The Mediating Role of Organizational Culture on the Relationship between Transparent Communication and Employee Readiness to Change in the IT Industry of Sri Lanka

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ABSTRACT

In the rapidly evolving IT industry, driven by technological advancements, organizations face great pressure to adapt quickly and efficiently. Therefore, employees often find it challenging to cope with the changes. This will ultimately lead to the importance of employee readiness to change. In this context, transparent communication within the organizations becomes more crucial than ever. Because transparent communication can easily transfer changes, since it plays an important role in minimizing the uncertainty by fostering trust and encouraging employee willingness. In addition to that, organizational culture acts as a fundamental element that can either facilitate or obstruct the change efforts. A good culture promotes trust, flexibility and shared values by creating an environment where employees feel more motivated to embrace change. Based on this background, this study examines the mediating role of organizational culture on the relationship between transparent communication and employee readiness to change in the IT industry of Sri Lanka. For this, a quantitative research approach was employed, collecting data from 354 IT professionals working in two prominent IT companies that regularly experience change. The aim was to explore how transparent communication and culture interact to influence employee readiness towards change. The findings indicate that transparent communication has a significant impact on both employee readiness to change and the organizational culture. And it reveals that organizational culture partially mediates the relationship between transparent communication and employee readiness to change. This suggests that while transparent communication directly influences employee readiness towards change, it also indirectly creates a way for fostering a more favorable organizational culture that supports change initiatives. Further, the findings offer valuable insights for IT organizations aiming to navigate the complexities of frequent change implementations. And these organizations are encouraged to prioritize transparent communication strategies to cultivate trust and align cultural values with organizational goals. Through this, the study contributes to a deeper understanding on the actionable steps that IT organizations can take to effectively communicate the change to employees, leading to improved organizational processes and employee adaptability towards change.

Keywords: Employees, Organizational Culture, Readiness to Change, Transparent Communication

1.INTRODUCTION

1.1.Background of Study

Change is considered as a modification or shift that is made to the organization's current structure, personnel, and technological aspects. And it is not enough to respond to the change occurrences, but also foresee its impacts. The success of those change initiatives relies on how an organization is capable to manage the change, making the employees ready for it (Kumar & Rajan, 2018). The existing literature highlights the readiness as the cognitive and emotional state of being open and its components reflect employees' beliefs in their ability to manage change (Armenakis & Harris, 2002). Therefore, it's a must to ensure that the employees are well prepared and willing to welcome changes into their routine (Mahadi et al., 2020). With this background, when we think about the Information Technology (IT) industry, it has become an ever changing and dynamic industry on a global scale and the IT sector of Sri Lanka is having an average growth rate of over 17% per year. With this mammoth growth and rapidly evolving landscape, change becomes not just a consistent factor but also a crucial need for the organization's survival. Accordingly, the employee readiness to change has emerged as an important factor to address in the constantly

evolving industry of technology. During this period of organizational change, communicational process supports immensely for the employee readiness (Li et al., 2021). Because effective communication is indeed crucial in IT companies to ensure all employees are well informed about changes that will benefit the company. So it helps the employees to receive transparent and timely information regarding the change and reduces uncertainty and anxiety among them. Hence, the transparent communication will reduce resistance by increasing employee trust, motivation and involvement in the change initiatives. However, change cannot be seen as an isolated event. Because it must be integrated in to the organizational culture to ensure that it can be naturally embraced by the employees, leading to successful implementation. Therefore the organizational culture has a big impact on how adaptable the employees are to change, as it creates a climate where employees feel empowered, inspired and encouraged to welcome and accept changes. (Moric, 2022).

