

Navigating Organizational Change: A Comprehensive Review of Change Management Phenomena

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ABSTRACT

Organizational change is imperative in today's cutting edge technological World. Organizations that are unable to adapt to changing environment, emerging technologies, and shifting customer preferences may result in risking to become irrelevant or obsolete. Effective change management strategies are crucial for organizations to navigate these changes successfully. This paper provides a comprehensive review on phenomena and importance of change, Internal/external, institutionalized and workplace resistance to change, change management strategies, contribution of emotions and the challenges that organizations face when implementing change in the organizations. The paper also includes the role of organizational justice in realm of change management, importance of effective communication, Information technology, employee engagement, organizational culture in facilitating successful change and cycles of change. The key success factors and best practices for change management and common pitfalls that organizations need to avoid have also been highlighted. Lewin's Change Management Model highlighting the change management process and leadership role and style has been extensively discussed. The findings of this paper can help organizations better understand the challenges of change management and develop effective strategies to navigate change successfully.

Keywords: Change management strategies, Resistance to change, organizational justice, cycles of change, negative emotions in change management.

INTRODUCTION

In the modern era where technology is advancing at a cutting edge, the importance of change cannot be ruled out. The organizational change management aims at adaption to the changing environment and put in efforts for bringing improvement in organizational performance keeping the morale of employees high. Val and Fuentes (2003) argue that organizational change refer to experiential reflection with respect to the differences in style, facade, eminence or condition with the passage of time. The authors state that change commences with a low scope or evolutionary form and changes into high scope or strategic form. Evolutionary change is incremental or first order change, meant to improve present situation by altering certain small aspects. Whereas strategic change is transformational, revolutionary or second order change. Such change is radical in nature which brings drastic or total change in essential framework for gaining new competitive advantages (Val & Fuentes, 2003). Kiefer (2005) has defined change as amendments to the structure, methods and social scheme of an organization, its and which may include fundamental transformation, mergers, layoffs, restructuring etc and result in prompting new behaviors and stirring emotions in employees and managers. In the context of change, Fox and Hamburger (2001) state that in organizations a central strategic challenge for managers is to cope up with the change and managing change is a difficult activity and it involves fulfilling different tasks through different stages e.g. organizational analysis, planning and forecasting, articulating vision, communication and persuasion of employees.

Resistance

Employee resistance to change in an organization is inevitable. However, the intensity of resistance varies depending on the nature and quantum of change. Resistance disturbs the course of change through

bringing delays or impeding its initiation, hindering its implementation and augmenting its cost and acts as inertia by struggling to comply with the status quo (Val & Fuentes, 2003). According to Rumelt (1995) sources of resistance have been divided into five groups and the change process has been divided into two stages i.e. formulation and implementation stage (Khan et al, 2017). The three groups of sources of resistance have been attached to the formulation stage, whereas the fourth and fifth group relate to implementation stage. First group of sources of resistance relates to the inaccurate awareness, interpretation barricades and the ambiguous strategic significances. A wrong initial perception with lack of communication leads organization to maintain status quo with lesser vision as regard to long term future lucidity. Second source of resistance is low motivation for change. This low motivation may occur because of cannibalization expenses, cross subsidy reliefs, past failures and various benefits and comforts related to workforce and management. The third group of sources of resistance pertains scarcity of innovative retort on account of reckless and intricate environmental changes, derisory strategic vision and volatile mentality. Fourthly, in the implementation stage, political and cultural deadlocks, departmental politics, disharmony among groups about problem and alternative solutions, strong adherence to values and less focus on social dimension of change are the different factors which result in source of resistance. Fifth group is characterized as procrastinated leadership, entrenched practices, inadequate accomplishments and skepticism.

Val and Fuentes(2003) performed a study which was quantitative in nature on companies in Spain to ascertain about sources of resistance to change being were noticeable and resistance to change is mor in strategic changes as compared to the evolutionary changes. The results of empirical research revealed that resistance to change remains higher and more robust in strategic changes than that of evolutionary changes. It was also concluded that source of resistance highest in intensity was the presence of deep-rooted values followed by political and cultural deadlocks, department level political interference and confrontation related to budgets. Mega difference between evolutionary and strategic changes is also attributed to the source of deeply entrenched values that exist in the system.

