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Transforming the Organization: Unlocking Potential for Sustainable Success

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Abstract

Organizations must evolve to remain competitive in today's intricate business landscape, making effective organizational change essential. However, implementing these changes often entails risks and costs, resulting in many companies encountering difficulties during their transformation efforts. Notably, approximately 70% of organizational transformation initiatives fail to achieve their objectives. This qualitative study explores the factors that influence the success of organizational changes, focusing on four critical elements that contribute to successful change efforts: the need for initiation, effective leadership, smooth implementation, and stakeholder resistance. Employing a phenomenological approach, the research aims to provide practical insights into the real-world challenges of business transformation, thereby enhancing existing qualitative studies and addressing gaps in the current literature. The findings underscore the pivotal role of leadership in the successful execution of organizational change, emphasizing two key aspects: fostering an organizational climate that promotes change readiness and actively involving stakeholders in the process. The study reveals that team commitment and participation are essential for effectively implementing organizational transformations. A comprehensive change management analysis introduces a suggested model to facilitate effective organizational transitions. Grounded in empirical research and well-established theoretical frameworks, this model offers valuable insights by identifying key strategies and mechanisms that organizations can employ to navigate the complexities of change.

Keywords: Effective Change, Organizational Change, Leadership Role, Leadership Style, Resisting A Change, Leading Transformation, Implementing Chang

1. Introduction

In the complex and dynamic business environment, Israeli firms face the challenge of adapting their operations to changing circumstances to remain competitive and ensure long-term survival. Implementing organizational change requires a substantial allocation of resources; however, the process is inherently complex and carries various risks. Consequently, numerous studies indicate that the failure rate for many organizations embarking on such initiatives ranges from 60% to 70% [1-10]. Organizational modifications may involve organizational foundations, including structure, hierarchy, culture, strategy, technology, and new flexible work models [11-13]. Contemporary literature on change management encompasses models that enable managers to encourage continuous improvement, make informed decisions, and manage risks effectively. These models differ in their approaches and can be grouped into several well-known frameworks. Notable examples include Levine's (1947) three-step process, which provides a straightforward method for managing change. Kotter's (1996) eight-step model highlights the importance of creating urgency and building coalitions. Hiatt's ADKAR model (2019) centers on individual change and acceptance, outlining the key elements for successful transformation. The McKinsey 7S Framework ensures thorough planning for change. Additionally, "Nudge Theory" by Richard et al., promotes behavioral shifts in health, safety, and sustainability initiatives. Bridges' Transition Model focuses on the emotional aspects of leadership changes and mergers. The PDCA Model, derived from Deming's Cycle, supports iterative improvements. Finally, Highsmith's Agile Change Model (2001) encourages flexibility and adaptability, enabling organizations to respond effectively to changing circumstances. Each framework offers valuable insights into effective change management [5,6].

Additionally, the complexity of the business environment makes it challenging to establish a unified overarching principle for developing a change management theory. As a result, practitioners within organizations require a tailored set of principles that can effectively address the demands of their diverse environments and facilitate specific adaptations [5,12]. Adopting an appropriate approach to organizational change management is crucial to align with the organization's unique characteristics, including its

culture, goals, and business strategy. Organizational theory does not provide all the theoretical principles necessary to examine organizational change, particularly in terms of the differences between strategic and tactical change management. Today's research is interdisciplinary, spanning a range of disciplines, including economics, psychology, ecology, and sociology (Fiegenbaum). Recognizing the existing gaps in the literature regarding change management dynamics, qualitative methodologies are urgently needed to explore these complex processes (Grey & Berson). This initiative aims to examine the context of change through the lens of Israeli managers, focusing on four critical areas: articulating the need for change, effective leadership, implementation strategies, and managing resistance to change. It leverages theoretical frameworks from established literature and empirical insights from Israeli managers across various organizational hierarchies.

1.1. Problem Statement

In today's fast-paced business environment, organizations face a dynamic landscape filled with challenges and disruptive changes that can threaten their very survival. These complexities jeopardize their ability to maintain a sustainable competitive edge and pose significant risks to managers steering necessary transformations. It is a daunting prospect: studies suggest that nearly 70% of organizational transformations fail to meet their goals. To navigate this complex terrain, businesses must adopt innovative approaches to change, even as they confront the costs and uncertainties that accompany it. The journey may be fraught with obstacles, but organizations can rise to the occasion and thrive in the face of crisis with the right approach.

1.2. Purpose

This qualitative study employs a phenomenological design to investigate the factors that influence effective organizational changes, aligning with management expectations. It focuses on two primary areas: managers' perspectives on organizational transformations and the challenges of resistance to change. Additionally, it aims to understand how leadership fosters positive responses from stakeholders.

1.3. Research Question

Q1. How do Israeli managers perceive their responsibilities in guiding and enabling successful organizational change within companies in Israel?
Q2. What challenges do they encounter when facing a change within their organizations?

