META-JOURNAL

Management Economics Trade and Accounting Journal (META JOURNAL)
https://abadiinstitute.org/index.php/META
Online 3031-0938

A Conceptual Framework for Employee Readiness, Trust, Communication, and Adaptation to Organizational Change

Original Article

Tenri Sayu Puspitaningsih Dipoatmodjo[1*], Isma Azis Riu[2]
[1,2]Universitas Negeri Makassar, Indonesia
Email: [1*)]tenri.sayu@unm.ac.id , [2)]ismaazisriu@unm.ac.id

Received: 23 July 2026
Accepted: 29 August 2026
Published online: 24 September 2026

Abstract

This conceptual paper develops an integrative framework explaining how employee readiness, trust, communication, and adaptation interact during organizational change. Recent evidence indicates that readiness for change is a multidimensional construct involving commitment, efficacy, appropriateness, management support, and contextual resources, and that higher readiness is associated with stronger implementation, adoption, and behavioral support for change. The literature further shows that trust in management and change agents functions as a relational mechanism that supports openness, adaptability, and readiness, whereas low trust is associated with resistance, insecurity, and disengagement. Internal communication quality, especially when clear, timely, transparent, and two-way, reduces uncertainty and supports positive appraisals, compliance, championing, and trust. Adaptation is increasingly framed as a dynamic process involving resilience, coping, flexibility, and challenge-based appraisal rather than simple acceptance. Taken together, these findings suggest a sequential conceptual model in which communication quality and trust shape readiness, readiness supports adaptation, and appraisal and resilience strengthen or weaken the pathway. The paper offers six testable propositions, practical implications for change management, and directions for future empirical testing using multilevel and longitudinal designs.

Keywords: Employee Readiness, Trust, Communication Quality, Adaptation, Organizational Change.

1. Introduction

Organizational change remains difficult because employees often face uncertainty, shifting expectations, and uneven managerial credibility during transitions (Cheraghi et al., 2023; Qiao et al., 2022). Recent research suggests that successful change is shaped not only by formal strategy but also by whether employees see change as understandable, credible, and manageable (Li et al., 2021; Albrecht et al., 2022). In this context, four constructs repeatedly emerge as central: employee readiness for change, trust in management, internal communication quality, and adaptation to change (Weiner, 2009; Yean et al., 2022; Yue & Walden, 2023; Chen et al., 2024).

The problem is not merely that these constructs matter individually, but that they are often studied separately (Rafferty et al., 2013; Choi, 2011). The current evidence base suggests a need for a more integrated conceptual model showing how communication and trust shape readiness and how readiness, in turn, influences employees' ability to adapt behaviorally and emotionally to organizational change (Yue & Walden, 2023; Li et al., 2021; Jones et al., 2005). This gap is important because readiness is increasingly treated as a precursor to

This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International

implementation, while trust and communication appear to influence readiness through uncertainty reduction, credibility, participation, and appraisal processes (Li et al., 2021; Rahi et al., 2022; Şenol et al., 2025).

Accordingly, the aim of this paper is to develop a conceptual framework linking employee readiness, trust, communication, and adaptation in organizational change. The paper first establishes foundational context, then reviews the literature, outlines the conceptual method, presents the proposed framework, discusses implications, and concludes with directions for future research (Weiner, 2009; Li et al., 2021; Men et al., 2020).

2. Literature Review

2.1. Employee Readiness for Organizational Change

Recent literature consistently presents readiness as multidimensional rather than singular (Weiner, 2009; Hearld et al., 2025; Winters et al., 2020). The Organizational Readiness for Implementing Change (ORIC) is the most frequently cited measure and captures two core dimensions: change commitment and change efficacy. Other instruments extend readiness to appropriateness, management support, personal benefit, climate, resources, and contextual conditions (Weiner, 2009; Harris-Lane et al., 2023; Bergoug et al., 2024). Readiness has also been measured at individual, team, and organizational levels, and this choice changes interpretation: individual readiness emphasizes personal perceptions and stress responses, whereas collective readiness reflects shared preparedness and implementation conditions (Reimer et al., 2024; Bhattacharya et al., 2021; Kabukye et al., 2020).

Readiness is consistently associated with positive change outcomes. Higher readiness predicts implementation, adoption, support for change, and commitment to change (Rahi et al., 2022; Caci et al., 2025; McClam et al., 2025). Several studies also show readiness as a mediator, including links between self-efficacy and commitment to change, external CSR and support for change, and supervisor support and commitment to change (Reimer et al., 2024; Fatima et al., 2020; Ayu et al., 2023; Arif & Windarsari, 2026). At the same time, the strongest predictor of readiness is not uniform across studies; self-efficacy, organizational justice, perceived organizational support, commitment, and leadership each appear important in different contexts (Rahi et al., 2022; Kebede & Wang, 2022; Al-Tahitah et al., 2021).

2.2. Trust in Management and Change Agents

Trust is a central relational mechanism in change contexts (Yean et al., 2022; Cao & Le, 2024; Sánchez et al., 2023). Studies show that trust in management predicts readiness for change and that adaptability can mediate the trust–readiness link (Yean et al., 2022). Trust also predicts readiness during strategic transitions and reduces resistance to change while supporting adaptive and proactive agility (Muthuswamy & Subramanian, 2025; Doeze Jager-van Vliet et al., 2022). Low trust, by contrast, is associated with resistance, insecurity, reduced morale, disengagement, and intentions to leave (Mathieu, 2021; Stankevičiūtė et al., 2021; Lee et al., 2022).

