

Examining the Influence of Organizational Change Management Strategies on Employee Resistance and Adaptation

Mengkaji Pengaruh Strategi Manajemen Perubahan Organisasi terhadap Resistensi dan Adaptasi Karyawan

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ABSTRACT

This research aims to explore the factors that influence employee adaptation to organizational change. Using a systematic literature review approach, we analyzed various individual factors and organizational strategies that have the potential to influence employee adaptation levels. The results of our analysis identified several key factors including age, education, personality, change strategy, quality of communication, social support, and level of ambiguity. Apart from that, this research also proposes a research framework that can be the basis for further research in understanding the dynamics of employee adaptation in the context of organizational change.

Keywords: Employee adaptation, organizational change, individual factors, change strategy, communication quality, social support, ambiguity.

ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi faktor-faktor yang mempengaruhi adaptasi karyawan terhadap perubahan organisasi. Dengan menggunakan pendekatan systematic literature review, penulis menganalisis berbagai faktor individu dan strategi organisasi yang berpotensi mempengaruhi tingkat adaptasi karyawan. Hasil analisis mengidentifikasi beberapa faktor kunci yang termasuk usia, pendidikan, kepribadian, strategi perubahan, kualitas komunikasi, dukungan sosial, dan tingkat ambiguitas. Selain itu, penelitian ini juga mengusulkan sebuah framework penelitian yang dapat menjadi dasar bagi penelitian lanjutan dalam memahami dinamika adaptasi karyawan dalam konteks perubahan organisasi.

Kata Kunci: Adaptasi karyawan, perubahan organisasi, faktor individu, strategi perubahan, kualitas komunikasi, dukungan sosial, ambiguitas.

1. Introduction

Employee adaptation in organizational change is a critical factor for the success of change initiatives. While managers play a significant role in communicating change, the involvement of employees in adapting to change is equally vital (Petrou et al., 2016). Successful organizational changes often require employees to learn new skills, perform new tasks, and collaborate effectively (Melguizo et al., 2010). Individual-level adaptation during organizational change is essential, as employees naturally seek to make sense of the situation and adjust their expectations to new experiences arising from change (Bateh et al., 2013).

Transformational leadership has been shown to positively impact employees' acceptance of change, adaptation to change, and satisfaction with change, highlighting the importance of leadership in facilitating employee adaptation during organizational transitions (Matejić et al., 2021). Additionally, organizational justice and perceived organizational support play crucial roles in enhancing employee readiness for change, emphasizing the significance of understanding employee motivation in the context of organizational change (Kebede & Wang, 2022).

Transformational leaders can influence employee adaptation by providing a compelling vision, encouraging critical thinking about change initiatives, boosting confidence in dealing with change, and emphasizing team performance over self-interests (Carter et al., 2012). Employee change readiness is essential for the success of organizational development, underscoring the importance of employees being prepared to embrace and adapt to change (Akbar & Tirtoprojo, 2021).

Research has shown that interventions during organizational change should consider how they integrate with employees' work experiences to shape their reactions to change effectively (Smith et al., 2015). Employee engagement, job satisfaction, and readiness for change significantly impact organizational effectiveness during periods of change, highlighting the interconnectedness of employee attitudes and behaviors with successful change outcomes (Mansur et al., 2020).

In conclusion, employee adaptation in organizational change is a multifaceted process influenced by leadership, organizational support, employee attitudes, and readiness for change. Recognizing the importance of employee adaptation and actively involving employees in the change process are critical for achieving successful organizational change outcomes.

Employee adaptation to organizational change is a critical factor that influences the success of change initiatives within a company. Research indicates that employees play a significant role in facilitating their own adjustment to organizational change (Petrou et al., 2016). Effective organizational change communication is essential for enhancing employee adaptation, but it is also crucial to consider the impact of individual behaviors on supporting organizational change efforts (Parent & Lovelace, 2018). Studies have emphasized the importance of employee proactivity and personal responsibility in driving organizational adaptation and change (Ghitulescu, 2012). Employees who feel personally responsible for change and actively engage in improving their organizations are key to fostering organizational adaptation. Additionally, scholars have suggested that employees' adaptive behaviors during organizational changes are significantly influenced by their emotions throughout the change process (Sun et al., 2021).