1.4.The Conceptual Framework

The conceptual framework of this study emphasizes that a qualitative research methodology is particularly suitable for exploring the identified research problem. It outlines four essential pillars for facilitating successful organizational change: the need for transformation, the effectiveness of change management strategies, the practical aspects of implementation, and the approaches to managing resistance to change. This framework underscores the complex nature of organizational change, highlighting the interplay among these elements in achieving sustainable outcomes. (Refer to Figure 1, conceptual model). External factors influence organizational change, including political and economic conditions, technological advancements, social dynamics, and customer demands. Internal initiatives related to employees, management, organizational structure, and processes also play a significant role [10,12,14]. The importance of strong leadership and the critical role of trust between leaders and their team members cannot be overstated [12,14-16]. Effective leadership involves influencing employees' values, beliefs, attitudes, and behaviors [12,16]. When approaching organizational change, it is crucial to consider two key factors. These factors represent two interconnected perspectives: one focuses on the organization's capabilities to manage change effectively, while the other emphasizes the importance of understanding resistance to change, which significantly impacts the change process (Hubbard; Ma et al.,) [2,17].

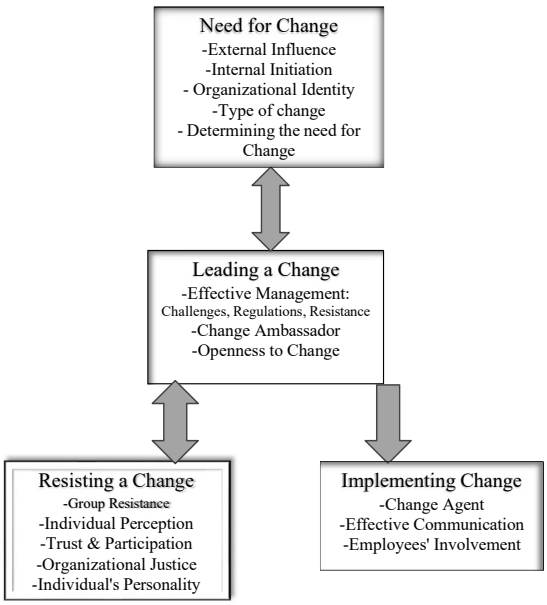

Figure 1: Organizational Change Study Flow

Note, the study's conceptual framework suggests four essential principles crucial to successful organizational change: the necessity of change, effective change management, practical implementation, and managing resistance to change.

1.5. Literature Review

1.5.1. The Need for Change

Throughout the past century, tactical changes were often driven by formal decisions and could happen at any moment. However, in the current century, the perspective on organizational change has shifted toward a more strategic view. A successful organization continuously implements ongoing changes in the right direction, fostering new behavior patterns that give a competitive advantage. It is not enough for management to adapt to changing goals; they must also work to reshape the environment and establish new rules that challenge external competitors. Managers typically make organizational adjustments at four levels: replacing one element with another, making internal changes within the company, adjusting the organizational model, and shifting the values of its culture [1,3,5,10,12,18-20]. The need for change is recognized when gaps arise in the organization's performance level between what is currently present and what is expected in terms of productivity, sales, and customer complaints. Typically, management that is familiar with the organization knows how to explain the reasons for the decline in performance or utilizes other tools to diagnose the problems (Bar-Haim & Loew).

A notable model of the need for change will be diagnosed based on three principles: An organization is an open system that receives raw materials, energy, and labor from the environment, processes them into outputs, and returns the processed materials and energy to the environment.

- The organization's subunits are closely linked, so any change in one component affects another unit.
- Organizations strive for a state of dynamic equilibrium with their environment, ensuring they receive guaranteed inputs that enable them to deliver outputs.

Nadler & Tushman presented a model for diagnosing the degree of fit between organizational and behavioral components at both the individual and organizational levels, using information about the nature of the relationship between the model components [21]. This enables management to assess the level of organizational functioning and identify areas that require improvement or change. Organizational change can be driven by external factors, such as economic, technological, social, and political influences, or internal initiatives involving employees and management [10,12,14]. A notable Israeli example is the Diamond Industry, which underwent significant deregulation and institutional changes over the past decade. This transition, propelled by management and control, transformed the industry from a centralized structure to a more open and competitive environment [22].

Internal organizational initiatives, such as changes in structure and processes, also play a crucial role in driving change [10,12,14]. Organizations are entrusted with aligning their operations with market demands, a strategic role that underscores the criticality of management changes in ensuring organizational survival. Selecting the most suitable model for their unique organizational characteristics is a pivotal decision that cannot be overstated [6,18,23].

1.5.2. Leading Change

The challenges of business management are growing more complex and demanding. Therefore, effective leadership is crucial for guiding and executing organizational changes, and leaders must act aggressively in change efforts to maintain market competitiveness [19,24].