Trust is operationalized in multiple ways: management trust, supervisor trust, cognitive versus affective trust, ability–benevolence–integrity trust, and disclosure-based versus reliance-based trust (Cao & Le, 2024; Zheng, 2023; Liu et al., 2022). Comparative evidence is limited, but one study found disclosure-based trust had a stronger influence on organizational change capability than reliance-based trust (Cao & Le, 2024; Dipoatmodjo et al., 2026). Trust-building antecedents are relatively consistent: fairness, transparency, open communication,

respect, credible leadership, feedback, support, and autonomy all contribute to stronger trust (Yudiatmaja et al., 2023; Şenol et al., 2025; Men et al., 2020).

2.3. Internal Communication Quality During Change

Communication quality is one of the most stable predictors in the reviewed evidence (Yue & Walden, 2023; Zainab et al., 2022; Li et al., 2021). Effective change communication is typically defined by clarity, timeliness, transparency, completeness, openness, participation, and feedback loops (Pitafi et al., 2023; Albrecht et al., 2022; Li et al., 2021). Transparent internal communication increases challenge appraisal, reduces threat appraisal, and supports compliance and championing (Yue & Walden, 2023). Symmetrical communication also improves perceived communication quality, organizational support, positive emotions, and identification (Sun et al., 2023).

Communication is multidimensional. Validated dimensions include communication climate, supervisory communication, organizational integration, media quality, co-worker communication, and personal feedback (Santalla-Banderali & Alvarado, 2022). The studies also show that two-way formats matter. Face-to-face conversations, staff meetings, open forums, and feedback channels are especially valuable for clarification and participation, while digital channels and internal social media are useful complements rather than clear substitutes (Ellis et al., 2023; Tkalac Verčič & Verčič, 2025; Li et al., 2021). Ambiguous or poor-quality messages increase anxiety, uncertainty, and stress (al-Ahmadi et al., 2020; Ripamonti et al., 2020).

2.4. Adaptation to Organizational Change

Recent research moves beyond acceptance versus resistance and treats adaptation as a dynamic process of coping, resilience, flexibility, adaptivity, and proactivity (Roos et al., 2025; Karman, 2020; Sobaih et al., 2021). Empirically, adaptive and proactive dimensions appear especially important for successful adjustment under uncertainty (Aghaei et al., 2025; Jubault Krasnopevtseva et al., 2025; Jing & Yang, 2025). Team flexibility improves change-specific adaptive behavior, proactive behavior, and perceived fairness during change (Ling et al., 2021). Organizational resilience is associated with proficiency, adaptivity, and proactivity after disruption (Kim, 2020).

Appraisal theory is especially relevant here. Challenge appraisals increase work engagement, learning behavior, compliance-related responses, and lower turnover intentions, whereas threat appraisals elevate emotional exhaustion, anxiety, and poorer adjustment (Chen et al., 2024; Ma et al., 2021; Peters et al., 2024). Supportive climates, trust, and open communication appear to build employee resources such as resilience, adaptability, and coping capacity (Yean et al., 2022; Priyadarshini et al., 2024; Bacouël-Jentjens & Cherbib, 2023).

2.5. Integrative Relationships Among the Constructs

Taken together, the evidence supports a sequential logic. Communication quality reduces uncertainty and improves sensemaking; trust increases credibility and acceptance of change messages; both contribute to greater readiness; and readiness supports implementation and adaptation outcomes (Yean et al., 2022; Yue & Walden, 2023; Li et al., 2021; Vakola, 2014). This sequence is not always tested in one model, but it is strongly implied by the combined evidence base (Weiner, 2009; Li et al., 2021; Reimer et al., 2024).

A further inference is that trust acts as a social translator of communication quality: the same message may be processed as credible under high trust and suspicious under low trust. This is an inference from the evidence rather than a directly tested phrase, but it is consistent

with findings on credibility, transparency, uncertainty reduction, and trust-mediated openness (Zainab et al., 2022; Li et al., 2021; Yudiatmaja et al., 2023).

3. Methods

This study uses a conceptual literature-based synthesis focused on peer-reviewed evidence published between 2020 and 2025 on employee readiness, trust in management or change agents, internal communication quality, and adaptation to organizational change (Alboroto et al., 2024; Choi, 2011; Wanberg & Banas, 2000). The inclusion logic prioritizes studies that examine at least one of the focal constructs in organizational-change settings and that provide conceptual, measurement, or empirical insight into their relationships (Caci et al., 2025; Bernuzzi et al., 2023; Gholami, 2024).

3.1. Search Strategy and Selection Criteria

A systematic search was conducted across major databases including Scopus, Web of Science, and Google Scholar using combinations of the following keywords: "employee readiness for change," "trust in management," "internal communication quality," "adaptation to organizational change," and "organizational change." The search was limited to peer-reviewed articles published in English between 2020 and 2025. Studies were included if they (a) examined at least one focal construct in an organizational change context, (b) provided empirical, conceptual, or measurement insights, and (c) were published in reputable journals. Studies were excluded if they focused on unrelated change types (e.g., clinical change without organizational context) or lacked sufficient methodological rigor.