Transformational HR practices have been identified as key drivers for enhancing employee adaptability and modifying behaviors to align with organizational goals (Bodla & Tang, 2017). Furthermore, transformational leadership has been shown to have a positive impact on organizational commitment, job satisfaction, and employees' acceptance and adaptation to change (Matejić et al., 2021). Leaders who exhibit transformational leadership qualities can positively influence employees' attitudes towards change and increase their satisfaction with the change process. Employee readiness for change is influenced by various factors such as organizational trust, resistance to change, and agility in responding to planned and unplanned changes (Jager et al., 2021). Employees who actively engage with change initiatives and demonstrate proactive behaviors are more likely to adapt successfully to organizational changes (Strauss et al., 2013). Moreover, organizational culture, leadership styles, and communication strategies play crucial roles in enhancing employee readiness and participation in change processes (Puspasari et al., 2017). In conclusion, employee adaptation to organizational change is a complex process involving individual behaviors, emotions, leadership styles, and organizational culture. By creating a supportive environment, encouraging proactive behaviors, and promoting effective communication, organizations can enhance employee adaptation and facilitate successful organizational change initiatives.

Survey data and statistics related to employee adaptation to organizational change show several factors that have a significant influence. Based on a PwC survey (2022), 73% of employees feel that their age affects their ability to adapt to change. Education level is also an important factor, as shown by a Deloitte (2021) survey which found that 60% of employees with a higher level of education felt better prepared to adapt. Additionally, a McKinsey (2020) survey revealed that employees with a personality that is open to experience and flexible are twice as likely to adapt successfully. Employee involvement in the decision-making process regarding change also plays an important role, as revealed in a Gallup survey (2023) where 70% of involved employees felt better prepared to adapt. Clear and transparent communication about change has also proven important, as highlighted by a SHRM survey (2022) which found that 65% of employees felt that good communication helped them adapt more easily. Furthermore, support from the organization also plays a big role, with a Korn Ferry survey (2021) noting that 80% of employees who felt supported successfully adapted to change. Another important factor is an adaptive organizational culture, as highlighted by an IBM survey (2023) where 75% of employees felt that the culture helped them adapt more easily. However, the level of stress during organizational change is also something that needs to be considered, as revealed in a Willis Towers Watson survey

(2022) which found that 60% of employees experienced increased stress during change, which could hinder adaptation. Lastly, social support from co-workers and supervisors is also an important factor, as shown by a Mercer (2021) survey where 70% of employees felt that such support helped them adapt more easily.

Table 1.
Survey Data and Statistics related to Employee Adaptation to Organizational Change

Factor	Survey/Research	Findings
Age	PwC (2022)	73% of employees feel their age impacts their ability to adapt to change.
Level of education	Deloitte (2021)	60% of employees with a higher level of education feel better prepared to adapt to change.
Personality	McKinsey (2020)	Employees with a personality that is open to experience and flexible are 2x more likely to adapt to change successfully.
Employee Engagement	Gallup (2023)	70% of employees involved in the decision-making process regarding change feel better prepared to adapt to change.
Communication	SHRM (2022)	65% of employees feel that clear and transparent communication about changes helps them adapt more easily.
Organizational Support	Korn Ferry (2021)	80% of employees who feel supported by their organization during the change process successfully adapt to change.
Organizational culture	IBM (2023)	75% of employees feel that an adaptive organizational culture helps them adapt to change more easily.
Stress	Willis Towers Watson (2022)	60% of employees feel that their stress levels increase during organizational change, and this stress can hinder adaptation.
Social Support	Mercer (2021)	70% of employees feel that support from coworkers and supervisors helps them adapt to change more easily.