These changes, driven by specific needs, must follow a systematic management process rather than happening randomly. Additionally, it is important to address every part of the organization that needs change, avoiding the treatment of any component as a static element. Interviews with CEOs also reveal that the more an organization adapts, the more challenging it becomes to lead changes, requiring additional resources and greater commitment. Often, managers need to handle adjustments with outcomes that are not clearly defined by measurable objectives (Savit). Organizational change should reinforce the relationship between three key factors: vision, structure, and human resources. The interaction among these factors is influenced by an organizational culture that embodies values conducive to change, such as flexibility, openness to new ideas, a willingness to take reasonable risks, and fundamental trust in the organization's management. For instance, consider an Israeli food company that faced a cash flow crisis and dwindling credit options. Management recognized that the company had no future without a serious investor or a sale. Rumors about a potential sale reached the employees, who became aware of the company's dire situation. In response, management convened a meeting with all employees to discuss the impending dissolution and sale of the company. They urged the staff to support this decision, emphasizing that it could lead to positive changes for both the employees and the organization, despite the uncertainty and negative press coverage.

Ultimately, the company sold, and everyone rallied behind the necessary changes, which resulted in positive outcomes. Leaders must recognize the factors contributing to the success and the potential reasons for failure, enabling them to effectively lead and implement a change plan [12,15,16]. Leadership should initiate changes before the race and motivate employees to follow [24]. They must have a clear vision for a shift that aligns with their goals and strategy [4,8]. This vision should clarify the current situation, outline actionable steps, highlight achievable outcomes, demonstrate how change benefits everyone, and serve as a leading example of effective change, furthermore, remove obstacles and provide essential resources, such as training and mentoring (Miller) [4,5,12]. The key to effective leadership change is translating the vision into a structured plan [19]. Collins and Porras (1995) recognized the value of vision as early as the 1990s in their study of 18 Fortune

500 companies. They found that strategic vision led to the companies' success above expectations. The primary challenge of managing an organization during organizational changes is balancing adherence to existing core values with the creation of new ones, while simultaneously managing change processes, implementing new systems, and addressing the new inter-organizational arrangements that arise from these changes. Proper management of these systems optimizes and accelerates organizational processes, while conversely sabotaging the chances of success (Shilony & Rabinovich).

The weight of this responsibility must be acknowledged. Especially in light of this, literature often identifies poor leadership as the primary cause of change failure and emphasizes the importance of effective leadership style in managing change effectively. Motivating employees to embrace change is crucial. Key attributes include staying updated with technology, being a talented communicator, demonstrating competence, and earning trust as a change agent [3,5,12-16,19,25].

The set of managerial activities fosters "Change Readiness" (CR), defined as cooperation in implementing change and shared beliefs in the organization's capacity to adapt to new developments [26]. Additionally, the organization aims to disrupt its environment [20]. However, the situation in enterprises could be more promising. A 2018 Deloitte study, involving 1,600 senior managers assessing their organizations' readiness for change, revealed that only 25% believed they had the necessary power and skills for the new era. Worse still, just 14% felt their organizations would survive the anticipated changes. The debate about the most fitting leadership style for organizational change includes transformational, transactional, servant, distributed, and relational theories.

Transformational leaders motivate teams to take risks and innovate [7,27]. Servant leaders lead by personal example and training [4,5]. Transactional leaders use reward systems to improve performance [4,7]. Distributed leadership involves collective social processes [5]. Relational leaders empower others and foster collaboration [5]. These theories have been extensively discussed in academic literature; there is an urgent and apparent need for further empirical inquiry to identify the most effective leadership style for change management [27]. Some argue that the Transformational style is more effective in times of change, while others advocate for the Transactional style. Furthermore, some suggest that different stages of change implementation may require distinct styles [5,27]. However, they all agree that transformational leaders can boost change by motivating employees to support it (Chou). Caulfield and Singer (2017) identify six key leadership qualities during change: effective communication skills, fairness, security and trust, professional expertise, total support from organizational members, mutual respect, appreciation, empathy, and the ability to make tough decisions. The "Bereshit" case study of an Israeli plastic products enterprise illustrates the importance of change management. The company faced operational losses due to traditional management and collectivist culture. They appointed a new CEO with a transformational leadership style, which increased profitability by fostering trust, confidence, openness to change, and innovation while managing conflicts with traditional values. On the other hand, we observe a negative process of change that ultimately leads to failure. An Israeli company specializing in engineering project planning was meticulously managed by its owner, employing dozens of staff and generating millions in revenue. At a certain point, the owner decided to shift focus from day-to-day operations to strategic management, entrusting daily oversight to a professional operations manager. Unfortunately, their collaboration did not flourish, prompting the owner to appoint a CEO above the operations manager. This decision created confusion regarding authority and ultimately led to a significant failure in implementing the changes. The underlying issues stemmed from a lack of a clear policy defining the division of powers and insufficient initiative from the managers in delineating their roles and responsibilities.