1.2. Problem Statement

Despite the rapid changes that the IT industry is encountering day by day, the employees are facing many difficulties in coping up with the changes. Even though the technology industry in Sri Lanka is experiencing fast growth, it lacks with the ability to encompassing the changes effectively towards the employees. In the dynamic world of IT industry, introducing change can be both essential and challenging. And when the employees resist or cannot accept a new change, several consequences may arise regarding employee readiness to change. Based on a Capterra survey, it has been found that nearly three out of every four employees (71%) are overwhelmed by the amount of change that has taken place at their job. Employees feel pressure to modify their current skills and abilities since they have invested a significant amount of time and energy in developing them. This is seen as a violation of their identity and reality, particularly when these changes are made in response to demands from their workplace (Elizabeth, 2019). Hence, the employees in the IT industry may feel more stressed at work if they believe that they can't handle the demands placed on them as a result of the newly implemented organizational change. So, they tend to resist change when they believe it would jeopardize their demands for social connection, job stability, competence or self-worth (Elizabeth, 2019))

A tragic example highlights this challenge where an IT employee in Sri Lanka committed suicide citing "high work pressure" and "no listeners here" in his note (Neville Lahiru, 2023). This underscores the critical need for communication and employee support. Further, when analyzing the past research studies, they have primarily explored variables like transformational leadership and employee commitment in relation to employee readiness to change. These studies were largely focused on manufacturing, banking and public services. And limited prominence has been given to the interrelationship of the constructs adopted by the current study particularly in Sri Lanka. Moreover, from the gap analysis it has been found that the authors have given the following recommendations for future research.

There were many other factors that the research could not cover and which could affect employee readiness for change, such as organizational culture, trust, communication, past experiences, motivation, etc. The sample consisted only of employees willing to complete the questionnaire, so a larger number of participants might generate different results" (Moric,2022).Further researchers can aware about employee adaptation to the change management" (Herath, 2020). Future research should also determine if there are other constructs that influence the relationship between transparency and employee outcomes, such as openness and readiness to change itself" (Becker, 2022).

This reveals a significant gap in the field, underscoring the need for further exploration. Considering this, the present study intends to investigate: How does Organizational Culture mediate the relationship between Transparent Communication and Employee Readiness to Change in the IT industry of Sri Lanka?

Further, the study's scope is limited to conduct the investigation only among the IT workers. And it focuses specifically on two IT companies that have been selected due to their frequent encounters with change implementations as documented in their published reports. Additionally this research is limited to the Sri Lankan context and does not extend to a global scale, as it ensures a concentrated and relevant examination of the local industrial dynamics by specifically addressing following research objectives.

- To examine whether Transparent Communication has a significant impact on Employee Readiness to Change.
- To determine whether Transparent Communication has a significant impact on Organizational Culture.

- To determine whether Organizational Culture has a significant impact on Employee Readiness to Change.
- To investigate whether Organizational Culture mediates the relationship between Transparent Communication and Employee Readiness to Change.

Through achieving these objectives, the current study contributes to the field by providing valuable insights into how these factors are interconnected. And the understanding of this relationships helps organizations particularly in the IT industry, to implement changes in an effective manner by fostering a supportive work environment.

2. LITERATURE REVIEW

2.1 Organizational Change

Change is a prominent process in organizational activity (Laurie, 2020). Any modification to a system such as biological, social or physical, everything is directly linked with change. Therefore, change is typically seen as a sign of progress and improvement due to cultural and financial facts, and organizations are frequently under extreme pressure to constantly change due to internal and external drives. At the same time change refers to a never-ending process of readjustment and re-adaptation as people react behaviorally to constantly developing situations and innovations (Bicer, 2021). In order to remain competitive in the business world, the companies must constantly adapt. As a result, they frequently pursue change processes that involve implementing new strategies, making adjustments, and putting in place new or more adaptable, modern work arrangements (Bicer, 2021). So organizations must learn to adopt changes if they hope to avoid falling behind or being overtaken by the forces of change. Thus, it is important to keep in mind that organizational change and development must be a top priority and a way of life for an organization in order to successfully navigate the demands of the business environment by creating a common vision, upholding organizational values and fostering stable environment to become a successful competitor in the business world (Bicer, 2021).