3.2. Analytic Procedure

The analytic procedure is thematic synthesis. Studies were compared for construct definitions, validated dimensions, antecedents, mediators, moderators, and downstream outcomes (Alboroto et al., 2024; Van et al., 2025; Gholami, 2024). Particular attention was given to cross-study convergence, contradictions in level of analysis and causal direction, and repeated mechanisms such as uncertainty reduction, challenge/threat appraisal, resilience, and self-efficacy (Yue & Walden, 2023; Chen et al., 2024; Henricks et al., 2025).

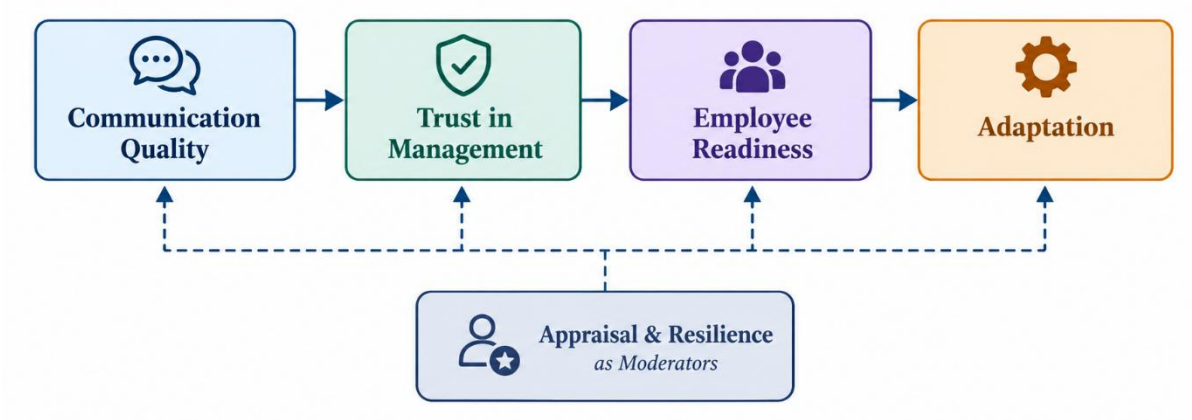
Because the evidence base is dominated by cross-sectional survey and SEM designs, the output of this method is a conceptual framework, not a causal proof (Alboroto et al., 2024; Fatima et al., 2021; Henricks et al., 2025). The framework is therefore presented as a theoretically grounded model that requires empirical testing.

4. Results and Discussion

4.1. Proposed Conceptual Framework

The proposed framework positions communication quality and trust in management as antecedent conditions, employee readiness for change as the central mediating state, and adaptation to organizational change as the primary outcome (Weiner, 2009; Doeze Jager-van Vliet et al., 2022; Li et al., 2021). Supporting mechanisms include challenge/threat appraisal, resilience, self-efficacy, and perceived organizational support (Sun et al., 2023; Chen et al., 2024; Tripuspita et al., 2024).

Figure 1. Conceptual Framework of Employee Readiness, Trust, Communication, and Adaptation



4.2. Key Pathways and Propositions

P1. Communication quality positively influences trust in management. Transparent and symmetrical communication supports organizational trust and positive relational outcomes during change (Zainab et al., 2022; Sun et al., 2023; Pitafi et al., 2023). When employees perceive that communication is clear, timely, and two-way, they are more likely to view management as credible and trustworthy.

P2. Communication quality positively influences employee readiness for change. Clear, participatory, and timely communication increases readiness by reducing uncertainty and increasing confidence in the process (Li et al., 2021; Yue et al., 2024; Albright et al., 2022). Employees who understand the rationale for change and feel their voice is heard are more likely to develop commitment and efficacy beliefs.

P3. Trust in management positively influences readiness for change. Trust predicts readiness directly and via adaptability (Yean et al., 2022; Muthuswamy & Subramanian, 2025). When employees trust management, they are more likely to accept change messages and invest psychological resources in the change process.

P4. Readiness positively influences adaptation and implementation outcomes. Higher readiness predicts implementation and stronger support for change and is theoretically linked to stronger adaptation over time (Vakola, 2014; Rahi et al., 2022). Readiness provides the psychological foundation for employees to engage in adaptive behaviors such as flexibility, coping, and proactivity.

P5. Communication and trust influence adaptation partly through appraisal. Transparent communication increases challenge appraisal and lowers threat appraisal; trust and support improve adaptability and coping resources (Yean et al., 2022; Yue & Walden, 2023; Chen et al., 2024). Employees who perceive change as a challenge rather than a threat are more likely to engage in adaptive behaviors.

P6. Readiness mediates the effects of communication and trust on adaptation. This is the main integrative proposition suggested by the evidence base (Yean et al., 2022; Li et al., 2021; Reimer et al., 2024). Readiness serves as the psychological mechanism through which communication and trust translate into adaptive outcomes.

4.3. Boundary Conditions and Moderators

The framework is likely to be strengthened by self-efficacy, resilience, organizational support, and participative climate (Priyadarshini et al., 2024; Tripuspita et al., 2024; Ukil et al., 2025). Leadership style may matter, but its effects are not uniformly durable; some longitudinal evidence suggests transformational leadership effects on state readiness can

become weak or non-significant after controls (Henricks et al., 2025). Measurement level also matters, because individual readiness and collective readiness may relate differently to implementation and adaptation outcomes (Caci et al., 2025; Miake-Lye et al., 2020).