Wadel and Sohal(1998) stated that resistance is an intricate and multidimensional element which affects the change and causes delays and instability in the process of change. It is exercised to avoid altering the status quo with a fear of uncertainties and bleak picture about the consequences. Giving historical perspective, Wadel and Sohal(1998) argued that during 1940, emergence of divergent opinions was considered plight on the part of organization and unity of purpose was the symbol of efficiency. Resistance was viewed as enemy of change and was to be curbed for bringing success to change efforts. However, in 1960s and 1970s, it was viewed that resistance should not be quashed at all and benefit might be achieved out of it. Resistance should not be perceived as a form of conflict and danger to the harmony in organization rather, it is a social function of four social factors i.e. rational factors that depict the difference of opinions between employees and management about the proposed change, non-rational factors that allow employees to simply avoid change because of their own self-interest or fear of unknown, political factors that make political interference or point scoring against the initiators of change and finally the management factors that reflects ineffectively handling the change process on part of managers. Wadel and Sohal(1998) suggest that resistance plays suitable part in an organizational change struggle in following ways:-

- (i) Resistance may be utilized to avoid dysfunctionality of change while ensuring that stability should not turn into stagnation.
- (ii) Resistance enables the management to address the problems underlying the particular situation along with uncertainties existing in the minds of employees.
- (iii) It draws attention of managers to look into the aspects of proposed change process which may be inappropriate or wrong.
- (iv) Resistance backs to the course of change as an energy intrusion and allows greater serving of legislation.

- (v) It encourages management to work out for alternative methods for successful implementation of change by creating an environment of teamwork.

Resistance and the Background Conversation of Change

Ford, Ford and McNamara (2002) express that resistance promotes self-justification or defensive reasoning in the context of past resentments toward leading change. Ford et al. (2002) state that the same change influences the individuals differently and resistance is realized as psychophysical feature in the individuals. The authors further argue that to deal with resistance, it is important to investigate sources of resistance and in constructivist and post-modern viewpoints, with the help of social exchanges, reality and truth that we understand is construed, built or ratified. So, resistance may be explored in operations of construed reality and truth rather than individuals. Hence resistance may be termed as a situation of reality built in, by and through dialogues and conversations. Ford et al. (2002) locate resistance in conversational patterns instead in the individual and find that background conversation is basically the backend context in view of which the frontend conversations take place, reflecting context and the reality at same time. So we may derive that background conversations constitute an organization's culture where the employees in the context of backend discussions and conversations induce various outcomes pertaining to the same physical evidence. Hence, resistance from the perspective of change leads to a function of diverse background dialogs and creates realities which are different for the contributors and participants. There exists three general types of backgrounds which are constructed socially i.e. complacent background which does not entail something new and is built on the plea of past success, Resigned background is the type build on the basis of past fiasco and raise notion of hopelessness, anguish, gloom, unhappiness and dejection and the third is cynical background constructed from historical failure practiced through stories and others experiences' descriptions (Ford et al. 2002). From the authors' approach, it reveals that in case of a major change, managers are supposed to talk about the change in an open way as early as possible to mitigate the arousal of resistance and sufficient explanations are required to be given to the employees in terms of need of change, faults in the present system and the opportunities likely to be flourished after implementation of change. Presentations of solid reasons about the inevitability and importance of change dilute resistance and enable the way to achieve objectives of change (Fox & Hamburger, 2001).

Resentment-based workplace resistance

Folger and Skarlicki(1999) discuss that there are several factors and causes of resistance to change e.g. cynicism, trust deficit for the leaders who pursue change and failure to incorporate change in past. Nevertheless, resentment-based resistance may be regarded as subcategory of the behaviors related to resistance. Resentment-based resistance to change leading from minor actions of non-cooperation to organizational disruption ascends against perceived unfairness of the change (Folger & Skarlicki, 1999). Such resistance is deemed as a sign of impartiality of the course and circumstances of change effort and it is a psychological mechanism which may exist at employees or even managerial level with adequate reason to get involve in oppositional acts (Folger & Skarlicki, 1999).

Resistance Within and Without Organization

To understand the concept of resistance within and without organization, Cutcher(2009) argues that in organizations strategies and tactics adopted by the workers both play an important role. The resistance maneuvers occur in places where strategic uncertainties exist. Cutcher (2009) articulates that Individuals resist when there is a clash and gap in the interest of the individual and the position of subject offered by a discourse. Moreover, employees show moral ownership over work which is reflective of their shared and sedimented practices of past (temporal dimensions of identity). Cutcher (2009) conducted a case study over an intermediate magnitude credit union which was meant to provide services to the people at rural and regional level in New South Wales, Australia. The change which was being initiated by the coast managers at local level on account of results triggered by deregulating the financial services division that started in Australia from 1980s till 1990s was objected and resisted by the Front-line service workers. In

face of regulatory changes and more competitive environment, coast adopted strategy to become profit competitors. The employees resisted the change by using previous coveted-discourses with respect to place as far as mutuality, members, community and belongings are concerned. Such resistance received an ethical authority by these coveted discourses to continue to stick to the notion of “member not customer” and “mutuality not enterprise”. In feeling of disruption to the “narrative” of the self” and “self identify” formed through workplace life experiences, the employees adopted oppositional discourses. Resistance acquired authority in moral terms through utilization of these distinct discourses of belongings and community. Engagement of females in the realm of resistance remained also the reason of ongoing work of daily based identity construction. So we can draw a conclusion that prior to implementation of any change, the employees must be taken into confidence with sufficient rationale to deviate from existing strategy to a newer one.