2.2 Readiness to Change

The process of organizational change itself is a major factor in determining how employees feel about change which means the attitude regarding the change (Oreg, 2006). The employees of an organization must absorb the changes along with an advance plan and that will provide the way for an organization to see success through change implementation. One of the most crucial elements in determining employees' early support for change efforts is undoubtedly readiness (Armenakis et al., 1993). The literature on organizational change examines a number of concepts linked with change readiness such as openness to change, support for change, commitment to change, change adaptation, resistance and uncertainty about change (Rafferty et al., 2013). The most discussed topics are readiness to change and resistance to change, it represents the same phenomenon from two different angles. And it emphasizes that readiness to change should be established in order to avoid resistance to change (Armenakis et al., 1993). Therefore, it becomes important to create a state of readiness, ensuring that an organization has the capacity to execute change (Vakola, 2013).

2.3 The Five Key Components for Managing Organizational Readiness to Change

Armenakis & Harris (2002) presented a model for managing organizational readiness for change. It consists of five key components and seven strategies that are meant to create readiness for change. The five components are Discrepancy, Efficacy, Appropriateness, Principal support and Personal valence. The first component, discrepancy, is the employees' perception of a discrepancy between the current situation and a desired future situation. The second component, change efficacy, is the employees' trust in their own abilities to complete the change process. The third component, appropriateness, is the employees' perception that the planned change is the best way to achieve a desired future situation. The fourth key component, principal support is the employees' willingness to support the change. And the fifth is valence of the person. For the change beneficiaries to be prepared for committing to the change process, the question "What's in it for me?" is a must and at least in part it should have a positive response. Furthermore, there are seven techniques for communicating and enforcing the five main message components which have been discussed above and they help to prepare people for change. These tactics include management of information, persuasive

communication, formalization activities, diffusion practices, human resource practices, rites and ceremonies, and active participation. (Armenakis et al., 1993 ; Armenakis & Harris, 2002)

2.4 Transparent Communication

Transparent communication is considered an ideal attribute of internal communication (Men & Stacks, 2014). An extensive definition of transparency given by Rawlins (2008) states that the purposeful effort to provide all legally releasable information is called transparency. Which means "The information whether positive or negative in nature – in a manner that is accurate, timely, balanced, and unequivocal, for the purpose of enhancing the reasoning ability of publics and holding organizations accountable for their actions, policies, and practices" (Rawlins, 2008). Holding businesses responsible for their processes and procedures, as well as their employees' active participation in the acquisition and dissemination of information in a truthful, substantial and comprehensive manner are all components of transparent organizational communication (Jiang & Men, 2017). When it comes to communicative transparency, it includes three main dimensions. They are participation, accountability and substantiality (Rawlins, 2008). Participation includes the interaction and feedback that are involved in an organization with its stakeholders (Auger, 2011). This dimension of communicative transparency includes involvement, comprehensive information, accessibility and the organization's initiative in comprehending and soliciting stakeholder views (Rawlins, 2008). Accountability includes information that covers several sides of contentious issues, information that could be harmful to the business, acknowledging mistakes, and information that can be compared to industry standards (Rawlins, 2008). Substantiality includes the information required by an individual with a certain quantity and type. The information's relevance, clarity, completeness, accuracy, dependability, timeliness, and comparability influence whether it's substantial or not (Rawlins, 2008). Organizations cannot ensure they are attaining transparency through substantial information, if they do not have sufficient understanding of the information that stakeholders desire or need. Thus, the information shared must include all the essential details that highlight the needs of the recipient to achieve substantiality (Rawlins, 2008).

2.5 Transparent Communication and Change Readiness

Kumar & Rajan (2018) state that there is a mandatory need to communicate every change effort as a way to overcome the resistance. During the period of organizational change, effective communication supports immensely. Because when the employees receive transparent and timely information regarding the change in the means of processes leadership or structure, it reduces uncertainty and anxiety among employees. And clear communication in the time of transition is essential to maintain the engagement of employees (Kailash, 2023). Accordingly, several other studies have used transparent communication to examine openness to change and identified that transparent communication is given high importance in implementing change (Li et al., 2021). Thus, transparent communication becomes an important factor during an organizational change event and it derives favorable attitudes towards the results of the change and this would therefore result in higher level of acceptance and readiness to support the procedures and strategies, that are linked to the change initiative (Mahadi et al., 2020).

