



MIDOCEAN University
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**Developing a Change Management Plan for Organizational Transformation:
Leadership and Communication Strategies for Addressing Restructuring,
Digital Transformation, and Cultural Shifts**

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Abstract

This study aimed to determine the impact of change management on the success of digital transformation in institutions, by taking a sample of employees of the Greater Salt Municipality and conducting a survey of them through a questionnaire, in order to achieve the objectives of the study.

The main topics on the questionnaire were classified into an independent variable (change management) and a dependent variable (digital transformation). The results of the study reached the following recommendations:

It is necessary for institutional officials to follow an appropriate management approach that takes into account all weak points in the dimensions of organizational change management, in order to advance and activate digital transformation in a better and noticeable way.

The necessity of shifting to decentralization as a method of making and activating decisions, which contributes to promoting change in technology and allows officials to take the necessary measures without waiting for central management.

Working to develop human resources in order to develop employees in institutions by conducting new and innovative training courses in order to keep pace with rapid technological development.

Work to reduce the gap and resistance to digital transformation by motivating and activating employees.

Introduction

With the rapid development of technology and the changing economic environment, organizations are facing increasing challenges that require them to constantly adapt to maintain their competitiveness and the effectiveness of their operations. Organizational

transformation and change management are key elements to help organizations address these challenges effectively. These challenges can include restructuring, digital transformation, and cultural shifts, which require careful strategic planning and effective leadership and communication strategies to ensure successful implementation of changes.

Organizational transformation is a complex process that includes modifying an organization's organizational structure, business models, and internal processes with the aim of improving performance and efficiency. This transformation is often driven by the need to adapt to changes in the external environment such as technological advances, changes in customer demand, and economic challenges.

Change management, on the other hand, is a structured methodology that aims to ensure that necessary changes are implemented effectively and with the least possible resistance from employees and other stakeholders. Change management involves identifying factors driving change, assessing the impact of change on the organization, and developing plans for communication, training, and support to ensure that all individuals within the organization are equipped to adapt to the changes.

This study aims to explore the relationship between change management and the success of digital transformation in organizations, focusing on organizational challenges such as restructuring and cultural shifts. The leadership and communication strategies needed to effectively implement organizational change will be analyzed, and recommendations will be made on best practices for managing change in different business environments. Digital transformation is a vital element in achieving sustainability and innovation, and therefore its success depends greatly on the ability to manage change effectively within the organization.

The study Problem

In light of the rapid and successive changes in the world of business and technology, organizations face great challenges related to adapting to these changes to achieve their strategic goals and survive in a competitive environment. Organizational transformation and digital transformation are among the most prominent of these challenges, as they require radical changes in organizational structures, internal processes, and institutional culture. Despite the potential benefits of digital transformation, its success often faces

significant obstacles, including resistance to change by employees, lack of digital skills, and challenges in leadership and communication.

Hence, the problem of the study arises in how to manage change effectively to ensure the success of digital transformation and other organizational transformations in institutions.

The main questions that this study seeks to answer include:

1. What are the main challenges that organizations face when implementing digital transformation and restructuring?
2. How can change management contribute to reducing resistance and enhancing acceptance of new changes by employees?
3. What are the most effective leadership and communication strategies to support organizational transformation and digital transformation processes?
4. How can organizations develop and implement a change management plan to effectively address organizational and cultural challenges?

The study will focus on analyzing these aspects through a case study of the Greater Salt Municipality in Jordan, and using questionnaires to collect data from employees to understand the impact of change management on the success of digital transformation. The findings will serve as a guide for other organizations in how to deal with similar challenges and achieve success in different transformation processes.

The importance of studying

The importance of this study revolves around analyzing and understanding the organizational and technical challenges facing institutions in light of modern digital and cultural transformations. Organizational transformation and change management are vital to organizations' success in achieving their strategic goals and improving their performance in the everyday business environment.

Importance within the given title:

1. Enhancing the ability to adapt: The study contributes to understanding how to enhance the ability of organizations to adapt to rapid and continuous changes, whether these changes are related to internal restructuring or digital technology transformations.
2. Improving the performance of institutions: By analyzing change management strategies, the study aims to improve the performance of institutions and increase their effectiveness in achieving specific goals, which enhances their competitive position in the market.
3. Strengthening leadership and communication: The research contributes to exploring effective leadership and communication strategies that support organizational change processes and contribute to overcoming obstacles that may face the process of digital and cultural transformation.
4. Practical application: The study provides its findings and recommendations as practical tools for managers and executives in organizations, to help them implement change management plans in integrated and innovative ways.
5. Enhancing sustainability and growth: By achieving digital and organizational transformation successes, the study contributes to enhancing the sustainability of institutions and supporting their sustainable growth in the long term.