4.4. Discussion

The framework integrates three strong streams in recent change research. First, it adopts readiness theory by treating readiness as shared or individual change commitment plus efficacy (Weiner, 2009; Weiner, 2020). Second, it incorporates trust as a relational mechanism linking leadership and employee acceptance (Cao & Le, 2024; Sánchez et al., 2023). Third, it draws on appraisal-based adaptation models by explaining why communication and trust do not influence all employees identically: they shape whether change is seen as a challenge or a threat (Yue & Walden, 2023; Chen et al., 2024).

This model also clarifies the distinction between pre-change and post-initiation dynamics. Readiness is the condition that makes implementation psychologically possible, while adaptation reflects how employees sustain functioning, flexibility, and resilience during ongoing change (Roos et al., 2025; Rahi et al., 2022). That distinction helps explain why some interventions improve initial support but not long-term adjustment.

4.5. Implications for Change Management

Managers should not treat communication as one-way information delivery. The evidence suggests that communication is most effective when it is transparent, timely, and dialogic, with clear rationale, opportunities for employee voice, and visible feedback-loop closure (Yue & Walden, 2023; Sun et al., 2023; Neill & Bowen, 2021). Trust-building should focus on fairness, credibility, respect, and consistency between managerial words and actions (Yudiatmaja et al., 2023; Men et al., 2020). If these conditions are absent, even technically sound change messages may be interpreted defensively (Cheraghi et al., 2023; Ripamonti et al., 2020).

Practically, organizations should strengthen supervisor communication, invite participation early, monitor employee appraisals of threat versus challenge, and reinforce coping resources such as support and self-efficacy (Ellis et al., 2023; Tripuspita et al., 2024; Ukil et al., 2025). These actions should improve readiness and downstream adaptation.

4.6. Measurement Implications

Future studies can combine validated readiness instruments such as ORIC or ROC with trust and communication measures and appraisal/adaptation variables (Weiner, 2009; Harris-Lane et al., 2023; Santalla-Banderali & Alvarado, 2022). ORIC is especially useful when readiness is treated collectively through change commitment and efficacy, whereas broader tools may be preferable when context, facilitation, or implementation conditions are central (Weiner, 2009; Bergoug et al., 2024). A key design choice is level of analysis: researchers should align measurement with whether the intended outcome is personal attitude, team implementation climate, or organizational adaptation (Yang et al., 2025; Reimer et al., 2024).

5. Conclusion

This conceptual review argues that successful organizational change depends on an interacting system rather than on readiness alone. The strongest evidence supports a framework in which high-quality internal communication and trust in management reduce uncertainty, improve appraisals, and strengthen employee readiness for change, which then

supports adaptation, implementation, and sustained behavioral support (Yean et al., 2022; Yue & Walden, 2023; Li et al., 2021; Reimer et al., 2024). Adaptation should be understood as a dynamic process involving resilience, coping, and flexibility rather than simple acceptance (Ling et al., 2021; Roos et al., 2025; Chen et al., 2024).

The main value of the framework is integrative: it connects communication, trust, readiness, and adaptation in one theoretically coherent sequence while acknowledging the roles of appraisal, self-efficacy, resilience, and support (Yean et al., 2022; Vakola, 2014; Tripuspita et al., 2024). The next step is empirical testing across sectors, levels of analysis, and change contexts (Miake-Lye et al., 2020; Rafferty et al., 2013; Shivers et al., 2025).

5.1. Declaration of Generative AI

During the preparation of this manuscript, the authors used Grammarly Application and QuillBot to improve the clarity, readability, and language accuracy of the text. Output generated by the tools was carefully reviewed and edited by the authors, who take full responsibility for the content of this article. All substantive intellectual contributions, including conceptualization, analysis, interpretation of data, and final decisions regarding content, arguments, and conclusions, were carried out solely by the authors. The authors take full responsibility for the integrity, originality, and academic quality of this article.

5.2. Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

5.3. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

6. References

Aghaei, H., Askaripoor, T., Siadat, M., & Saleh, E. (2025). Enhancing hospital safety: The impact of resilience on safety climate, safety performance, and occupational accidents. *PLoS ONE*, 20 (4), e0328062. https://doi.org/10.1371/journal.pone.0328062

Al-Ahmadi, R. F., Al-Juffali, L., Al-Shanawani, S., & Ali, S. (2020). Categorizing and understanding medication errors in hospital pharmacy in relation to human factors. *Saudi Pharmaceutical Journal*, 28 (12), 1655–1663. https://doi.org/10.1016/j.jsps.2020.10.014

Alajmi, B. M. (2024). Unlocking the path to knowledge: Assessing organizational readiness for knowledge management implementation. *Libres*, 34 (1), 1–18. https://doi.org/10.32655/LIBRES.2024.1.3

Alboroto, R., Garza, T., & McNaughtan, J. (2024). Readiness for change: Understanding the importance of empowering leadership. *Children and Youth Services Review*, 158, 107768. https://doi.org/10.1016/j.childyouth.2024.107768