Recent studies have highlighted the crucial role of transparent communication in facilitating organizational change. For instance, Zainab et al. (2022) found that transparent communication fosters trust within organization thereby enhancing employees' openness to change. Similarly, Frima & Ardiyanti (2022) found that the relationship between transparent communication and openness to change was significant. Building upon these findings, this study aims to explore the specific impact of transparent communication on employee readiness to change.

2.6 Organizational Culture

Pettigrew (1979) defines culture as "The system of such publicly and collectively accepted meanings operating for a given group at a given time". And the definition provided by Schein (2010) defines organizational culture as a series of standards, values, fundamental presumptions, and beliefs created by group members to deal with adaptation and integration challenges that affect workers' behavior inside the organization with more significant importance to culture. But most of the definitions of organizational culture often define it as the collective characteristics that organizational members share with one another (Denison et al., 2014). Commonly the culture of an organization includes broader concepts and provides the framework for creating

accepted norms. And by cooperating to find solutions, organizational cultures become as the mechanism to overcome environmental challenges (Lubis & Hanum, 2020).

2.7 Change Related Organizational Cultural Dimensions

Organizational culture is one of the key concepts to consider while preparing for a change implementation in any organization (Heracleous, 2001). According to organizational culture, everyone in the company is aware of how it operates and manages changes over time (Janicijevic, 2012). Detert et al. (2000) claims that one of the most important requirements for a successful change implementation is organizational culture that is open to change. Therefore, making an organizational culture evaluation is a crucial first step in preparing for change. Accordingly Novitskaya & Rajput (2014) presented a list of organizational cultural dimensions related to change readiness. This includes flexibility, motivation and trust. It has been found that these variables have a strong interconnection with change readiness as per the analysis done by Novitskaya & Rajput (2014).

A direct correlation between organizational culture and employee readiness to change has been verified by many past empirical studies conducted. These findings further suggest that organizational culture is essential in successful implementation of change initiatives, through increasing employee readiness to change (Engida et al., 2022). Building upon this, the current study involves in finding the impact of organizational culture on employee readiness to change.

3 METHODOLOGY

This research follows a positivistic philosophy based on the desire to apply objective, scientific methods to understand and test the relationship between variables. It applies quantitative approach to gather and analyze data using statistical techniques, by emphasizing deductive research method to test hypotheses based on existing theories. A cross sectional design was employed to gather data at a single point in time. And the questionnaire survey strategy was employed as the primary data collection method, providing a structured mean of gathering information.

3.1 Population

The study has included the employees from two selected IT companies X and Y. These two companies were chosen based on their regular encounters in implementing changes, as shown by their reports that have been published. Therefore the chosen population is justifiable as the research aims to analyze change related constructs. Accordingly, the total population is 4259 with the inclusion of all employees in the two selected IT companies X and Y.

3.2 Sample and Sampling Technique

In order to decide the sample size, Krejcie and Morgan table is used. This table helped to determine the sample size of the known population. As a result, a sample of 354 IT professional have been selected to conduct the research study.

This research study incorporated the Snow ball sampling technique under Non-probability sampling. Because the snowball sampling is a technique that helps the researchers to acquire data when they are dealing with an area that is difficult to trace or the topics that are sensitive and not openly discussed. Since the current study incorporates a sensitive topic, it is appropriate to use the snowball sampling technique for this research study. Sometimes this method carries potential bias such as selection bias, as participants may refer individuals with similar characteristics or viewpoints. But on the other hand this offers benefits such as efficiently reaching hard to access populations and it can enhance trust and participation as referrals come from known and trusted sources. Further this sampling technique has the benefit of cost effectiveness as well.