In summary, this study represents an important effort to understand how to effectively manage organizational and technological transformation, and enhance organizations' ability to adapt to future changes, thus enhancing their performance and success in a dynamic and competitive business environment.

Objectives of the study

Analysis of organizational challenges:

Understand the potential challenges that may face organizational transformation processes such as restructuring, digital transformation, and cultural shifts.

Determine how to apply change management to deal with these challenges effectively and efficiently.

Develop a change management plan:

Develop a comprehensive plan to manage change processes within the organization, focusing on restructuring, digital transformation, and cultural transformations.

Identify the necessary steps, tools, and resources needed to ensure the success and implementation of the plan.

Analysis of leadership strategies:

Study the role of leadership in organizational transformation processes, and analyze effective strategies that leaders can use to promote change and motivate working teams.

Understand how to apply appropriate leadership strategies for each type of organizational transformation mentioned.

Analysis of communication strategies:

Study the communication strategies necessary to effectively support organizational transformation processes, whether internally or externally.

Analyze how effective communication can be used to promote positive engagement with change processes and support adoption of transformation by various stakeholders in the organization.

Study questions

- How can an effective change management plan be designed that includes addressing organizational challenges such as restructuring?
- What are the main steps that must be followed to ensure the success of digital transformation within an organization and how can they be included in the change management plan?
- How can the current organizational culture be analyzed and the cultural shifts needed to successfully support the change process identified?
- What effective leadership strategies can be adopted to support organizational transformation processes and achieve sustainable change?

- How can communication strategies supporting organizational change be analyzed effectively, and how can they contribute to enhancing the organization's internal and external communication?
- What are the main challenges that change leaders may face in implementing organizational transformation strategies, and how can they be overcome?
- How can the impact of effective leadership and effective communication in successfully achieving organizational change goals be evaluated?

Literature review

Change management

Change management is an organizational and strategic process aimed at coordinating and managing transformations within organizations or systems in an effective and organized manner. Change management aims to achieve specific goals by changing an organization's behaviors, processes and organizational cultures, whether due to changes in the external environment or to achieve internal improvements. Kotter, J. P. (1996)

Change management includes analyzing challenges and opportunities, developing strategic plans for change, directing and coordinating resources and efforts to implement these plans, in addition to evaluating results and ensuring continued success and continuous improvement. The success of change management depends on a deep understanding of the organization's internal and external challenges and dynamics, and on the ability of leadership to motivate and support teams in adapting and changing effectively.

Change management is considered one of the vital aspects of management success, as many studies indicate that it includes replacing current administrative competencies with new ones, through operations management systems that enable management to control decisions and manage supplies automatically. Sustainable change has been identified and work has been done to implement laws and continuous development, to ensure business continuity and achieve financial benefit. This research is a continuation of previous studies that reviewed the effects of change management on institutional performance and adaptation to structural and cultural changes and technical transformations, and it directly

addresses the title of my study, ***“Organizational Transformation and Change Management:***

- ***Develop a change management plan to address organizational challenges, such as restructuring, digital transformation, or cultural shifts.***
- ***Analyze the leadership and communication strategies necessary to effectively implement organizational change.***

Study hypotheses

The impact of integrated plans for change management: A hypothesis that suggests that the presence of a comprehensive and integrated change management plan contributes significantly to the success of organizational transformation processes, including challenges such as restructuring, digital transformation, and cultural transformations.

The importance of effective leadership in organizational transformation: It assumes that effective leadership strategies play a crucial role in directing and supporting organizational change processes, which helps achieve change goals effectively and sustainably.

The positive impact of communication strategies: A hypothesis indicating that effective and strategic communication contributes to enhancing understanding and participation in organizational transformation processes, leading to reduced resistance and increased acceptance of change by employees and members of the organization.

The positive impact of strategic analysis of leadership and communication: A hypothesis that addresses how analysis of leadership and communication strategies can contribute to identifying strong and weak points in implementing organizational change, and thus improving the expected results of change processes.