Despite extensive studies, ongoing disagreements persist regarding the leader's role in organizational change [16]. The scarcity of systematic investigations into leaders' influence results in a limited number of studies assessing the relationship between leaders and employees during change [17]. The literature offers limited insight into how leaders' strategic decisions impact employees' reactions to change.

1.5.3. Implementing Change

Implementing change in an organization is a complex and inherently risky endeavor; many companies encounter changes that fail to achieve their intended results. Nevertheless, it is essential to acknowledge that existing literature suggests a success rate for change initiatives ranging from 30% to 40%, with organizations typically realizing approximately 60% of the planned value [28]. This potential for success concerns academia and organizations, motivating significant research efforts to reduce failures and increase the likelihood of positive outcomes. Successful change achieves two key objectives: attaining the desired results and ensuring that those affected, such as clients, are satisfied with process results (Misra) [29]. The implementation process is categorized into three stages: communication, mobilization, and evaluation. Communication involves intensive efforts among organizational members to convey the change. Mobilization refers to a leader's role in driving change through active participation and support from stakeholders. Evaluation encompasses the development of metrics to assess the impact of change on the organization [27].

The literature outlines two main approaches to successful organizational change. The first focuses on organizational capabilities and leadership, while the second emphasizes understanding employees' perceptions of change. Success often hinges on the organization's readiness to engage with change, significantly influenced by leadership (Zeinol et al.,) [29,30]. Various frameworks and theories exist for implementing organizational change, continuously

evolving with new perspectives. Errida and Lofti identified twelve essential categories for effective implementation: developing a shared vision, strategic planning, engaging senior management, and addressing resistance [1]. Rowland et al., proposed four implementation approaches: Directive, Self-assembly, Masterful, and Engagement. Fiegenbaum emphasizes the importance of effectively implementing organizational change as a crucial factor for an organization to achieve sustainable competitive advantage. According to DP World Americas CEO Enright, global business change requires ten key practices: clear vision, engaged leadership, assessments, a change management team, transparent communication, training, cultural integration, progress measurement, and celebrating successes [31]. Several key conditions contribute to successfully executing this process: establishing an appropriate organizational structure, making well-informed decisions, adopting a suitable model, and maintaining a continuous control system throughout the implementation phase.

Weiner introduced Motivation and Social Cognitive theories, highlighting the importance of perceived value and situational factors in readiness for change [32]. The Agile management approach enables flexibility in responding to market needs, promoting collaboration and rapid iteration [6]. For instance, Netflix revolutionized its services by transitioning from DVD rentals to streaming, significantly altering the entertainment landscape and creating value for its customers (Burrough).

Understanding the factors that drive successful organizational change is crucial for equipping organizations with the necessary tools to achieve their objectives. Scholars suggest that no single model or theory for implementing change is suitable for all organizations, as each has its merits and drawbacks. Therefore, each organization must select the change management approach that best aligns with its unique characteristics. However, there is no definitive conclusion regarding the key factors that lead to a successful implementation of organizational change [11].

1.5.4. Resisting a Change

Understanding the dimensions of resistance to change is essential, as it offers a comprehensive perspective on this inevitable organizational phenomenon and its influence on the change process. The three motivator dimensions—affective, cognitive, and behavioral—significantly shape how employees respond to change. Affective refers to the reaction to change. Behavioral refers to an individual's response to change. Cognitive refers to how the individual perceives change (Dening et al.,). Employees' resistance can manifest in various forms, including deliberate tardiness, layoffs, strikes, and even property damage. The primary causes of resistance often include fear of the unknown, a misunderstanding of the need for change, concerns about losing status, benefits, or convenience, and the attribution of political motives to the organization's management. Furthermore, there is an inherent instinct to prefer the familiar over the unfamiliar (Hubbart) [30]. There are four distinct responses to change: acceptance, conflict resolution, resistance prevention, and ambivalence.

The literature offers various models and theories of resistance to change, with some researchers categorizing factors associated with the individual, while others associate them with the group or the organization (Dening et al.,) [30]. For instance, an employee with negative feelings will probably resist the change due to a characteristic tendency. On the other hand, organizational factors include trust, organizational climate, employee-employer relations, management style, and organizational culture (Oreg & Berson). At the organizational level, resistance can originate from technical, political, or cultural factors. Technical resistance is linked to routines and the status quo. Political resistance stems from the fear of those in power of changes in decision-making and the allocation of scarce resources (Samuel). Finally, cultural resistance refers to the fear of changes in norms and the basic assumptions about how individuals will behave after the changes [13]. The literature recognizes four key approaches to overcoming resistance: active involvement, enhancing self-esteem, fostering expectations for success, and promoting a sense of fairness [33]. Take the example of the Leader-Member Exchange (LMX) Theory (Bawer & Green), which focuses on the quality of the relationship between Management and members, specifically cultivating a relationship with an employee. In this context, a manager delegates authority, allowing autonomy and opportunities to exercise initiative. Furthermore, Tasks are assigned based on employees' skills, encouraging them to justify the manager's trust through delegated performance and creativity. Consequently, it leads to a positive evaluation from the manager. This exchange highlights the mutual relationships between employees and management [9,34]. Key factors shaping the change process include trust and the prevailing sense of organizational justice in business activities, such as results, compensation, and management conduct [24]. These significantly influence the psychological motive for resistance to change (Denig et al.,) [24]. Trust is considered an asset in business literature, representing the confidence and willingness of one party to be vulnerable to another party and operate based on the other party's words, actions, and decisions (Ma et al.,) [24,30]. Therefore, employees' trust in the leader, especially during times of change, is a crucial driver of their willingness to adapt, as they believe in their ability to lead them on the right path for them and their organization's benefit (Hubbard;Ma et al.,) [17].