3.3 Conceptual Framework

The researcher has developed the conceptual framework by considering the literature review. In this study the independent variable is Transparent Communication, while the dependent variable is Employee Readiness to Change and the mediating variable is Organizational Culture. Based on this relationship between the variables, the conceptual framework has been developed as presented below.
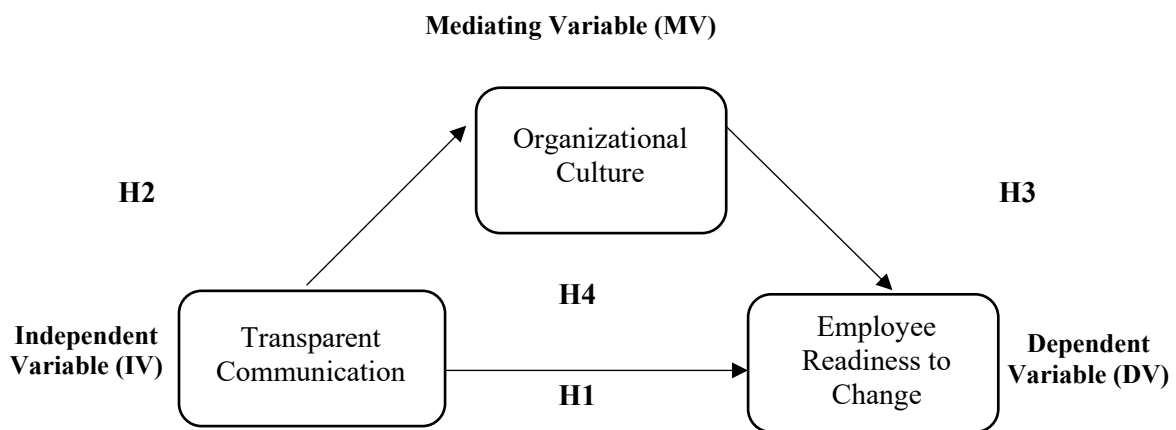
Mediating Variable (MV)

Figure 01: Conceptual Framework
Source: Author's compilation

3.4 Formation of Hypotheses

The formation of hypotheses outlines logical assumptions and predictions that the research seeks to test. Each hypothesis would logically follow from the conceptual framework and be grounded in the theoretical rationale established in the earlier sections. Accordingly, the researcher has formulated the following hypotheses to guide the empirical testing process, which will then offer a foundation for the data collection and analysis.

H1: Transparent Communication has a significant impact on Employee Readiness to Change.

H2: Transparent Communication has a significant impact on Organizational Culture.

H3: Organizational Culture has a significant impact on Employee Readiness to Change.

H4: Organizational Culture mediates the relationship between Transparent Communication and Employee Readiness to Change.

3.5 Data Collection

In order to collect data, a structured questionnaire was distributed with 7-point Likert-Scale questions to the IT professionals in the selected IT companies. The first section of the questionnaire focused on collecting demographic information while the subsequent sections focused on measuring independent, dependent and mediating variables of the study. This approach ensures a systematic exploration of relationships within the study variables while maintaining rigor in data collection and analysis.

4 RESULTS AND DISCUSSION

The researcher conducted a reliability analysis to identify the internal consistency of the constructs. And the results confirmed that all variables had Cronbach's Alpha values greater than 0.7. This shows a high level of internal consistency, ensuring the reliability of the variables for subsequent analysis.

4.1 Sample Profile

The sample profile contains the demographic information collected from 354 IT professionals, that are analyzed and interpreted. The table below examines the demographic factors such as Gender, Educational Level and Experience they possess in the current organization. Further the frequency of change implementation in the organization is also included in the sample profile. This provides an overview of the data and enables the comparison across the data set. Here the researcher has arranged, summarized and presented the data through graphical and numerical techniques.