Change management objectives

The goals of change management include achieving effectiveness in dealing with comprehensive transformations and improving administrative and economic performance by focusing on survival, growth, and enhancing adaptability. Increasing effectiveness includes identifying and understanding changing environments, and developing capabilities to adapt to and manage changes efficiently in administrative structures.

Studies indicate that increasing effectiveness in changes and integration in management contributes to economic growth and enhances sustainability and competitiveness in the market, which are essential aspects of modern business management. Worley, C. G. (2014)

- Improving administrative and economic performance: Change management aims to achieve continuous improvement in the overall performance of the organization, including increasing efficiency and productivity, improving the use of resources and reducing costs.
- Increase adaptation and flexibility: Change management seeks to enhance the organization's ability to adapt to new challenges and changes in the market, by developing flexible organizational structures capable of adapting quickly.
- Promoting innovation and development: Change management aims to enhance the culture of innovation within the organization and encourage sustainable development processes, by enhancing the ability to introduce positive and innovative changes.
- Improving customer satisfaction: One of the most important goals of change management is to achieve lasting customer satisfaction, by providing products and services that better meet customer expectations at a competitive cost.
- Strengthening organizational culture: Change management seeks to enhance the culture of cooperation and transparency within the organization, and build a work environment that encourages continuous learning and innovation.
- Enhancing sustainability and competitiveness: Change management aims to achieve the long-term sustainability of the organization, by achieving integration between the economic, environmental and social dimensions, thus enhancing competitiveness in the market.
- Crisis Response Management: The goals of change management include developing effective strategies for managing crises and emerging challenges, ensuring continuity of operations and maintaining the stability of the organization in light of potential transformations. Spector, B. (1990)

Reasons for having change management:

The reasons can be divided into two parts.

1. **Internal causes:** Causes that arise within the structure include the following:

- Leadership directs change to achieve and achieve a qualitative improvement in employee performance.
- The development and growth of organizations requires companies to rethink their management style and the mix between employees and individuals.

New things bring changes and new needs.

- The presence and recurrence of internal problems of employees, the frequency of complaints, and the intensity of disciplinary procedures and penalties, leading to apathy and escape from work performance, weakness, love of routine, creativity and resistance to change. Burnes, B. (2004

2. **External causes:** The organization's external environment and conditions play an important role in treatment. Change management is one of the most important (Dodin, 2013, pp. 5-6).

- External pressures exerted on institutions by political and legal forces, forcing them to rethink.

The methods and regulations that arise due to changes in laws and regulations, such as government regulations and the issuance of the National Defense Law to be followed are as follows:

- Pressure from trade unions and trade unions to increase workers' wages, the work environment is the result of change management, and minimum wages for employees.

Areas of change management:

Change in individuals: Change management depends on the importance of involving employees and activating their role in any organization. This includes activating and motivating individual capabilities and enhancing awareness of the importance of changes and the need for individuals to develop and learn.

Structural Change: Change management aims to change or restructure departments and subdivisions to achieve the best balance between functions and tasks, enhance efficiency and internal organization, improve performance and increase competitiveness.

Change in means and resources: Change management includes improvements in the use of material and financial resources, and modernization of systems and technology, with the aim of enhancing efficiency and rapid response to market needs.

Change and keeping pace with technology: Change management aims to adopt and integrate modern technology into all aspects of work, improve communication and interaction within the organization, and enhance interaction with customers and business partners.

Change in policies and procedures: Change management consists of amending and improving the organization's internal policies and procedures, including simplifying operations, increasing transparency, improving performance, and providing services more efficiently and with quality. Green, M. (2015)

Digital transformation:

Defining digital transformation: magazines, books, such as), digital feedbacks, and the transformation of "the practical process that the digital transformation is known as the electrodes and through it. Other gendarmes, planning (information), automatic computers, light survey.

Activating businesses from them to take advantage of modern and technologies are applying to "and" it is also on the process of being in practice and it is also known and creative to be the work environment. Creating to achieve results in the action achievement) and what we can define the digital transformation is that it is the transmission and recruitment of the institution from the work in the formation of the digital technical form, and through it, the paper transactions are transformed in digital transactions in all the institutions, including the siphon Modern communication in all institutions of the institution. Hayes, J. (2018)

Institutional motivations for comprehensive transformation and its integration into change management

In this section, we will discuss the role of institutional drivers in promoting inclusive transformation and comprehensively integrating it into a change management framework. Emphasis will be placed on analyzing the factors that drive improved efficiency and effectiveness in public service delivery, including organizational structures and policies, and the adoption of technical and administrative innovations. It will also be reviewed how these drivers influence the perception of benefits and improvements in performance, which can lead to enhanced public satisfaction and increased confidence in local government.