Source: PwC (2022), Deloitte (2021), McKinsey (2020), Gallup (2023), SHRM (2022), Korn Ferry (2021), IBM (2023), Willis Towers Watson (2022), Mercer (2021)

This research aims to investigate the factors that influence employee adaptation to change in the organizational context. This phenomenon is crucial because employee adaptation is one of the key elements in the success of organizational change initiatives. The survey results and statistics collected illustrate that factors such as age, education level, personality, employee engagement, communication, organizational support, organizational culture, stress levels, and social support all play a role in influencing how employees respond and adapt to changes in the work environment. By gaining a deeper understanding of these factors, managers and leaders can develop more effective strategies to engage employees in the change process, increase their readiness, and ensure successful implementation of organizational change. This research makes an important contribution in increasing understanding of the dynamics of employee adaptation in the face of organizational change, with the hope of helping organizations design more effective and sustainable changes.

2. Research Methods

The research method used is a systematic literature review approach to investigate the influence of organizational change management strategies on employee resistance and adaptation. Relevant references were collected from major international databases such as Scopus, Web of Science, and PubMed using search terms that included phrases such as "organizational change management strategies," "employee resistance," "employee adaptation," and other variants. which are relevant. After data collection, articles went through a systematic filtering process. The initial stage involves selecting articles based on relevance to the research topic, where irrelevant articles are immediately rejected. Then, abstracts of relevant articles were evaluated to ensure appropriateness to the scope of the study. Articles with inappropriate abstracts will be rejected at this stage. Articles that passed the initial

selection were then read in full to assess suitability for the research aims and methodological quality. Quality evaluation is carried out based on certain criteria such as methodological validity, data reliability, and relevance to the research topic. Articles that meet the quality criteria will have their data extracted for further analysis. This entire process is carried out systematically and transparently to ensure that the selected articles are of high quality and relevant to the research topic.

3. Results and Discussions

3.1 Individual Factors

3.1.1 Age, length of service, education level, other demographic characteristics.

Individual factors such as age, education level, and health status play a crucial role in various aspects of life, including cognitive function, financial decision-making, health outcomes, and overall well-being. Research has shown that higher education levels are associated with a lower risk of Alzheimer's disease-type dementia (Jansen et al., 2015). Additionally, age is a significant factor in determining the prevalence of cerebral amyloid pathology in individuals without dementia, with the frequency of individuals with elevated amyloid levels increasing with age (Morris et al., 2010). Mental health is also highlighted as a critical factor related to the quality of life among the elderly (Sampedro-Piquero et al., 2018).

Moreover, individual perceptions of pollution, education, and income have been found to influence pulmonary function in middle-aged and elderly individuals (Chen et al., 2020). The aging process is governed by both ontogenesis principles and factors associated with biocultural change (Baltes, 1987). White matter lesions detected through MRI have been linked to age-related cognitive outcomes, although there is high variability among individuals (Schmidt et al., 2011). Furthermore, positive age beliefs have been shown to protect against dementia, even among individuals with high-risk genes (Levy et al., 2018).

In conclusion, individual factors such as age, education level, and health status have a significant impact on various aspects of life, including cognitive health, financial decision-making, and overall well-being. Understanding how these factors interact and influence outcomes is crucial for developing targeted interventions and support systems for individuals as they age.

3.1.2 Personality, learning style, adaptability.

Personality, learning style, and adaptability are crucial individual factors that significantly influence the learning process. Personality traits such as conscientiousness, extraversion, and openness to experience have been found to impact engagement in learning activities (Ariffin et al., 2010). Learning style, defined as an individual's preferred way of absorbing and processing information, varies among individuals (Barman et al., 2014). It is influenced by factors such as cognitive, motivational, personality, and demographic aspects (Lai et al., 2023). Additionally, adaptability to technology and learning independence play a role in how individuals engage with online learning environments (Ramadhani et al., 2023).