Table 01: Summary of the sample profile of demographic variables

Demographic Variable	Category	Frequency	
		Frequency	Percentage%
Gender	Male	168	47.5
	Female	186	52.5
Educational Level	GCE Advanced Level	18	5.1
	Diploma	33	9.3
	Bachelor's Degree	256	72.3
	Master's Degree	39	11.0
	Other	8	2.3
Experience in the current Organization	Less than 1 year	141	39.8
	1 – 4 Years	140	39.5
	5- 9 Years	50	14.1
	More than 9 years	23	6.5
Frequency of Change Implementation in the Organization	Rarely	-	-
	Occasionally	-	-
	Frequently	173	48.9
	Very Frequently	181	51.1

Source: (Survey Data)

This sample includes both male and female participants from the selected IT organizations X and Y of Sri Lanka. 47.5% of the sample consisted with Male participants and 52.5% of the sample were Female participants. Accordingly, the majority of the participants were female. Secondly the researcher has taken the educational level as the demographic variable. Through that, it was identified that among the participants, majority of the participants had the Bachelor's degree qualification amounting to 72.3 %. The third demographic variable analyzed was, the participant's job experience in the current organization. Majority of the employees fall under the category of work duration, less than 1 year which is 39.8% and 39.5% respondents represent the work duration category of 1 – 4 years which is very closer to the percentage that represents less than 1-year work experience. Finally, the frequency of the change implementation or change event in the organization faced by the participants was analyzed. Accordingly, all the participants were agreed that they face changes in their organization in a frequent or very frequent manner having no responses for occasional and rare changes. So, 51.1% percentage of participants said that they face with very frequent changes and 48.9% percentage of participants said that they face with changes in a frequent manner. It clearly shows that the selected IT organizations are experiencing internal changes more frequently which provides a justifiable sample to conduct this study.

4.2 Testing the Hypotheses

The researcher conducted a correlation analysis in order to analyze the relationship between the study variables.

Table 02: Results of Correlation Analysis

Variables	Pearson's Correlation Coefficient	P- Value
Transparent Communication and Employee Readiness to Change	.875	.000
Transparent Communication and Organizational Culture	.833	.000
Organizational Culture and Employee Readiness to Change	.885	.000

Source: Survey Data

The correlation result from the above table clearly indicates that there is a strongly positive correlation among all the variables since the Pearson's Correlation values are above 0.8. Where Transparent Communication has a strongly positive impact on Employee Readiness to Change (r = 0.875), Transparent Communication has a strongly positive impact on Organizational Culture with r = 0.833 and Organizational Culture has a strongly positive impact on Employee Readiness to Change which is evident through the correlation coefficient value 0.885. And all the relationships are significant since p < 0.01. As a result, the first three hypotheses were accepted as described below.

H1: Transparent Communication has a significant impact on Employee Readiness to Change.

H2: Transparent Communication has a significant impact on Organizational Culture.

H3: Organizational Culture has a significant impact on Employee Readiness to Change.

Moreover, to test the final hypothesis, the researcher performed regression analysis, mediation analysis and Sobel test.

Table 03: Results of the Mediating Effect of the Model

Tested steps	Unstandardized B	Sig	Std Error
Step 1: *path c* Outcome (ERC), Predictor (TC) Direct effect	.858	.000	.025
Step 2: *path a* Mediator (OC), Predictor (TC)	.824	.000	.029
Step 3: *path b* Outcome (ERC), Mediator (OC) Predictor (TC)	.507	.000	.038

Source: Survey Data

According to the above Table 02, the unstandardized coefficient value (B = 0.858) associated with the relationship between Transparent communication(TC) and Employee Readiness to change (ERC) was significant since P < 0.01. And the requirement for mediation in step 1 was met ensuring that the direct effect in the model was statistically significant which is path C. Regression of Transparent communication on Organizational culture (OC) was performed in order to establish that the predictor is significantly related to the mediator as the step 02. The unstandardized coefficient (0.824) associated with this relationship was also significant at the P < 0.01 level. Thus, the requirement for mediation in step 2 was met by analyzing Path a. As the third step, the regression was performed by considering the impact of both predictor and mediator on the outcome variable which is the Path b. Accordingly the requirement of step 3 was also met along with the unstandardized coefficient (0.507) at the significance level of P < 0.01.

In order to conclude the mediator analysis, a Sobel Test was performed regarding the indirect effect of the model.