Key drivers of digital transformation or “digital age”

The most important factors of digital transformation or the “digital age” that have transformed business models in the digital age are:

1- Technological development

- The emergence of artificial intelligence technology and the development of communications.
- Communication and business integration between banks and entrepreneurs.
- Reduce costs and times and increase quality.

2- Increase the expectations of customers and citizens.

- The increasing number of customers and expectations for better service have led to a shift in the use of technology instead of traditional methods of providing services to citizens. Schlesinger, L. A. (2008)

Challenges and opportunities such as restructuring, digital transformation, or cultural shifts

1. Political will and good leadership: The process of comprehensive transformation in the management of environmental and development services requires strong political will and effective leadership to implement structural reforms and improve digital governance.
2. Innovation and technology: This includes the adoption of technology and innovations in government services, which enhances the effectiveness of administration and improves the quality of services provided to citizens.
3. Cooperation between the public and private sectors: Strengthening cooperation and partnerships between the government and the private sector contributes to achieving comprehensive transformation and improving the sustainability of environmental and development services.
4. Evaluation and performance improvement: This includes developing evaluation and performance monitoring mechanisms to improve government results and increase public confidence in government administration.
5. Sustainability and the environment: Promoting effective resource management and developing sustainable environmental strategies that support local development and achieve environmental sustainability.
6. Social change and civil society: Supporting sustainable social change by engaging and empowering civil society in the decision-making process and implementing environmental policies. Berson, Y. (2011)

Areas of application for restructuring, digital transformation, or cultural transformations:

Technologies: Digital transformation requires a powerful infrastructure that includes hardware such as computers, printers, infrared scanners, and operating systems, in addition to storage media and various software. A professional technology team is responsible for the technical infrastructure and network, whether on-premises or cloud,

helping to use assets efficiently and provide high-quality services to employees, service recipients and suppliers.

Data: Digital transformation requires a classification table for data that determines the extent of its confidentiality before using technology, which facilitates the process of analyzing and managing data, and providing the necessary tools for statistical analysis, research, and future forecasting.

Human Resources: Human resources represent an essential element in the success of the digital transformation process, as a specialized team of employees must be provided capable of using, analyzing data and making decisions regarding it, in addition to enhancing their capabilities to adapt to the changes imposed by digital transformation.

Operations: Digital transformation processes include a set of tasks and activities that are carried out within the organization. A precise description must be developed for each process that is implemented, in addition to identifying the relevant partners, whether within the organization or from external companies providing technologies. Future expectations must also be identified to improve and facilitate work processes, which contribute to strengthening the organization's digital transformation plan in the future.

Mossholder, K. W. (1993)

Analyze the leadership and communication strategies needed to effectively implement organizational change.

Leaders begin by setting a clear vision for change and defining the desired future goals of the organization after the change.

The role of leadership is to motivate employees and direct them towards clearly defined goals, which contributes to enhancing motivation and planning paths to achieve the desired results.

Ability to adapt and manage change:

Leaders must have the ability to adapt to changes and be flexible in dealing with potential resistance.

This includes identifying potential concerns and challenges to change and providing the support needed to effectively navigate these challenges.

Empowering and developing employees:

The role of leadership in empowering employees and developing their capabilities is an essential part of the organizational change process.

This includes providing the training and support necessary for employees to learn and develop the new skills required to successfully implement the changes.

Communication in the organizational change process:

Transparency and clarity of the message:

Leaders must have the ability to provide clear, understandable messages about the goals and benefits of change to all members of the organization.

Effective communication contributes to motivating employees and enhancing confidence in the change process and in the ability of leaders to manage it successfully.

Bilateral interaction and communication:

Effective communication includes the ability of leaders to interact and communicate one-on-one with employees, listening to their concerns and answering their queries.

This interaction enhances transparency and reduces resistance resulting from rumors or inaccurate understanding of proposed changes.

Performance evaluation and continuous learning:

Effective communication requires continuous feedback and performance evaluation to identify successes and needed improvements.

This evaluation helps ensure changes are sustained and strategies are modified when needed to ensure the continued success of the organizational transformation. O'Reilly, C. A. (1997)

Theoretical principles of the study:

Organizational transformation theory:

It delves into how organizational transformation processes are implemented within organizations, focusing on management strategies and practices that help adapt to challenges such as restructuring and digital transformation.