2. Methodology

This study uses a qualitative, phenomenological design to explore organizational change within the natural and complex environment, given the critical role of transformation in the survival of Israeli businesses. Furthermore, the literature highlights significant findings, identifies gaps surrounding the phenomenon, and emphasizes the need for qualitative research methodologies. Qualitative research is vital for understanding any social phenomenon because it allows researchers to gain insights into unique events, develop new concepts or perspectives, and identify existing issues. This study aims to identify common themes in managers'

experiences related to change, analyze the impact of change management on organizational change, and investigate the role of leadership in shaping employee responses to change. Qualitative methods are recommended when researchers encounter theoretical or methodological challenges or lack sufficient data [35,36].

2.1. Data Collection and Sampling

The data will be gathered through semi-structured interviews with eight managers at different levels of Israeli organizations to obtain their perspectives and insights into the unique situation, based on their experiences with organizational change. Additionally, as is typical in phenomenological qualitative research, the researcher will collect evidence such as documents, recordings, photographs, and other aids that help address the research problem. Semi-structured interviews will gather various information, beliefs, feelings, behaviors, and reasons for these behaviors [36]. These flexible personal interviews will enable the researcher to listen closely to participants' experiences, identify important clues in their words, and gain a deeper understanding of the phenomenon. Notes will be taken during the interview in memos and analyzed afterward [36]. The research will utilize a purposeful sample of CEOs with experience in organizational change, drawn from various sectors and industries within the Israeli business landscape (see Attachment E: Sample Demographic Data). A sample size of eight is sufficient for a qualitative study [37]. The study's target population comprises business organizations worldwide. To enhance the transferability of the findings, international literature and empirical data from Israeli studies should be incorporated (Lorelli et al.,).

Attachment E

Company	C-1	C-2	C-3	C-4	C-5	C-6	C-7	C-8
Industry	Military equipment	Goldfish	Furniture	Procurement of raw materials	Food	Municipal	Food	Furniture
Company's Seniority	25Y	30Y	37Y	20Y	10Y	30Y	10 Y	37 Years
CEO's Seniority	25	30	37	20	10	6	5	20
Gender	Male	Male	Male	Male	Male	Female	Female	Male
Education	Machinery Engineer	Certificate	Certificate	MBA	BA	MBA	Chemistry Engineer	Production Engineer
Age	58	62	62	41	55	50	25	50
Employees Number	100	15	40	10W + External Contractors	40	300	40	40
Work Online	No	Yes	Yes	No	Yes	Yes	Yes	Yes
Operation Range	National	National	National	National	National	Regional	Global	National
Clientele	Security products customers	Individuals and Suppliers	I&S	I &S	I &S	Public	Privates	I &S

Table 1: Demographic data of the participants in the sample

2.2. Measurements and Instruments

The measurement strategy of this qualitative research will be based on the measurement unit, the event story (textual). This is an interpreting act; it involves what the interviewee said, the function of how the interviewee said it, and the meaning of his words [37]. The interview guide will consist of thirty open-ended questions, and the researcher must describe the answer using a story or in their own words (see the attached guide, Appendix A). The focus will be on the organizational change event, based on the framework and model, covering the following topics: motivations for organizational change, the effect of change on the organization, employee reactions, the changing nature of the change, the change process, planning, managing the human factor, and evaluating the change effort. For example:

- Based on your personal experience as a senior manager, what is the role of the leader in processing effective change?
- What challenges do managers face when implementing organizational changes?
- What is the most effective shape and process for implementing organizational change?
- What do you think about the maxim that leadership is the function that practically manages the process?
- Are the most challenging aspects of change success linked to individual and group responses?

Two senior executives who have undergone a change process will assess the construct validity of the interview guide and review the document to determine the validity and appropriateness of its items.