Albrecht, S. L., Connaughton, S., & Leiter, M. P. (2022). The influence of change-related organizational and job resources on employee change engagement. *Frontiers in Psychology*, 13, 910206. https://doi.org/10.3389/fpsyg.2022.910206

Albright, K., Navarro, E. I., Jarad, I., & Lewis, C. C. (2022). Communication strategies to facilitate the implementation of new clinical practices: A qualitative study of community mental health therapists. *Translational Behavioral Medicine*, 12 (3), 397–407. https://doi.org/10.1093/tbm/ibab139

Al-Tahitah, A., Muthaliff, M. M. A., Sammari, N., & Abdulrab, M. (2021). The mediating effect of learning organisational culture between leadership styles and readiness for change: An

empirical study in Yemen. *International Journal of Learning and Change*, 13 (4), 401–421. https://doi.org/10.1504/IJLC.2020.10030185

Arif, H. M., & Windarsari, W. R. (2026). Between Algorithm and Adat: How Bugis-Makassar MSMEs Negotiate AI Marketing Through the Lens of Siri' na Pacce. Economics and Business Journal (ECBIS), 4(3), 897–908. https://doi.org/10.47353/ecbis.v4i3.308

Ayu, R., Abdullah, N.-A., Wan Sulaiman, W. S. W., & Selamat, M. N. B. (2023). The analysis of organizational changes using structural equation modelling with mediating readiness to change in higher education. *International Journal on Informatics Visualization*, 7 (4), 2252–2260. https://doi.org/10.30630/joiv.7.4.2252

Bacouël-Jentjens, S., & Cherbib, J. (2023). Trust me if you can – Do trust propensities in granting working-from-home arrangements change during times of exogenous shocks? *Journal of Business Research*, 165, 113844. https://doi.org/10.1016/j.jbusres.2023.113844

Bergoug, L., Fiorentino, A., & Rodrigues, G. D. R. (2024). Facilitating and limiting factors in the implementation of Revie among registered nurses: A multimethod study. *European Journal of Oncology Nursing*, 68, 102722. https://doi.org/10.1016/j.ejon.2024.102722

Bernuzzi, C., Sommovigo, V., Maffoni, M., & Argentero, P. (2023). A mixed-method study on the bright side of organizational change: Role clarity and supervisor support as resources for employees' resilience. *Journal of Change Management*, 23 (2), 143–168. https://doi.org/10.1080/14697017.2023.2172057

Bhattacharya, S., Neelam, N., & Kunte, M. (2021). Readiness to job stress in private and public enterprises. *International Journal of Strategic Change Management*, 7 (3), 201–218. https://doi.org/10.1504/IJSCM.2021.122869

Caci, L., Nyantakyi, E., Blum, K., & Clack, L. (2025). Organizational readiness for change: A systematic review of the healthcare literature. *Implementation Research and Practice*, 6, 26334895251334536. https://doi.org/10.1177/26334895251334536

Cao, T. T., & Le, P. B. (2024). Impacts of transformational leadership on organizational change capability: A two-path mediating role of trust in leadership. *European Journal of Management and Business Economics*, 33 (2), 155–173. https://doi.org/10.1108/EJMBE-06-2021-0180

Chen, Q., Chen, M., Lin, L., & Bai, X. (2024). The challenge–hindrance–threat appraisal framework and the differential effects on employees' work well-being and behaviors. *Behavioral Sciences*, 14 (9), 734. https://doi.org/10.3390/bs14090734

Cheraghi, R., Ebrahimi, H., Kheibar, N., & Sahebihagh, M. H. (2023). Reasons for resistance to change in nursing: An integrative review. *BMC Nursing*, 22, 310. https://doi.org/10.1186/s12912-023-01460-0

Choi, M. (2011). Employees' attitudes toward organizational change: A literature review. *Human Resource Management*, 50 (4), 479–500. https://doi.org/10.1002/hrm.20434

Dechawatanapaisal, D. (2025). Influence of positive affect on readiness for change following the pandemic: A moderated mediation study. *Journal of Organizational Change Management*, 38 (1), 1–18. https://doi.org/10.1108/JOCM-04-2024-0232

Dipoatmodjo, T. S. P., Burhanuddin, & Arif, H. M. (2026). Employee Adaptation To Artificial Intelligence In The Workplace: A Phenomenological Study In South Sulawesi Companies. Economics and Business Journal (ECBIS), 4(2), 547–564. https://doi.org/10.47353/ecbis.v4i2.379

Doeze Jager-van Vliet, S. B., Born, M. P., & Van Der Molen, H. T. (2022). The relationship between organizational trust, resistance to change, and adaptive and proactive employees' agility in an unplanned and planned change context. *Applied Psychology*, 71 (2), 436–460. https://doi.org/10.1111/apps.12327

Dutta, D., Mishra, S. K., & Tyagi, D. (2023). Augmented employee voice and employee engagement using artificial intelligence-enabled chatbots: A field study. *International Journal of Human Resource Management*, 34 (12), 2451–2480.

https://doi.org/10.1080/09585192.2022.2085525

Ellis, L. A., Tran, Y., Pomare, C., & Braithwaite, J. (2023). Hospital organizational change: The importance of teamwork culture, communication, and change readiness. *Frontiers in Public Health*, 11, 1089252. https://doi.org/10.3389/fpubh.2023.1089252

Fatima, M., Riaz, A., Mahmood, H. Z., & Usman, M. (2020). Linking employees' change-related self-efficacy, change readiness and commitment to change. *Pakistan Journal of Commerce and Social Sciences*, 14 (2), 415–436.

