation of the most notable concepts will be sent to you via email. Kindly evaluate the information to confirm that I accurately captured the essence of your comments. I will contact you via telephone or email to conduct a follow-up interview to solicit feedback regarding my interpretations.</p>
<ul style="list-style-type: none"> •Complete the interviewing process. 	<p>The interview process is complete after the participant has validated the interview transcript.</p>

Appendix B: Email Invitation to Participants

Dear (Participant),

My name is Vickey John-Joseph, and I am a Walden University doctorate candidate. I am writing to invite you to take part in the research study that I am undertaking. My study aims to explore strategies that some business leaders use to successfully implement change management initiatives to improve organizational performance. In this study, I propose to interview at least four to six business leaders. The interviews will be performed virtually using Zoom and will be recorded with your permission and consent. Your confidential responses will be stored with the utmost discretion and not be shared or published with any other individual or organization.

I will offer to share the results with you after completing the study because I want to ensure that the findings are accurate. I will not compensate you for your participation in this study; however, your contribution may support business leaders with knowledge of successful change management strategies. I invite you to read the accompanying consent form thoroughly because it contains information about the criteria for potential participants in this doctoral research. If you agree to participate, please respond by email with "I Consent," addressed to vickey.john-joseph@waldenu.edu; kindly include any concerns or questions you may have about this invitation. You may also contact me at my cell phone number (758)-727-7055. I appreciate your consideration of my invitation.

Yours sincerely,

Vickey John-Joseph, MBA

Appendix C: Letter of Cooperation from Research Participant

Dear Vickey John-Joseph,

I hereby accept your invitation to participate in the research project titled

Successful Strategies to Drive Change Management Initiatives Within Global

Organizations. I consent to a virtual interview via zoom videoconferencing at a prearranged date and time. I agree with the recording of the interview.

I acknowledge that my participation is entirely voluntary and that I will receive no compensation. I understand that I may withdraw from the research at any time if my circumstances change. I understand that the student researcher will not reveal any organizations or individuals in the doctorate project issue released by ProQuest. I certify that I am authorized to accept research done in this setting and that this proposal conforms with all organization-specific regulations.

I understand that the data obtained will be held in utmost confidentiality and will not be shared with anybody other than the Walden University Institutional Review Board along with supervisory faculty/staff.

Sincerely,

Participants' signature Date

Participants' name printed