2.3. Data Analysis Method

For the data analysis process, the researcher will employ Creswell's "Data Analysis Spiral" for qualitative data analysis [37]. The process includes four stages: organization, perusal,

classification, and synthesis. The organization stage will divide the data into smaller information units containing one sentence. Perusal involves reviewing the collected records and other exhibits to understand the content and categorize it into relevant interpretations. The classification identifies categories or topics and their corresponding subcategories, adjusting the information accordingly. Finally, synthesis is a summary that integrates the data, including hypotheses, proposals, descriptions of relationships between theories and categories, and visual means for illustration. Ultimately, I aim to produce a complete story of the phenomenon based on the experiences of those interviewed.

2.4. Quality Assurance

2.4.1. Bias Mitigation

The research methods literature highlights three biases in qualitative research: sampling bias, participant bias, and researcher bias. Sampling bias occurs when unsuitable candidates are selected for the study, which can be minimized by choosing individuals who align with the study's goals. Researcher bias occurs when data interpretation is manipulated or when questions are crafted to elicit specific responses. It can be mitigated by carefully wording questions, conducting pilot studies, and having colleagues review them. Participant bias arises when respondents provide imprecise answers or attempt to impress the researcher. Solutions include asking open-ended questions, providing clear instructions for truthful responses, and rephrasing questions to ensure accurate answers. Neutrality is key [38]. Contradictions may arise if the interviewee attempts to please or assist the interviewer, resulting in simplified or altered versions of their story. This can create discrepancies among different versions. To address this, a follow-up in-depth interview will be conducted to identify the cause or verify the story. The research manuscript will report these findings and the researcher's conclusions about their accuracy.

2.4.2. Research Ethics

The study's ethical concerns focus on four main topics: protection from harm, informed consent, privacy protection, and honesty with colleagues. Protection from harm means the researcher will not expose participants to physical or psychological injury, and the risks should not exceed those encountered in everyday life. Participants must not be coerced, embarrassed, or made to feel a loss of self-esteem. If psychological discomfort is a possibility, participants should be informed beforehand. Regarding informed consent, participants need to understand the research and have the right to decide whether to participate; they can withdraw at any time. Participation is voluntary and will be documented with the participant's signature on an informed consent form. Privacy must be protected; researchers should not disclose participants' identities, either verbally or in writing. Therefore, participants will be assigned codes, which will be used consistently in all documents and recordings to ensure anonymity and confidentiality. Concerning honesty with colleagues, the researcher will report findings fully and accurately, without omissions or bias. Fabricating data to support hypotheses or conclusions is forbidden. When using ideas or concepts from others, proper credit will be given to prevent plagiarism and theft of knowledge, even if the ideas are rewritten in the researcher's own words [38].

2.5. Trustworthiness/reliability and validity

The trustworthiness of qualitative research is based on the framework established by Lincoln and Guba (1985), which outlines four key criteria for researchers to consider: Credibility (internal validity), Transferability (external validity), Dependability (reliability), and Confirmability (objectivity). Credibility relates to the extent to which the researcher's findings accurately reflect reality (Shenon). Transferability refers to the extent to which one study's findings can be applied to other contexts [39]. Dependability emphasizes reliability, allowing other researchers to replicate the study under similar conditions using the same methods and participants, resulting in consistent outcomes (Shenon). Confirmability pertains to objectivity, ensuring research findings are grounded in the participants' experiences. Furthermore, the conclusions will be documented through an "Audit Trail" (see Appendix F, p.44). Confirmability is achieved by fulfilling the criteria of credibility, transferability, and dependability [39].

2.6. Limitations of the study

The limitations of this research stem from its phenomenological approach, which focuses on participants' subjective experiences and interpretations of their experiences. While this method provides detailed insights into individuals' perceptions, it can also introduce biases stemming from the researchers' interpretations and participants' memories. Additionally, researchers often find it challenging to establish cause-and-effect relationships in qualitative studies. The small sample size typical of phenomenological studies can limit the extent to which the findings can be applied to larger populations. Relying on self-reported data raises concerns about the accuracy and consistency of the information collected. These issues require careful interpretation of the results and highlight the need to explore alternative methods in future research. The researcher acts as the primary data analysis tool, depending on their skills, professional knowledge, and methodological expertise. The study data reflects participants' perceptions and insights. Errors may occur in the data due to memory limitations, language barriers, or intentional attempts to please the researcher and align with their assumptions. Moreover, the small sample size may limit the external validity of the findings. To mitigate the impact of these limitations on the quality of the research findings, the researcher implemented tailored approaches to address them.

2.7. Future Research

Organizational change theory identifies specific challenges, particularly in multinational and multicultural companies. Mergers and acquisitions necessitate further research into how cultural differences influence their success [40]. Moreover, small and medium-sized enterprises encounter unique obstacles and often require tailored approaches [41]. By recognizing and examining these diverse contexts,

we can gain deeper insights and promote more effective organizational change.

Future studies are encouraged to evaluate the findings of this research by analyzing more Israeli companies and examining contexts in other countries to improve the external validity of the results. Researchers and practitioners anticipate that organizational change will become increasingly prevalent, making successful transformations crucial for organizational survival in the 21st century, particularly in light of economic challenges, globalization, and technological advancements. Qualitative research will be beneficial for gaining a deeper understanding of organizational change. Additionally, future studies should compare different change models and their effectiveness across various sectors to improve the applicability of the findings.