Fatima, T., Majeed, M., & Zulfiqar Ali Shah, S. (2021). A moderating mediation model of the antecedents of being driven to work: The role of inclusive leaders as change agents. *Canadian Journal of Administrative Sciences*, 38 (3), 265–280. https://doi.org/10.1002/cjas.1605

Gholami, B. (2024). Pathways to innovation: Empowering change with systems and design thinking. In *Mastering Innovation in Business* (pp. 23–48). IGI Global. https://doi.org/10.4018/979-8-3693-3759-2.ch002

Harris-Lane, L. M., Keeler-Villa, N. R., Bol, A., & Rash, J. A. (2023). Implementing One-at-a-Time Therapy in community addiction and mental health centres: A retrospective exploration of the implementation process and initial outcomes. *BMC Health Services Research*, 23, 970. https://doi.org/10.1186/s12913-023-09923-5

Hearld, L. R., Hubbard, D., Smith, K. A., & Cherrington, A. (2025). Supporting cardiovascular risk factor management in primary care clinics: The relationship between external linkages and organizational change preparedness. *Journal of Primary Care & Community Health*, 16, 21501319251356551. https://doi.org/10.1177/21501319251356551

Henricks, M. D., Bednall, T. C., & Kehoe, E. J. (2025). The distinctiveness and stability of employee attitudes toward change and their relationship with leadership: A longitudinal study. *Journal of Change Management*, 25 (1), 1–24. https://doi.org/10.1080/14697017.2025.2467043

Jing, H., & Yang, R. (2025). Crisis leadership, organizational sensemaking, and organizational resilience: The moderating effect of environmental turbulence. *SAGE Open*, 15 (2), 21582440251389335. https://doi.org/10.1177/21582440251389335

Jones, R. A., Jimmieson, N. L., & Griffiths, A. (2005). The impact of organizational culture and reshaping capabilities on change implementation success: The mediating role of readiness for change. *Journal of Management Studies*, 42 (2), 361–386. https://doi.org/10.1111/j.1467-6486.2005.00500.x

Jubault Krasnopevtseva, N., Thomas, C., & Kaminska, R. (2025). Organizing for resilience in high-risk organizations: The interplay between managerial coordination and control in resolving stability/flexibility tensions in a nuclear power plant. *Journal of Business Research*, 186, 115120. https://doi.org/10.1016/j.jbusres.2024.115120

Kabukye, J. K., de Keizer, N., & Cornet, R. (2020). Assessment of organizational readiness to implement an electronic health record system in a low-resource settings cancer hospital: A cross-sectional survey. *PLoS ONE*, 15 (6), e0234711. https://doi.org/10.1371/journal.pone.0234711

Karman, A. (2020). Flexibility, coping capacity and resilience of organizations: Between synergy and support. *Journal of Organizational Change Management*, 33 (5), 883–907. https://doi.org/10.1108/JOCM-10-2019-0305

Kebede, S., & Wang, A. (2022). Organizational justice and employee readiness for change: The mediating role of perceived organizational support. *Frontiers in Psychology*, 13, 806109. https://doi.org/10.3389/fpsyg.2022.806109

Kim, Y. (2020). Organizational resilience and employee work-role performance after a crisis situation: Exploring the effects of organizational resilience on internal crisis communication. *Journal of Public Relations Research*, 32 (1–2), 47–75. https://doi.org/10.1080/1062726X.2020.1765368

Lee, C.-C., Li, Y.-S., Yeh, W.-C., & Yu, Z. (2022). The effects of leader emotional intelligence, leadership styles, organizational commitment, and trust on job performance in the real estate brokerage industry. *Frontiers in Psychology*, 13, 881725. https://doi.org/10.3389/fpsyg.2022.881725

Li, J.-Y., Sun, R., Tao, W., & Lee, Y. (2021). Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication. *Public Relations Review*, 47 (1), 101984. https://doi.org/10.1016/j.pubrev.2020.101984

Lillie, H. M., Chernichky-Karcher, S., & Venetis, M. K. (2021). Dyadic coping and discrete emotions during COVID-19: Connecting the communication theory of resilience with relational uncertainty. *Journal of Social and Personal Relationships*, 38 (6), 1788–1812. https://doi.org/10.1177/02654075211009302

Ling, B., Liu, Z., Chen, D., & Sun, L. (2021). Team flexibility in organizational change context: Antecedents and consequences. *Psychology Research and Behavior Management*, 14, 1805–1820. https://doi.org/10.2147/PRBM.S332222

Liu, X., Song, L., Zheng, J., & Wang, Y. (2022). When Chinese employees speak up: The experience of organizational trust and authenticity enhances employees' voice behavior. *International Journal of Environmental Research and Public Health*, 19 (23), 15726. https://doi.org/10.3390/ijerph192315726

Ma, J., Liu, C., Peng, Y., & Xu, X. (2021). How do employees appraise challenge and hindrance stressors? Uncovering the double-edged effect of conscientiousness. *Journal of Occupational Health Psychology*, 26 (3), 243–257. https://doi.org/10.1037/ocp0000275