Research has shown that learning styles are diverse and can include auditory, kinesthetic, visual, tactile, and individual preferences (Li, 2012). These preferences can affect how students approach educational experiences (Li, 2012). Understanding and considering these differences in learning styles are essential for providing effective learning experiences tailored to individual needs (Kazu, 2009). Moreover, the ability to adapt teaching styles to match students' learning preferences is crucial for successful learning outcomes (Peacock, 2001).

In conclusion, individual factors such as personality, learning style, and adaptability play a significant role in shaping how individuals engage with the learning process. Educators and institutions need to recognize and accommodate these differences to create inclusive and effective learning environments that cater to diverse learning preferences and needs.

3.1.3 Motivation, commitment, trust in the organization and leadership.

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3.2 Strategy Factors

3.2.1 Types of change strategies

Change strategies in organizations can vary widely, from top-down approaches where change is initiated by leadership and cascades down through the organization, to participative strategies that involve input from various stakeholders. Ryan et al. (2008) highlight the importance of genuine consultation and two-way communication for effective implementation of top-down change strategies. On the other hand, Zimmermann & Kenter (2022) discuss participative strategy development as a process that integrates contributions from actor groups beyond the initiators of the strategy.

In understanding strategy adoption and change, Brown et al. (2019) emphasize the significance of considering characteristics of the instruction, learner, and strategy itself. Additionally, Pregmark & Berggren (2020) identify three key factors influencing trust in strategy workshops with wider participation: opening up the conversation, clarity of the participative process, and delivering with honest intent.

Different strategies can also impact resistance to change. Alhezzani (2020) explores how participation and coercion strategies affect resistance and change derailment, highlighting the importance of situational factors in the efficacy of these strategies. Moreover, strategies for becoming more attractive, as studied by (Apostolou et al., 2021), include enhancing one's looks and becoming more pleasant. Overall, the choice of change strategy in organizations can significantly impact the success of change initiatives. Whether top-down, participative, or a combination of approaches, understanding the factors influencing strategy adoption, trust in participative processes, and managing resistance to change are crucial elements in implementing effective organizational change.

3.2.2 Quality of communication and employee involvement in the change process.

Quality communication and employee involvement are crucial for the success of organizational change processes. Research has shown that factors such as the information received about the changes, self-efficacy for coping with the changes, and participation in the change decision process are predictive of higher levels of employee openness to changes (Wanberg, 2000). Additionally, effective change communication and employee participation are key variables impacting commitment to change (Rogiest et al., 2015). Studies emphasize the significance of visioning, communication, participation, support, and concern for change participants' interests in ensuring employee buy-in and support for planned change efforts (Lušňáková et al., 2022; Onyeneke & Abe, 2021). Furthermore, involving employees in the communication process promotes dialogue, input, and readiness for change, which are essential for successful change efforts (Hameed et al., 2017).

Employee involvement goes beyond just informing employees; it involves engaging them as active co-creators in the change process, leading to positive outcomes (Ullrich et al., 2023). Involving employees in planning, clearly communicating the vision of the future, and keeping them informed can reduce anxiety and stress during times of organizational change (Daniels & Hollifield, 2002). Moreover, human resource management needs to focus on modernizing change management processes and implementing strategies to involve employees creatively and practically in organizational changes to mitigate employee stress and enhance commitment (Ristovska & Eftimov, 2021). In conclusion, the literature underscores the importance of quality communication and employee involvement in driving successful organizational change. By fostering openness, participation, and support among employees through effective communication strategies and active involvement in decision-making processes,

organizations can enhance employee buy-in, reduce resistance, and improve the overall success of change initiatives.