Institutionalized Resistance

Institutionalized resistance is elaborated by Agocs(1997) as a form of organizational behavior which is employed by the organization leadership who takes decisions and tend to vigorously repudiate, discard, and object to implement, contain and dismantle the proposal and initiatives of change. So, resistance is undertaken as an act on account of rebuttal by decision makers to be inclined by the opinions or evidence of change advocates in routines, norms or established practices within the organization (Agocs, 1997). The author claims that resistance can turn into range of behaviors i.e. reluctance to participate in problems handling, denial to pursue common ground, disruption, and distraction from responsibility etc. However, a solid critique may create better understanding and solutions to issues and lead to better investigation and action in view of introduction of change in the organization. Agocs(1997) recommends a typology of kinds of resistances that may take place in an organization i.e. rejection to the requirement of change, reluctance for accepting the responsibility to handle the dilemma of change, rebuttal of implementing and dismantlement of change initiated in the form of repression.

Routine Workplace Resistance

Prasad and Prasad(2000) distinguish resistance in the organization as formal and informal routine resistance. Formal is collective and organized resistance as protests, strikes, grievances etc. Whereas, informal resistance takes place every day and it's less visible and indirect in its nature along with being spontaneous and unplanned. Informal resistance because of being covert and hidden in nature is difficult to examine and remains out of the research and survey choice (Prasad & Prasad, 2000). Furthermore, the authors categorize resistance using a fourfold topology i.e. open conflict to managers and customers, elusive subversion of control structure through by involving in gossip, workers withdrawal, detachment and vague submission to superiors. Prasad and Prasad (2000) conducted a study in a Health Maintenance Organization (HMO) in United States in order to analyze the course of work transformation in the wake of establishing a new IT structure. The HMO initially independent was handed over to another corporation called “Superior”. There was a feeling that HMO underwent definite change after being taken over by Superior. Employees expressed that with the introduction of new system, the organization lost the family atmosphere and the bond of affection and closeness which was evident previously. It was observed that routine work pace got expedited under the control of Superior Corporation, however, formality and anxiety level increased. It is evident from the study that routine resistance is part of everyday life in organizations and may be managed to mitigate by introducing justice and equity in terms of dealing with employees and it is also extracted that employees should be given a clear and in-depth picture of the change initiatives which are to appear in near future.

Role of Organizational Justice in Organizational Change

Folger and Skarlicki(1999) explained the three types of justices in organizational change. First relates to the equity or fairness in human exchange relationships and has been referred to as distributive justice. In case of inequity, employees may withdraw efforts as response to imposed organizational change. Secondly, fair and transparent procedures are to be impartial, accurate and reliable. Such fairness of

procedures leads to procedural justice in the organization. When employees are motivated about fair procedures, they tend to accept the change. Third is the interactional justice which refers to the treatment rendered to the employees. When supervisors handle workforce with admiration and self-respect, they are less likely to engage in resistance and may be made ready to accept the change (Folger & Skarlicki, 1999). Hence, it may be emphasized that managers are supposed to listen to the subordinates, resolve their problems, explain the decisions to them which are taken in the interest of organization. In view of equity theory and referent cognition theory, employees are expected to put in more efforts for the similar reward, and based on the previous working conditions the employees make an assessment of the impartiality and fairness of the change process and sentiments of annoyance and desecration would emerge if results of change do not meet the expected outcome, or the course of change takes longer time (Folger & Skarlicki, 1999).