Mathieu, C. (2021). Final thoughts. In *Dark Personalities in the Workplace* (pp. 157–166). Elsevier. https://doi.org/10.1016/B978-0-12-815827-2.00009-0

McClam, M., Workman, L., Walker, T. J., & Fernandez, M. E. (2025). Organizational readiness for implementation: A qualitative assessment to explain survey responses. *BMC Health Services Research*, 25, 89. https://doi.org/10.1186/s12913-024-12149-8

Men, L. R., Yue, C. A., & Liu, Y. (2020). "Vision, passion, and care:" The impact of charismatic executive leadership communication on employee trust and support for organizational change. *Public Relations Review*, 46 (3), 101927. https://doi.org/10.1016/j.pubrev.2020.101927

Miake-Lye, I. M., Delevan, D. M., Ganz, D. A., & Finley, E. P. (2020). Unpacking organizational readiness for change: An updated systematic review and content analysis of assessments. *BMC Health Services Research*, 20, 106. https://doi.org/10.1186/s12913-020-4926-z

Muthuswamy, V. V., & Subramanian, K. P. (2025). Corporate strategy and commitment: Building trust across the organization through effective change management. *Corporate and Business Strategy Review*, 6 (3), 178–189. https://doi.org/10.22495/cbsrv6i3art14

Neill, M. S., & Bowen, S. A. (2021). Ethical listening to employees during a pandemic: New approaches, barriers and lessons. *Journal of Communication Management*, 25 (3), 276–292. https://doi.org/10.1108/JCOM-09-2020-0103

Peters, B. J., Overall, N. C., Gresham, A. M., & Jamieson, J. P. (2024). Examining dyadic stress appraisal processes within romantic relationships from a challenge and threat perspective. *Affective Science*, 5 (1), 1–16. https://doi.org/10.1007/s42761-024-00235-3

Pitafi, A. H., Rasheed, M. I., Islam, N., & Dhir, A. (2023). Investigating visibility affordance, knowledge transfer and employee agility performance: A study of enterprise social media. *Technovation*, 128, 102874. https://doi.org/10.1016/j.technovation.2023.102874

Priyadarshini, N., Marigowda, J., Nanda, S. K., & Potnuru, P. R. K. (2024). Factors driving well-being at workplace through the process of psychological capital. *International Journal of Process Management and Benchmarking*, 16 (2), 215–236. https://doi.org/10.1504/IJPMB.2024.138363

Qiao, S., Da, W., Li, X., & Shen, Z. (2022). Occupational stress, burnout, and organizational

readiness for change: A longitudinal study among HIV HCPs in China. *Psychology, Health and Medicine*, 27 (4), 832–844. https://doi.org/10.1080/13548506.2021.1903059

Rafferty, A. E., Jimmieson, N. L., & Armenakis, A. A. (2013). Change readiness: A multilevel review. *Journal of Management*, 39 (1), 110–135. https://doi.org/10.1177/0149206312457417

Rahi, S., Alghizzawi, M., Ahmad, S., & Ngah, A. H. (2022). Does employee readiness to change impact organization change implementation? Empirical evidence from emerging economy. *International Journal of Ethics and Systems*, 38 (2), 235–253. https://doi.org/10.1108/IJOES-06-2021-0137

Reimer, M., Haensse, L., & Lin-Hi, N. (2024). Internal change through external actions: The impact of external corporate social responsibility on employee readiness for change. *Journal of Organizational Change Management*, 37 (4), 789–807. https://doi.org/10.1108/JOCM-03-2024-0125

Ripamonti, S. C., Galuppo, L., Provasoli, G., & Benozzo, A. (2020). Unmasking reflexivity in HR managers during the COVID-19 lockdown in Italy. *Frontiers in Psychology*, 11, 588128. https://doi.org/10.3389/fpsyg.2020.588128

Roos, P., Juvet, T. M., Corbaz-Kurth, S., & Weissbrodt, R. (2025). Protecting oneself while supporting the organisation: A longitudinal exploratory study of healthcare workers' coping strategies and organisational resilience processes in the first year of the COVID-19 pandemic. *Safety Science*, 182, 106702. https://doi.org/10.1016/j.ssci.2024.106702

Sánchez, I. D., Sitú, M., & Murillo, L. (2023). Breaking down walls, building bridges: The importance of transformational leadership considering contextual and individual factors in resistance to change. *International Journal of Organizational Analysis*, 31 (5), 1856–1876. https://doi.org/10.1108/IJOA-04-2022-3238

Santalla-Banderali, Z., & Alvarado, J. M. (2022). Incidence of leader–member exchange quality, communication satisfaction, and employee work engagement on self-evaluated work performance. *International Journal of Environmental Research and Public Health*, 19 (14), 8761. https://doi.org/10.3390/ijerph19148761

Şenol, H., Sönmeyen, S., & Işıktaş, S. (2025). Justice, citizenship and trust in organizations: Perceptions of primary school teachers. *SAGE Open*, 15 (2), 21582440251356777. https://doi.org/10.1177/21582440251356777

Shivers, B. N., Jin, Y., Mains, G., & van der Meer, T. G. L. A. (2025). Cultural insights for the READINESS framework: A qualitative study of practitioner and scholar perspectives. *Public Relations Review*, 51 (2), 102632. https://doi.org/10.1016/j.pubrev.2025.102632