Table 04: The Sobel Test of Indirect Effect Significance

	Input		Test Statistics	Std. Error:	P -Value
A	0.824	Sobel Test	12.07694597	0.03459219	0.000
B	0.507				
Sa	0.029				
Sb	0.038				

Source: Survey Data

The Sobel Test results revealed the significance value as P < 0.01, leading to the conclusion that the indirect effect (mediate effect) is statistically significant. Thus it provides enough evidence to accept the following hypothesis
,
H4: Organizational Culture mediates the relationship between Transparent Communication and Employee Readiness to Change
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When considering about the results of mediation, it shows that both direct and indirect effects are statistically significant in the model. Based on that, the researcher can conclude that Organizational Culture partially mediates (Partial Mediation) the relationship between Transparent Communication and Employee Readiness to Change (Since both direct and indirect effects are significant at P<0.01). The partial mediation implies that the mediator accounts for some, but not all of the relationship between the independent variable and the dependent variable. When the direct effect was significant it indicates that transparent communication has a direct influence on employee readiness to change even when accounting for the role of organizational culture. When indirect effect also significant it implies that transparent communication influences organizational culture, which in turn influences employee readiness to change. This means that while organizational culture plays an important role in how transparent communication impacts employees to change, there is still a direct effect of transparent communication on employee readiness to change, that occurs independently without organizational culture. Thus, it clarifies that transparent communication directly leads employees to feel more informed and included making them more receptive to change. This fosters more open and trusting organizational culture. As a result it encourages employees to be more adaptable and open to change.

Based on the discussion above, all the study objectives were achieved by effectively addressing the research questions. Hence, all four hypotheses were successfully accepted based on the conceptual model illustrated in figure 01. This provides a strong empirical support to the theoretical framework. And the validation reinforces the relevance of the conceptual model in explaining the underlying relationships among the variables studied.

5 CONCLUSION

The ability of organizations to effectively communicate with their employees and create a culture that is conducive to change has become increasingly important. Transparent communication has been identified as a crucial factor in managing organizational change to make the employees ready for it. At the same time an organizational culture can either facilitate or hinder the implementation of change. Given this background, this study aimed to explore the mediating role of organizational culture on the relationship between transparent communication and employee readiness to change, especially incorporating Sri Lankan IT industry. Through the comprehensive analysis, the study confirmed that transparent communication significantly impacts both organizational culture and employee readiness to change and the mediation analysis revealed that organizational culture partially mediates the relationship between transparent communication and employee readiness to change. By aligning with previous studies, the research extends its understanding by confirming that communicational processes directly influence change related acceptance. It also contributes to theoretical knowledge in change management by emphasizing the interconnected roles of communication and culture in fostering change adaptability. The study offers practical recommendations for IT organizations in Sri Lanka to improve employee involvement through practices in transparency and a supportive working environment. Thus, the management should include employees in communication and decision making, by creating a participative work culture to enhance morale and willingness change.

Though the insights of this study are specific to the IT sector in Sri Lanka, it can be generalized to other industries that experience changes and require employee commitment, such as finance, healthcare, manufacturing and retail. Transparent communication and a trust based motivational organizational culture are universally relevant for managing resistance and promoting employee engagement during change process. These practices can enhance readiness and performance in sectors facing shifts or evolving market demands. For successful implementation in other sectors, contextual adaptation is necessary as each industry may vary in terms of workforce dynamics, regulatory frameworks and operational practices. Further, the study has some limitations. First the cross-sectional research design limits the ability to establish causal relationship and track changes overtime. So future studies should adopt a longitudinal approach to capture the evolving nature of

changes and its long-term effects on employees. Second the reliance on self-reported data introduces the possibility of response bias which may affect the accuracy and objectivity of the findings. Therefore in future incorporating multiple data sources and integrating qualitative methods such as interviews and focus groups would provide deeper insights into employee experiences which in turn will enhance the reliability. Additionally this study focused only on a specific set of variables which may not fully capture the complexity of organizational change therefore future research should explore additional factors such as psychological safety and change fatigue which are critical in shaping employee responses to change, offering a more holistic understanding on the dynamics of organizational change.

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