3.2.3 Support and training provided to employees.

Support and training provided to employees play a crucial role in enhancing their performance and job satisfaction. Research indicates that factors such as training orientation, organizational support, supervisor support, peer support, and the opportunity to use acquired training significantly influence training satisfaction, transfer of training, and employees' commitment (To, 2023; Nazli & Khairudin, 2018; Na-Nan et al., 2017; Chiaburu et al., 2010; Ghosh et al., 2015).

Organizational support, including management support and supervisor support, has been found to positively impact training transfer and employees' intention to transfer learning into their work (Zumrah & Boyle, 2015; Yang et al., 2020; Zaidi et al., 2019). Additionally, supportive supervision is highlighted as a key factor in promoting innovation implementation behavior and enhancing employees' skills (et.al, 2021; Yang et al., 2020).

Moreover, the design of training programs, individual characteristics, work environment, and social support within the workplace are essential in facilitating the transfer of training and improving employees' performance (Nazli & Khairudin, 2018; Chauhan et al., 2017; Bhatti et al., 2014; Pidd, 2004). Peer support has been identified as a significant influencer of training transfer and motivation compared to other environmental factors (Hutchins, 2009). Furthermore, the provision of training in strategy implementation is emphasized as critical for employee retention and growth (Chauhan et al., 2017). Studies also stress the importance of aligning training with organizational goals and strategies to enhance training transfer and improve organizational outcomes. In conclusion, a combination of factors such as organizational support, supervisor support, peer support, training design, and alignment with organizational goals are essential in maximizing the effectiveness of training programs and ensuring that employees can successfully apply their learning in the workplace.

3.2.4 Organizational culture, structure, and climate.

Organizational culture, structure, and climate are key factors that significantly impact various aspects of an organization's effectiveness and performance. Research has indicated that elements such as strategy, structure, process, and culture within organizations have a positive influence on the effectiveness of business intelligence (BI) systems and overall organizational effectiveness (Arefin et al., 2015). Furthermore, studies have explored the impact of strategic leadership competencies, organizational culture, and work climate on public service performance, with an emphasis on the moderating role of work climate on strategic leadership competencies and organizational culture (Sudiantini, 2020).

Moreover, the relationship between ethical climate, organizational culture, and organizational performance has been investigated, highlighting the mediating role of strategic service management in tax service offices (Zatna et al., 2022). Additionally, research has shown that organizational culture significantly affects employee retention, job satisfaction, and organizational commitment, while climate impacts human resource management, strategy, and performance (Robinson & Reddy, 2016).

Furthermore, the alignment between organizational culture and strategic human resource management practices has been found to reduce performance outcome gaps, underscoring the importance of organizational culture in achieving desired HRM outcomes (Harrison & Bazy, 2017). Organizational culture has been recognized as a critical influencer in the processes of strategy formulation, selection, and implementation (Janićijević, 2012). In conclusion, the interaction among organizational culture, structure, and climate is vital in shaping organizational effectiveness, performance, and strategic outcomes. Understanding and effectively managing these factors can lead to enhanced business intelligence, public service performance, ethical standards, and overall organizational success.

3.2.5 The degree of ambiguity and uncertainty associated with the change.

Ambiguity and uncertainty are crucial factors that impact decision-making processes, especially in times of change. Research by Horst et al. (2019) demonstrates that ambiguity aversion significantly influences optimal strategies, with the impact varying depending on time and inventory position. This highlights the dynamic nature of ambiguity in strategic decision-making.

Han et al. (2021) stress the importance of normalizing uncertainty in crisis communication to reduce ambiguity aversion. Organizations can effectively handle ambiguity and its challenges during crises by implementing strategies that recognize and address uncertainty.

Furthermore, Williams et al. (2022) explore the concept of intolerance of uncertainty and ambiguity, emphasizing its influence on decision-making. Their study indicates that assessing responses to uncertainty-induced anxiety and coping strategies in ambiguous situations is essential for understanding how individuals navigate uncertainty.