2.8. Significance of the study

Research on Israeli companies provides valuable insights into contemporary literary theory, particularly regarding organizational change at various levels. This research can be divided into two main areas: first, it identifies critical business challenges; and second, it establishes key categories that are viewed as essential for the success of organizational phenomena. The study concludes with a provisional theoretical framework that builds on previous scholarship and introduces a grounded theory designed to enhance managers' and work teams' understanding of these phenomena (see Figure 2 - the change map) [42-45].

3. Discussion and Conclusions

From a broad perspective, notable similarities exist between modern Western theories and change management practices found in Israeli organizations. However, unique nuances distinguish them, shaped by the specific traits of these organizations and the Israeli business environment. This phenomenological study explores the rich stories shared by managers across various Israeli enterprises. The emerging theory is based on a specific context, defined by unique individuals, a particular timeframe, and a specific location. In this chapter, the researcher presents compelling conclusions that strengthen the theory, carefully organized within a taxonomy that highlights the importance of each category or theme concerning the central overarching concept (Refer to Appendix B: Table of Categories).

Attachment B

Category	Sub- Category	Second Order Category	Theme	Sub- Theme	Second- order sub-theme
Need for Change	-External Environment impact.	-Environmental changes	-Strong Competition -Strong Demand -Technology -Disruption -Tough Regulatorily -New Regulatory	-High Concentration -Dynamic Market	-Advantage to Orga' Scale
				-Advantages to the tech Companies	
		-Environmental developments		-Demanding Governess -High taxation	-Flexibility -Quick response
		-Government Regulations		-Changes in the city plan	
					-Taking businesses outside the village boundaries
	Internal Initiation	-Up-Down	-Business Development -Improvements	-Opening departments according to brands/industries -Preventing duplicate mechanisms -Management of resources - Work methods -Suggestions for efficiency	
		-Down -Up		- Work methods -Suggestions for efficiency	
	- Decision Factors	-Organizational identity -Business characteristic -Change type	-Culture -Climate -Strengths -Weaknesses Strategic -Transformation -Adaptation		
					-Long process

				-Understanding the depth of change -In the business model	-Beginning with baby steps -Replacing senior managers -Replacing structure - Changing the org's culture
				-Replacing a unit with an advanced unit, or Machine	-Recruitment of sales agents and production workers
				-Reinforcing the workforce -Merging two departments	- Distribution of additional tasks
Leading Change	Effective change leadership	-Change Planning: the following decision- making -Organizational Knowledge	-Vision and Goals -Team Building Process steps or departments -Organizational Learning	-Leading to competitive advantage -Training/ Programs for Managers -Training programs for Teams	-Inspection programs and responses to resistance -Professional programs
			-Change Advocacy	-Advantages of the change	-For Organization -For Stakeholders
		-Communication -Preparing the Organization for Change	-Resource Allocation -Financing -Change openness -Coalition to change	-Staff expected behavior	
	Leadership style	-Task-oriented		-Group goals -Supervise the work of his people -Clear structure of tasks and schedule	-Moderator style -Achiever style
		-People- oriented		-Cares about the needs of employees -Interested in their well-being -Cares about their satisfaction in the workplace	-Supportive style -Participatory style -Immersive style
	Leader's skills	-Decision-Making	-Applicable Decision		
		-Professionalism	-Experience -Seniority -Personal Example -Risk-taking -Continuous learning of the organization's practice		
		-Least Preferred Coworker (LPC) score,	-High LPC Score -Low LPC score	-Interpersonal relationships -Task structure -Formal status in the organization	
Change Implementation	-Implementation process	-Change agent	-Monitoring -Personal involvement -Employee	-Supervisors and Teams	
			participation		
		-Empowerment - Support	- Effective communication -Assistance -Learning		
	-Evaluation of the application is in progress	-Based on the preliminary planning	-Lessons learned -Metrics		

Resisting a Change	Employees' perception of the need for change	-The change is not Necessary -The change is not feasible in the organization -There is no choice, we must change			
	Staff response to change	-Object to the change -Agree with the modification			
	Resistance to Change Essence	Group's -Rejection	-Political Opposition	-Power locus changes -Attributing political motives to changes	-Problems of authority
		-Individual Reflection	-New work assignments -Difficulties adjusting to new management -Perception of the workplace relationship system -The need for stability -Fear of the unknown	-Employee- managers trust -Social justice in the organization -Physical distance	-Turnover -Retirement
		-Individual Personality	An employee with negative feelings will probably resist the change due to a characteristic tendency		
	Organizational Harm	-Causing damage to the business	-Property damage - Layoffs -Tardiness Strike		
		-Failure in the change implementation process			
	Resistance Overcoming	- Active Involvement	-Employee -Management	-Participation -Senior Managers Involvement -Enhancing self- esteem -Definition of success chances -Promoting a sense of fairness -Communication	-Problem -Solving
					-Fears Relaxation
Organizati onal Change Evaluation	Effective Organizational Change	-Meat management goals	-Increase in productivity -Increase in sales -Resource pooling	-Savings of 40% -Provides raw materials to over 350 customers	
			-Satisfaction with the change		
		-Stakeholders satisfaction			
	Need Improving	-Improvement during the process	-Firstly, high expense	-In the future, efficiency and cost savings	