Change management theory:

Discusses how to plan and implement change processes within organizations, including managing resistance and promoting adoption of change by executive teams and employees.

Leadership theory in organizational change:

It addresses how leadership plays a role in effectively promoting organizational change, focusing on leadership and communication strategies that contribute to motivating teams and directing them towards transformation goals.

Organizational communication theory:

Researches how effective communication can be used to promote organizational change, including internal and external communication strategies that support transformational processes and promote positive interaction.

Theory of digital and cultural transformation:

It focuses on how to manage digital and cultural transformations within organizations, including analysis of cultural and technical influences on change processes and appropriate adaptation strategies.

These theoretical premises will enable our study to provide a strong theoretical framework for studying organizational transformation and change management, which helps in understanding processes and analysis in a deeper and more detailed way.

Research Methodology

The research consists of two main parts: the theoretical part and the applied part. In the theoretical part, a description approach was adopted that allows us to explore the research phenomenon and analyze it theoretically, focusing on the most important theories related to change management and digital transformation. For the applied part, the descriptive approach will be followed, which allows describing the studied phenomenon objectively and without bias, with a focus on analyzing and understanding the information with the aim of providing appropriate results and recommendations that contribute to improving and developing services.

Study tools

Structured interviews:

Use interviews with key officials and employees to understand their opinions and experiences in the organizational transformation process, as well as assess their readiness for change and analyze leadership and communication strategies.

Questionnaires:

Designing questionnaires directed to employees in the Greater Salt Municipality to measure their understanding of the digital transformation and change management process, and to collect quantitative data about organizational challenges and employee responses.

Document analysis:

Examining official documents and internal reports of the Greater Salt Municipality to understand current change policies and evaluate their implementation and results.

Field note:

Direct observation of internal operations at Greater Salt Municipality, allowing a deep understanding of organizational culture and employee reaction to transitions.

Quantitative data analysis:

Use statistical tools to analyze data collected from questionnaires, which helps in making accurate conclusions about the effects of change management on the digital transformation process.

Limitation of the study

The limits of the study:

- Objective limitations: The study focuses on the impact of change management on the success of the digital transformation process.
- Time limits: from June 2024 until September 2024.
- Human limits: includes all employees working in institutions.

Sector focus:

- Research will focus specifically on municipal facilities and local government. This sector was chosen due to its unique challenges and opportunities in digital transformation, including the need to efficiently deliver public services and promote civic engagement.

Time frame:

The study will analyze organizational changes and digital transformation efforts over a specified period, from the inception of change management strategies to their implementation and subsequent evaluation. A period of one to three years will be covered to capture short- and medium-term impacts.

Objective limits:

- Research will focus on the following topics:

- Change Management: Strategies, processes and methodologies for managing organizational change effectively.
- Digital Transformation: Adopting and integrating digital technologies to improve organizational processes and service delivery.

- Leadership and Communication: The role of leadership in directing change and the communication strategies used to facilitate the acceptance and participation of stakeholders.

Study population and sample:

- Study population: All employees working in institutions.
- Sample: A sample of 50 employees was selected.

Conclusion

Organizational transformation and change management represent major challenges in modern business environments, especially in the face of transformations such as restructuring, digital transformation, and cultural changes. To avoid obstacles and ensure the success of these transformations, organizations must implement effective change management and leadership strategies, as well as use appropriate tools to support these processes.

This study presented an integrated methodology to achieve its objectives, as the theoretical part focused on analyzing theories related to change management and digital transformation. As for the applied part, a descriptive approach was used to understand and analyze the current reality of organizational transformation in the Greater Salt Municipality.

The boundaries of the study were precisely defined, as the objective boundaries included a focus on change management and its impact on the digital transformation process in municipalities, while specifying specific time limits and a group of employees as a sample for the study.

The study recognized the importance of using multiple tools such as interviews, questionnaires, document analysis, field observation, and quantitative data analysis to collect the necessary data and analyze it accurately. These tools were able to produce accurate results and valuable recommendations that enhance the effectiveness of the organizational transformation and change management process in the Greater Salt Municipality.

Based on the findings and recommendations, companies can use this information to improve their organizational policies and procedures, enhance their ability to adapt to modern transformations and provide better services to citizens and the local community in general.

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