Sobaih, A. E. E., Elshaer, I., Hasanein, A. M., & Abdelaziz, A. S. (2021). Responses to COVID-19: The role of performance in the relationship between small hospitality enterprises' resilience and sustainable tourism development. *International Journal of Hospitality Management*, 94, 102824. https://doi.org/10.1016/j.ijhm.2020.102824

Stankevičiūtė, Ž., Sanchez-Hernandez, M. I., & Staniškienė, E. (2021). The negative effect of job insecurity in the virtuous cycle between trust in the organization, subjective well-being, and task performance in the current volatility, uncertainty, complexity, and ambiguity context. *Frontiers in Psychology*, 12, 796669. https://doi.org/10.3389/fpsyg.2021.796669

Sun, R., Li, J.-Y. Q., Lee, Y., & Tao, W. (2023). The role of symmetrical internal communication in improving employee experiences and organizational identification during COVID-19 pandemic-induced organizational change. *International Journal of Business Communication*, 60 (4), 1298–1320. https://doi.org/10.1177/23294884211050628

Tkalac Verčič, A., & Verčič, D. (2025). The internal communication paradox: Balancing digital convenience with face-to-face satisfaction. *Public Relations Review*, 51 (1), 102587. https://doi.org/10.1016/j.pubrev.2025.102587

Tripuspita, M., Sudiro, A., Sumiati, N., & Irawanto, D. W. (2024). The effect of change

leadership on employees' readiness to change through self-efficacy and resilience. *Kasetsart Journal of Social Sciences*, 45 (2), 345–356. https://doi.org/10.34044/j.kjss.2024.45.2.23

Ukil, M. I., Islam, M. A., & Abbasi, G. A. (2025). Participative leadership in improving employee performance quality in the hotel industry: The role of perceived organizational support, job autonomy and market turbulence. *Journal of Quality Assurance in Hospitality and Tourism*, 26 (3), 567–592. https://doi.org/10.1080/1528008X.2025.2464914

Vakola, M. (2014). What's in there for me? Individual readiness to change and the perceived impact of organizational change. *Leadership and Organization Development Journal*, 35 (3), 195–209. https://doi.org/10.1108/LODJ-05-2012-0064

Van, V. H., Pham, D. N., Tram, N. T. M., & Trang, L. T. T. (2025). How HR professionalism and employee voice drive organizational commitment and engagement. *Edelweiss Applied Science and Technology*, 9 (4), 1123–1140. https://doi.org/10.55214/25768484.v9i4.6377

Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology*, 85 (1), 132–142. https://doi.org/10.1037/0021-9010.85.1.132

Weiner, B. J. (2009). A theory of organizational readiness for change. *Implementation Science*, 4, 67. https://doi.org/10.1186/1748-5908-4-67

Weiner, B. J. (2020). A theory of organizational readiness for change. In *Handbook on Implementation Science* (pp. 215–232). Edward Elgar Publishing. https://doi.org/10.4337/9781788975995.00015

Winters, A. M., Collins-Camargo, C., Antle, B. F., & Verbist, A. N. (2020). Implementation of system-wide change in child welfare and behavioral health: The role of capacity, collaboration, and readiness for change. *Children and Youth Services Review*, 108, 104580. https://doi.org/10.1016/j.childyouth.2019.104580

Yang, W., Cai, Y., Chen, J., & Xu, D. (2025). Organizational readiness for change and factors influencing the implementation of shared medical appointment for diabetes in primary healthcare institutions. *Medical Journal of Peking Union Medical College Hospital*, 16 (2), 245–256. https://doi.org/10.12290/xhyxzz.2024-0651

Yean, T. F., Tan, F. C., & Nadarajah, D. (2022). Determinants of adaptability and its impact on the change readiness of civil servants. *International Journal of Public Sector Management*, 35 (5), 543–561. https://doi.org/10.1108/IJPSM-12-2021-0263

Yudiatmaja, W. E., Salomo, R. V., & Prasojo, E. (2023). Fostering innovative behavior of millennial public employee through leadership styles and organizational trust. *SAGE Open*, 13 (2), 21582440231178545. https://doi.org/10.1177/21582440231178545

Yue, C. A., Men, L. R., Mitson, R., & Zhou, A. (2024). Artificial intelligence for internal communication: Strategies, challenges, and implications. *Public Relations Review*, 50 (2), 102515. https://doi.org/10.1016/j.pubrev.2024.102515

Yue, C. A., & Walden, J. (2023). Guiding employees through the COVID-19 pandemic: An exploration of the impact of transparent communication and change appraisals. *Journal of Contingencies and Crisis Management*, 31 (2), 245–258. https://doi.org/10.1111/1468-5973.12430

Zainab, B., Akbar, W., & Siddiqui, F. (2022). Impact of transformational leadership and transparent communication on employee openness to change: Mediating role of employee organization trust and moderated role of change-related self-efficacy. *Leadership and Organization Development Journal*, 43 (1), 1–16. https://doi.org/10.1108/LODJ-08-2020-0355

Zheng, Q. (2023). Restoring trust through transparency: Examining the effects of transparency strategies on police crisis communication in Mainland China. *Public Relations Review*, 49 (3), 102296. https://doi.org/10.1016/j.pubrev.2023.102296