Antecedents and Consequences of Negative Emotions in Ongoing Change

Kiefer(2005) discusses about events pertaining to change events are observed in everyday life that include reorganization, restructuring, logoffs, downsizing and new strategic initiatives. He argues that there can be two kinds of changes; one has a start and an end point whereas, the second is an ongoing process. Kiefer(2005) carried out a quantitative study to examine the aspects of negativity of emotions in continuing change and its result in affective reactions and performing test in the perspective of relationships undertaken in the antecedents and consequences of routine life emotions. Kiefer(2005) states that emotions prompted through the change phenomenon are primarily negative and takes the shape of annoyance, nervousness and hindrance created by the dint of actions of management and colleagues leading to making errors, assignment load and jobs glitches etc. He mentions that the in the realm of change there are three types of emotional antecedents that include working conditions (fear of unreasonable workload, disrupted workflow and adverse environment), individual position and futuristic placement in the organization (perceived uncertainty, inability to predict outcomes, lack of information about work and position) and third is the organizational treatment (lack of support and acknowledgement, unfair behavior). Kiefer(2005) further enunciates that the emotions which have been developed due to ongoing change may result in two main consequences: organizational trust (attitude) and withdrawal (behavior). It is derived from the literature (Kiefer, 2005) that there exists negative relation of negative emotions with the trust that you hold about the organization and it has a positive relation to the aspect of withdrawal. It may also be summarized that during ongoing change process individuals develop negative emotions as a result of every day issues, threatening/harmful events and predict unsuitable working settings, uncertain position with insecure future along with unjustified dealing of the company. Similarly, it is recommended that aspects like employees' awareness, their caliber, intellect, qualification and individual differences which create a huge variation in view of developing negative emotions may also be catered for while studying employees' emotions.

Psychological Contract Violation During Corporate Restructuring

Turnley and Feldman(1998) highlight that workers in the organization develop psychological contracts and expectations based on the promises made to them on joining the organization and during corporate restructuring in firms (downsizing, reorganization, mergers and acquisitions etc) employees face psychological contract violations. To observe psychological contract violation during restructuring, Turnley and Feldman(1998) carried out an empirical research in which data was collected from three different sites i.e. Fortune 500 banks, state agency and a graduate business school. 541 managers and executive officials took part in the research with a ratio of 55% male and 45% female. It revealed from the research that there are five job factors on which there are clear differences between managers in firms which have undergone significant restructuring as compared to stable organizational structure. These factors are security aspect related to the job, quantum of say in the decision-making processes, prospects for progression, medial facilities, responsibilities and authority. On each factor it revealed that firms undergoing restructuring felt violation of the psychological bonds with likelihood of withdrawal, increased voice, reduced devotion and higher neglect. Employees who have an opinion of procedural

justice in the system respond less negatively to the bonds of psychological nature and vice versa. Similarly, it also resulted that managers considering their firm likely to renege on future obligations would remain less loyal to their employees and to search for alternative jobs. Moreover, positive working relationships with supervisors and co-workers will allow employees remain loyal and not to engage in neglectful behaviors. The implication of research suggests that organization operating in highly uncertain, changing environments need to be more judicious and conservative in the promises they make to new comers by considering the rapidly changing environment. Organizations must prudently and justly clarify any exterior effects to employees which compel them to bring alteration to the commitment of change. The results revealed that the workforce tend to raise less negative reaction to the changes in psychological bonds when they feature the violation to be authentic and the exterior episodes to be out of organizational control. It is also resulted that managers will have less negative reaction in case psychological desecration happens for single time and not repeating breakage of promises. In case of downsizing and reorganization, there exists a negative reaction to perceived unfair layoff procedures and in terms of merger and acquisition, there may be perceived favoritism in pay raise, advancement and career development opportunities for employees. While undergoing restructuring process, it is mandatory to micro-manage the employees in short run and prolonged close supervision may result in enhanced contract violation. It is observed from the study that team cohesiveness, strong bond with supervisors will result in less likelihood to engage in destructive behaviors or being neglectful of work despite employees' anger at having their psychological contract violated.

Organizational Change Effect on the Individual Employee

In the smooth transformational process and to achieve the objectives of change efforts, employees who are most valuable assets play a vital role and the changes leading to integration and delayering of the existing structure and curtailing employees may affect the job authority and responsibility of employees, compromising the sense of security about job and affecting future progression and prospects (Decker & Wheeler & Johnson & Parsons, 2001). Such changes impact employee relationship with not only management but also with fellow employees and expectations are affected in restructuring process and are likely to trigger disbelief, confrontation, mistrust and reduced devotion in the employees (Decker et al. 2001). Employee understanding of organizational change remains vital in the change process and to achieve success, employee's flexibility, willingness and increased responsiveness are absolutely important (Decker et al. 2001). Here it can be argued that majority of the organizations remain unable to address significant challenges to employees' motivation and hence face impediment in restructuring their system. A lack of knowledge among employees pertaining to progression exclusively projects scarcity of communication within workforce and leadership. Decker et al. (2001) carried out a research on Western Alliance of Hospitals (WAH) as an NGO and benevolent organization established in 1970 to administer various hospitals through religious organizations. The research was done with an intention of making an assessment pertaining to the effects of changes and budget decrease on the hospital employees' motivation. Careful review of the responses revealed that the maximum employees were concerned regarding the course of change, and the budget adjustment resulted in raising of doubts by the employees about the honesty of organization in terms of ensuring quality for patients care. The increased workload heightened stress level and patient care was sacrificed. The integration was seen as concerns about losing their identity, their lack of decision making power and resistance to regional changes. The review indicates that implementing various educational, communication, and leadership programs lessen the negative impact on the employees and the organization. Moreover, it is can also be concluded that change in strategy at the top level must not go opposite to the existing strategy to which employees have already developed an emotional attachment.