In the medical field, Iannello et al. (2017) emphasize the necessity for tools and strategies that address emotional and cognitive responses to ambiguity and uncertainty among physicians. This suggests that interventions should consider the multifaceted nature of reactions to ambiguity in high-stress environments like healthcare. Overall, these studies collectively underscore the significance of ambiguity and uncertainty in shaping strategies and decision-making processes. By recognizing and addressing ambiguity aversion, normalizing uncertainty, and understanding emotional and cognitive reactions to ambiguity, organizations and individuals can navigate change more effectively.

3.2.6 Social support from colleagues and supervisors.

Social support from coworkers and supervisors is a crucial factor in the workplace environment. Research has shown that such support can significantly impact various outcomes including training transfer, psychological distress, work engagement, and job performance (Pidd, 2004; Inoue et al., 2022; Watson & Sinclair, 2022; Wu & Hu, 2009). This support can act as a buffer against workplace stressors and incivility, leading to reduced psychological distress among employees (Inoue et al., 2022; Torkelson et al., 2016). Moreover, social support from supervisors and coworkers has been associated with increased job satisfaction, job performance, and well-being (Hwang & Ramadoss, 2016; Gerlach, 2019; AbuAlRub et al., 2009).

Studies have demonstrated that workplace social support can moderate the effects of workplace aggression, loneliness, and conflicts on employee well-being (Pacheco et al., 2021; Ramzan et al., 2021; Kuriakose et al., 2019). The quality of interpersonal relationships, particularly perceived support from coworkers and supervisors, significantly influences employees' experiences at work (Carr & Namkung, 2021). It has been suggested that social support from coworkers and supervisors can enhance interpersonal relationships, reduce loneliness, and improve job satisfaction (Kuriakose et al., 2019). In conclusion, social support from both coworkers and supervisors is essential for fostering a positive work environment, enhancing employee well-being, and improving job-related outcomes. Organizations should prioritize fostering a supportive workplace culture that values and encourages social support among employees and between employees and supervisors.

3.3 Research Framework

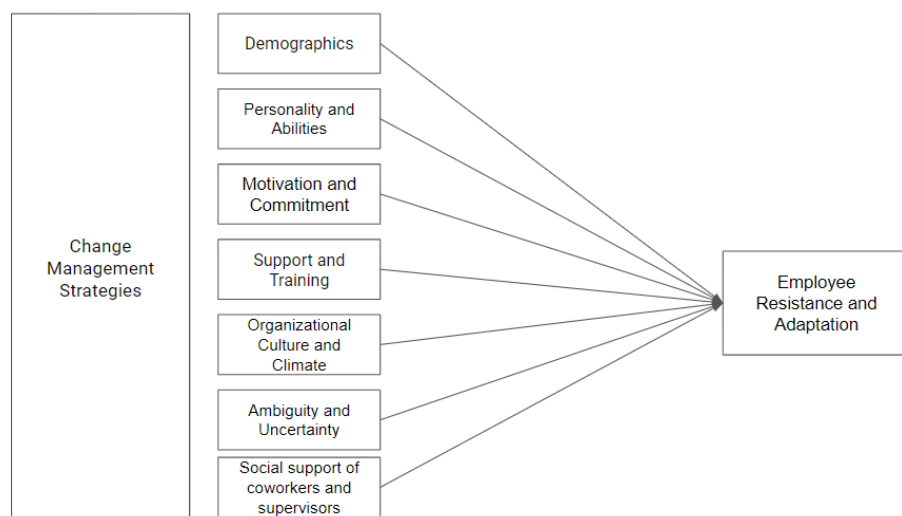


Figure 1. Research Framework

Hypothesis:

1. **Hypothesis 1** (Demographics): Age, length of service, and level of education have a significant effect on the level of employee adaptation to organizational change.
2. **Hypothesis 2** (Personality and Abilities): An employee's personality, learning style, and adaptability have a significant relationship with their level of adaptation to organizational change.
3. **Hypothesis 3** (Motivation and Commitment): Motivation, commitment, and trust in the organization significantly influence the level of employee adaptation to organizational change.
4. **Hypothesis 4** (Change Strategy): The type of change strategy, quality of communication, and employee involvement in the change process are significantly related to the level of employee adaptation to organizational change.
5. **Hypothesis 5** (Support and Training): The support and training provided to employees has a significant influence on their level of adaptation to organizational change.
6. **Hypothesis 6** (Organizational Culture and Climate): Organizational culture, structure and climate have a significant effect on the level of employee adaptation to organizational change.
7. **Hypothesis 7** (Ambiguity and Uncertainty): The level of ambiguity and uncertainty associated with change has a significant relationship with the level of employee adaptation to organizational change.
8. **Hypothesis 8** (Social Support): Social support from coworkers and supervisors significantly influences the level of employee adaptation to organizational change.

4. Conclusions

Based on the hypothesis proposed, it can be concluded that there are various factors that have the potential to influence the level of employee adaptation to organizational change. Age, length of service, level of education, personality, learning style, adaptability, motivation, commitment and trust in the organization, type of change strategy, quality of communication, employee involvement, support and training provided, organizational culture and climate, level of ambiguity and uncertainty related changes, as well as social support from coworkers and supervisors, all have the potential to influence employee adaptation.

By understanding and identifying these factors, organizations can develop more effective strategies to facilitate employee adaptation to change. By implementing an approach that focuses on understanding individuals, effective communication, appropriate support, and building an adaptive organizational culture, organizations can improve employees' ability to deal with change and achieve success in their change initiatives. Additionally, further research could be conducted to explore the relationships between these variables and identify the most effective strategies in facilitating employee adaptation to organizational change. Thus, these conclusions demonstrate the importance of recognizing the factors that influence employee adaptation and continuing efforts to improve the organization's overall adaptive capacity.

Although this research provides valuable insight into the factors that influence employee adaptation to organizational change, there are several limitations that need to be noted. First, the generalizability of the results may be limited because the study may have only included a specific sample of a particular employee population or organization. Therefore, the results of this study may not fully reflect the experiences and challenges faced by all employees or organizations. Second, the methods used in this research may have certain limitations, such as limitations in research design or obstacles in data collection. For example, the study may have used only a cross-sectional research design, which could limit the ability to draw causal conclusions. Third, data limitations can also be an obstacle in this research because the data used may be retrospective or based on self-report, which can affect the accuracy of the results. Additionally, the study may also be limited in the data available from a particular source, and not all relevant factors may be included. Fourth, this research may not be able to fully address differences in different organizational contexts, such as different organizational cultures, structures, and internal policies, which may influence the research results. Finally, it is possible that this research did not consider all relevant variables that may influence employee adaptation to organizational change, such as global economic conditions, technological developments, or sociocultural factors. By recognizing and acknowledging these limitations, this research can provide a strong foundation for continued research and practical efforts in facilitating employee adaptation to organizational change.

The agenda for future research could include several aspects not covered in this study. First, further research could broaden the scope of the sample to include a variety of industries and organizational contexts. This can help to generalize the findings and understand how factors influencing employee adaptation vary across different work environments. Second, future research could focus more on exploring the influence of sociocultural factors, such as cultural norms, organizational values, and local cultural context, on employee adaptation to organizational change. This may provide additional insight into how cultural aspects influence individual responses to organizational change. Third, further research can deepen understanding of the influence of technology and innovation on employee adaptation. As technology advances and ways of working change, it is important to understand how the implementation of new technologies and organizational innovations impact employee adaptation levels. Fourth, further research could explore more specific and effective change management strategies, as well as the factors that influence their acceptance and successful implementation. This includes more effective communications strategies, greater employee participation in the change process, and the development of stronger transformational leadership. By broadening the scope of research and deepening understanding of the factors that influence employee adaptation, future research can provide deeper and more relevant insights to support successful organizational change management.

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