The Influence of Emotional Appeals in Encouraging Organizational Change Program

Fox and Hamburger(2001) portrays that emotional courses have got a connection with the employees' motivation and are comprised of approaches of gladness, annoyance, frustration, dejection, affection, distress and respite. Emotions play a vital role in transformational leadership, and leaders possess vision

that depicts the futuristic picture and merits of change (Fox & Hamburger, 2001). In order to manage emotional behaviour of employees involved in the process of change, managers have to focus on essential measures to mitigate the pressure and apprehension of employees and information regarding change is to be given in positive tone (Fox & Hamburger, 2001). So, it may be derived that healthy interaction by having a congenial environment would render the course of change program to develop enthusiasm and concentration. Fox and Hamburger(2001) expressed five main domains that has an impact on the employees' emotions associated with the change process: the central communication about change, the information stuffing, the rapport of the leader connected to change process, the dealing of leaders with the subordinates, and environment where interaction is done with the workforce.

Information Technology and Organizational Change

The technology is changing at a rapid pace and brings versatile changes to the processes, values and frames in the organizations. Any organization not catching the pace of rapidly growing technology faces difficulty to remain competitive in the environment. Gash and Orlikowski (2009) examined organizational change forms caused through various technological interventions occurred with the passage of time. Frames are the elements that reflect perceptions and interpretations of organizations' phenomena and consist of specific information with a certain scope of individuals' action. Gash and Orlikowski (2009) defined a model that elaborates the degree of tolerance or rigidity in perspective of the frames along with the utility to elaborate organizational authenticities. The model considered planned organizational change to explore thoughts and offers the types of improved definition related to change i.e. first, second and third order changes. The purpose of first order of change is to strengthen prevailing managerial frames, and step by step changing existing understandings, standards, ethics and methods. Second order change is comprised of bringing a shift to fundamentally different molds and approach of processes along with a modification of present schemata in a particular direction. However, third order change is focused on enhancing the organizational capability to continuously reproduce prevailing traditions, courses, connections and edifices with a capability to bring changes to alternative frames with a better knowledge of appropriateness of the processes.

The Greening of Organizational Culture

Philosophy of management needs change in which organizational actions must accept novel ecologically accountable standards, theories and deeds as a result of which, sustainability can be achieved by depending upon the green culture change (Haris & Crane, 2002). Cultural change is restricted to behavioral change having a sense of environmental. Haris and Crane (2002) performed a research that revealed "Green Culture of Organization" can be elucidated as the degree to which the expectations, ideals, signs and relics of the organization echoed a longing to function in an ecologically justifiable means. Three broad adopted positions of the organization were apparent in the research. First a marginal proportion of the organization remained highly supportive of ecological ingenuities and maintainable progress. Second adopted firm position brought into consideration the ecological apprehensions as progressively imperative and recommended other contemplations being presently independent. Thirdly, a small minority of managers declared organizational stance being antagonistic to green aims and approaches. As a whole, interviews' scrutiny showed organizational insight of substantial variation and diversity in green domain of culture. It can be analyzed from the research that benefits may be sought through getting involved in political maneuvers with an intent to enhance greening culture enact a change of green culture change with the help of regulations. Similarly, a better understanding of merits of environmental aspects may also play a positive role in introducing green environment.

Cycles of Organizational Change

Mintzberg and Westley (1992) explain the change in organization as a scheme of stirring rotations and layout a framework of cycles by which change in organization can be understood systematically. This framework can provide paraphernalia important to deliberations of change. The authors define following four cycles of change:-

Concentric Cycles (change ingredients and levels)

Concentric cycle pertains to different ingredients of change in organization absorbed at various abstraction levels. From natural point of view change is either deductive or inductive. Deductive change takes place from the stage of conception to materialization i.e. from thought to action. Whereas, inductive change is observed from concrete to the conceptual level; for instance, an innovation or discovering something new in a lab can re-form a firm. The authors also state four ways of change that may take place in an organization. First is Revolutionary change occurring across-the-board second is Piecemeal change that modifies different features autonomously. Third is Focused change that is wholesome at various levels within an explicit organizational domain (a function, dissection a site etc). Fourth is the Isolated change that occurs at lower level and is specific nature.

Circumferential Cycles (Means and courses of change)

In Circumferential cycle, the writers elaborate three approaches to organizational change i.e. procedural planning, visionary leadership and inductive learning. Change by practical planning is formal, thoughtful, careful and deductive chalked out at top level and executed at lower level. Visionary leadership appears to be cooperative but can also be resisted and confronted from middle management. Inductive knowledge is emergent, unceremonious and unpredicted on account of less clarity and unawareness that what will be its end. Circumferential cycle highlights that the course of change occurring at any of the levels steers with the conception of change (learning), altering the belief system (vision) and indoctrinating the outcomes (planning).

Tangential Cycles (Episodes and stages of change)

Occurrence of change takes place in the style of events and separate stages within which alteration happen. Stages can be considered in two ways i.e. turnaround and revitalization. Turnaround is a swift stage of change engaged from fundamental resource (e.g. a fresh CEO) taking organization to new place. Revitalization refers to a gentler, adaptive and convincing episode of change, transforming in minor steps undertaken in the organization. Episodes of change may be considered into five distinct stages i.e. development, stability, adoption, struggle and revolution.

Spiraling Cycles (Sequence and pattern of change)

In this research on strategy formation, four pattern of organizational change have been discussed i.e. firstly Periodic Bumps showing stability and secondly Revolution leading again to stability. Thirdly Oscillating Shifts show convergence and divergence. Whereas fourth is the Life Cycle that includes growth, solidity, adaptation, effort and revolutionary aspect.

Further, Mintzberg and Westley(1992) elaborated three models from case of world religions. First model is regarded as enclaving in which change is considered as an organizational enclave. It has been elaborated through Catholic Church characteristics in 13th century in Italy. Second is cloning, characteristics of 18th century Protestantism in North America. It is known as cloning because it contains split of the groups in distinct organizations. Third is the uprooting, characteristics of early Buddhism in India. Uprooting needs powerful leadership along with committed followers.

Kurt Lewin's Change Model

Kurt Lewin's model is one of the early important premeditated change models that explains the determined factors to continue the status quo and pursuing for change (Lewin, 1947). Kurt Lewin's model of change in the organization is comprised of three steps change process which reveals significant stages in change implementation process. Lewin's model that includes three stages are termed as unfreezing, movement, and refreezing with support of energizing effective change leadership style. The Lewin's change model refines the process of change through share of knowledge to the employees and involving them in the change implementation process so as to boost their willingness for change.

Process model

Although change is inevitable, yet the employees in the organization render less support until the leadership convince them about the change in status quo (Cummings & Worley, 2003). The action of change in the organization takes it from the known position to a futuristic unknown desired position. Its ambiguity triggers demotivation in employees due to organizational great investment in status quo and ultimately resulting in resistance by employees. Consequently, desirable measures are required for the motivation of employees. Hence, categorization of the model has been made into rings of organization, leadership, and management. This course is originated through Lewin's (1947) model of change comprised of three phases which are unfreezing, changing and refreezing. In this realm, employees are taken into confidence through their involvement in the course of change under the instruction of the leaders (Porras & Robertson, 1992). Burke (2008) and Whelan-Berry, Gordon, and Hinings (2003) highlighted that the role of leadership and its connection with the employees are immensely important prior to initiating every phase at each change step. Leader's involvement holds a key place being essential source for change.

Organizational change and Lewin's model "unfreezing"

In the light of Lewin's research, change in organizations requires foolproof planning with the unfreezing of the system. The change that is to occur in the organization has various reasons and compulsions and its objective is to shift it from existing position or from the state of status quo to a novel course. The same intent will bring change in the behaviour of the employees and will entail focus and pressure of the leaders from top level, and Lewin recommends that the elements involved in maintaining status quo will develop less reaction and resistance as compared to the elements advocating change thus resulting to be fruitful strategy for change.

Employee involvement in change and Lewin's model "change process"

Glew, Leary-Kelly, Griffin, and Van Fleet (1995) have elaborated the concept of Employee involvement (EI) to put in efforts to enhance members' involvement into decision making process that has an effect on the performance of the organization and also on the well-being of employees. There are four essential elements which are power, information, knowledge & skills, and rewards play a vital role in promoting the workforce or employee involvement. In planning and implementing stage of change, keeping employees involved in the process is highly imperative to reduce the factor of resistance. Letting the employees to participate yield quality and overcome the resistance in implementing stage of change (Vroom & Yetton, 1973). Bringing a shift from the status quo, the change process is accelerated with the help of employees' involvement in the organization. The study of Pierce et al. (2002) reveals that; to stimulate process, the employees must have to be addressed about change. The leaders should educate, communicate and provide emotional and moral support to the employees about change. Morgan and Zeffane (2003) research reveals about the transparency by the leaders during the course of change to ensure that the employees are involved and effective control is achieved. When the employees are given empowerment in the realm of authority and responsibility, the sense of employee's involvement prevail in more effective manner (Mathieu, Gilson, & Rubby, 2006). Lewin's model entails full involvement of the leaders being a change agent for integrating the behaviors and tasks in social perspective. The study of Srivastava, Bartol, and Locke (2006) highlighted that information and knowledge sharing relate to task concerning ideas and propositions between various levels of management.

Knowledge sharing and Lewin's model "change process"

The research of Wenger, McDermott, and Snyder (2002) elaborates, that the concept of knowledge sharing holds a vital place among employees in the organization. The factor of knowledge sharing is essential for the purpose of competition, sustainability and economic success in the organizational resources (Hakanson, 1993, Foss and Pedersen, 2002). In this way the organization keep reliance on the well informed and knowledgeable employees to contribute in terms of opinions, skills, services,

proficiencies and capacities. Rendering knowledge, awareness and expertise by the knowledgeable professionals to beginners and laymen who require to develop knowhow is of critical importance. Such sharing of knowledge happens in the organization at individual, group and organizational level and the same has been discussed by Uriarte (2008) as a knowledge framework that is shared at three different levels that include enablers, levers and foundation.

During the participation of the employees during the course of change, the knowledge sharing step highlights the knowledge that enhances organizational value. The learning process of the organization is associating to the sharing of knowledge that is about the organizational products, methods, clients, and competitive edge. The knowledge sharing can be the explicit knowledge taking place through documentation, database and guidebooks whereas the tacit knowledge relates to the employees inner skills, insights and memories (Polanyi, 1995). Lewin's three step change model depicts that during change; the knowledge codification and personalization takes place. In the step of codification, the storage of the knowledge occurs that is utilized by suitable members and in personalization stage, it is tried that how the knowledge is to be transferred from one person to another person. The codification of knowledge is termed as explicit knowledge and is easily transferrable. However, personalization is termed as the tacit knowledge and is difficult to be transferred. Below mentioned model reflects complete cycle or process of organizational change through application of Kurt Lewin's three steps model (Fig. 1).

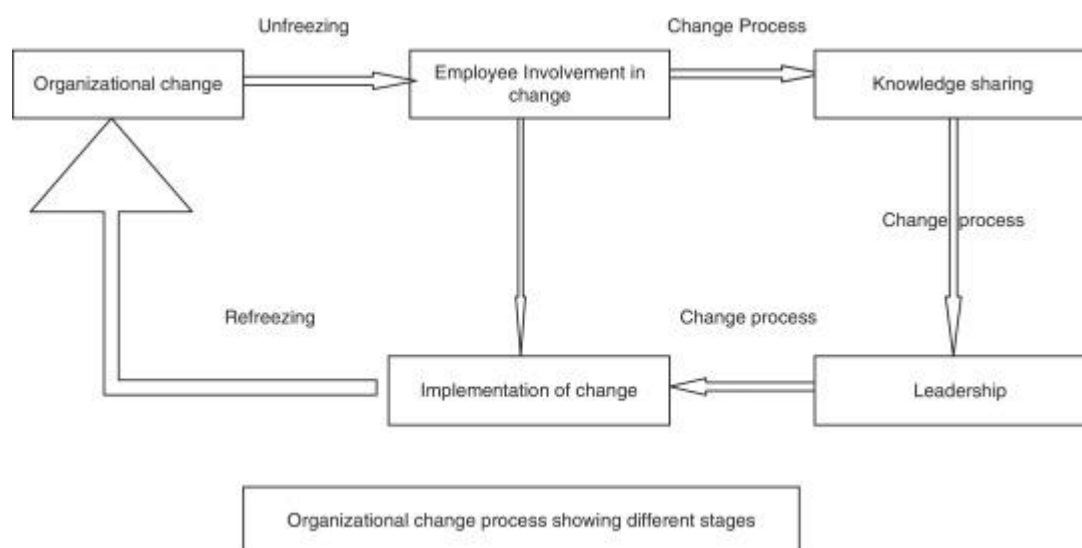


Figure.1

Leadership and Lewin's model “change process”

Northouse (2004) defined leadership as “a process through which influence is made on a group of individuals to achieve common goals”. The research of Cummings and Worley (2003) has expressed five actions of top leaders during the course of change. These actions involve bringing motivation about the change, establishing a vision, raising political support, effectively dealing with the transition and sustaining momentum. Through motivation for advocating change and developing a vision refers to the current or unfreezing state, whereas, rendering political support and handling the transition highlights the moving stage of change. Similarly, sustaining momentum depicts the implementation and refreezing state of the change. In the course of change two aspects have key role, the employees’ resistance (Stanley, Meyer, & Topolnytsky, 2005) and the openness to change (Wanberg & Banas, 2000). Resistance that occurs due to change tend to develop negative results (Bordia, Hunt, Paulsen, Tourish, & DiFonzo, 2004)

while the openness to change of employees need concentration during change process. The diagnosis process is impacted by the involvement of leadership by enunciating where the work group's current position is and where it will lead through adopting the effective strategy. Leaders are involved in the implementation of change through the development of a foundation of influence with employees and triggering motivation to remain committed to work in achievement of change goals, helping and supporting to manage obstacles to the change" (Laura & Stephen, 2002).

In the process of change, the style of leadership also holds key importance. Transactional leaders deems in the concept of reward and punishment for the employees for the purpose of encouragement and improvement in the performance of organization (Bass, 1985) and transformational leaders are alluring, inspiring, and rational with personalized contemplation (Bass, 1985). Through this leadership style, stakeholders are identified for the process of change. The stakeholders who may be the managers, staff individuals, and top leadership) can boost the process of change through maximizing the success ratio and mitigate the resistance risk (Cummings & Worley, 2003).

Implementation phase and "refreezing" of Lewin's model

The implementation of change pertains to the shift of current state of organization into a state of desire. Beckhard and Harris (1987) elaborated three steps for implementing the change that include activity planning, commitment planning and change management structures. The activity planning establishes a way out for change by explicitly tying the tasks according to the organization's change goals. Commitment planning reflects the people and groups' support whose commitment remains essential for change in the organization. The structure of change management classifies the way forward for the effective management of process of change and it involves the utilization of resources imperative to boost change, the existence leadership structure, change advisors, interactive and political skills to kick start the process of change (Beckhard & Harris, 1987).

DISCUSSION AND CONCLUSION

After going through the in-depth details of the above-mentioned literature on resistance and change, it is concluded that managers in organizations must be on the task to diminish resistance that emerges due to deep-rooted values and carry out the necessary measures to adjust the organizational culture with change objectives. Hence there needs to be good interaction and effective communication between management and employees. In this context programs of training and development may be chalked out well before implementing the change to allow the employees to get ready to accept the change and put their share in the efforts to achieve the objectives. It is also urged that confidence is required to be given to employees to mitigate the gap between the existing situation and enrichment of competences necessary for the process of change. Resistance can be adequately managed by participative techniques. Involvement in the planning and implementation stages of change process mitigates the resistance. A two way communication in terms of information sharing and discussion tends employees to get lenient towards change process. It is recommended that the nature of resistance needs to be analyzed to gain positive elements from its utilization. The change process always requires to be executed otherwise organizational success gets at stake. The vigorous leadership style in organizational upshots, employees' fulfilment & involvement, and performance is highly important. Leadership plays the role of a change agent in the organization. The transformational leadership style impacts the organizational change process in effective way, and the leaders ought to build coordination with the employees, share their knowledge, and give ample opportunities in making decisions at organizational level.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

It is analyzed from the study of articles mentioned in review that resistance naturally emerges whenever status quo is affected, and change is introduced. There is lack of availability of appropriate techniques to handle resistance in organizations. In pursuit of handling resistance in a more effective way, it is suggested that appropriate techniques for measuring resistance in various situations may be devised.

While dealing with emotions, it has been learned that the context of only continuous and ongoing change has been taken into account; whereas negative emotions may also develop in an environment where change is not continuous and specific in nature. So, it is recommended for future research that subject of emotions may be studied in organizations where change is specific and limited in nature. Moreover, variables like employee's commitment and motivation may also be studied in connection with negative emotions. From future research perspectives, green organization culture study may be carried out from angle of front-line operatives and customers by taking a large sample of organizational members, other than managers. As change is a complex phenomenon, it is suggested that more focus be shed on the rich practices of change management and effective practical models be formulated to address the complexity of change management in connection with crucial aspects of leadership responsibilities.

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