Table 2: Taxonomy of the Study Concepts

3.1. The need for change.

The category of organizational change necessity encompasses three primary subcategories informed by insights from Israeli organizational managers. These categories highlight the influence of the external environment, the role of internal initiatives, and the decision-making process required to address the need for change. The viewpoints of these Israeli managers align with established theory on the necessity for change; they perceive it not as a choice but as a critical requirement for organizations to evolve, adopt innovative ideas, and implement efficient processes. The external environment and its effects encompass several subcategories, including changes in the competitive landscape, such as the advantages in scope that larger organizations may hold or the disruptions presented by agile, rapidly evolving high-tech firms. Additionally, various developments in the business realm, including technological advancements, improved communication, and the adoption of green energy, are significant factors. Furthermore, government-related influences comprise regulatory complexities, burdensome taxation, extensive bureaucracy, and evolving regulations, such as amendments to urban planning that compel businesses to relocate, often to areas far from their customer bases [46-49].

Internal initiatives originate from a combination of Up-Down practices, where leadership identifies areas for improvement, business development efforts aimed at exploring new opportunities and strategies, and Down-Up suggestions from team members who provide valuable insights based on their experiences. These initiatives are designed to enhance operational efficiency, streamline work processes, and foster a culture of continuous improvement. Integrating feedback from all levels of the organization aims to create more effective work methods that ultimately drive better results and increase overall productivity. When implementing a change, it is essential to consider several key factors, including the organization's identity, climate, culture, strengths, and weaknesses. Additionally, gathering staff opinions on the planned change is crucial. It is also important to clearly define the type of change that is needed in relation to the current state, whether it is strategic (a profound change), transformative (a change in the business model), or adaptive (modifications to units or production lines).

3.2. Leading Change

The Change Leadership category comprises three subcategories: Effective Change Management, Leadership Style, and Leadership Skills.

3.2.1. Effective Change Leadership

This encompasses the change plan following a decision to implement organizational adjustments. It requires organizational management knowledge, effective communication, and readiness for change. The planning phase includes setting a vision, establishing goals, building teams, and implementing changes in stages specific to the organization's departments. Understanding organizational learning is crucial, as it involves training employees and managers to address potential objections and challenges. Effective communication aims to promote change at all levels of staff. This management approach must address four levels: the individual, the team, inter-team dynamics, and the organizational level. Achieving a consensus on these changes may involve referencing the organization's symbols, myths, and values [50-53].

3.2.2. Leadership styles can be classified into two primary categories

Task-oriented, often facilitative leadership, and people-oriented, commonly known as immersive leadership. This categorization highlights a fundamental distinction between transactional and transformational leadership styles. Focusing on structured tasks, clear objectives, and reinforcing compliance through rewards and penalties typically characterizes transactional leadership. In contrast, transformational leadership emphasizes the importance of inspiring and motivating individuals, fostering collaboration and innovation, and facilitating personal and professional growth among team members. For example, the CEO of C-7 states that trust has been established in his organization, making them feel "like one big family." Leadership skills are essential for effective management and organizational success. They include professionalism, the ability to create an impactful vision, and experience in making practical decisions. Strong problem-solving abilities are crucial for navigating challenges and seizing opportunities. Additionally, a commitment to continuous education helps leaders stay informed about evolving practices, enhancing their effectiveness in guiding teams toward goals.

3.3. Implementing Change

The success of the change implementation process is attributed to three primary components: the execution of the implementation process, the concurrent continuation of daily operations, and the evaluation of the implementation (refer to Attachment C, Hierarchical Model). The manager acts as a change agent by diagnosing the implementation process, which includes monitoring, problem-solving, and resource allocation. Personal engagement involves empowering employees, encouraging participation, providing support, ensuring effective communication, and facilitating learning opportunities. Evaluating the implementation is based on predetermined plans, schedules, and metrics, allowing for the extraction of valuable lessons and necessary adjustments for effective execution. Ensuring the smooth continuation of daily operations while retaining the organization's customers is crucial. The C-3 CEO emphasizes the importance of time and speed in transitioning from the old factory and warehouse to the new location. It is essential to maintain uninterrupted production by adhering to the planned schedule for starting operations at the new site and promptly halting production at the old location. This will help to minimize costs and eliminate resource duplication during the transition.

Attachment C

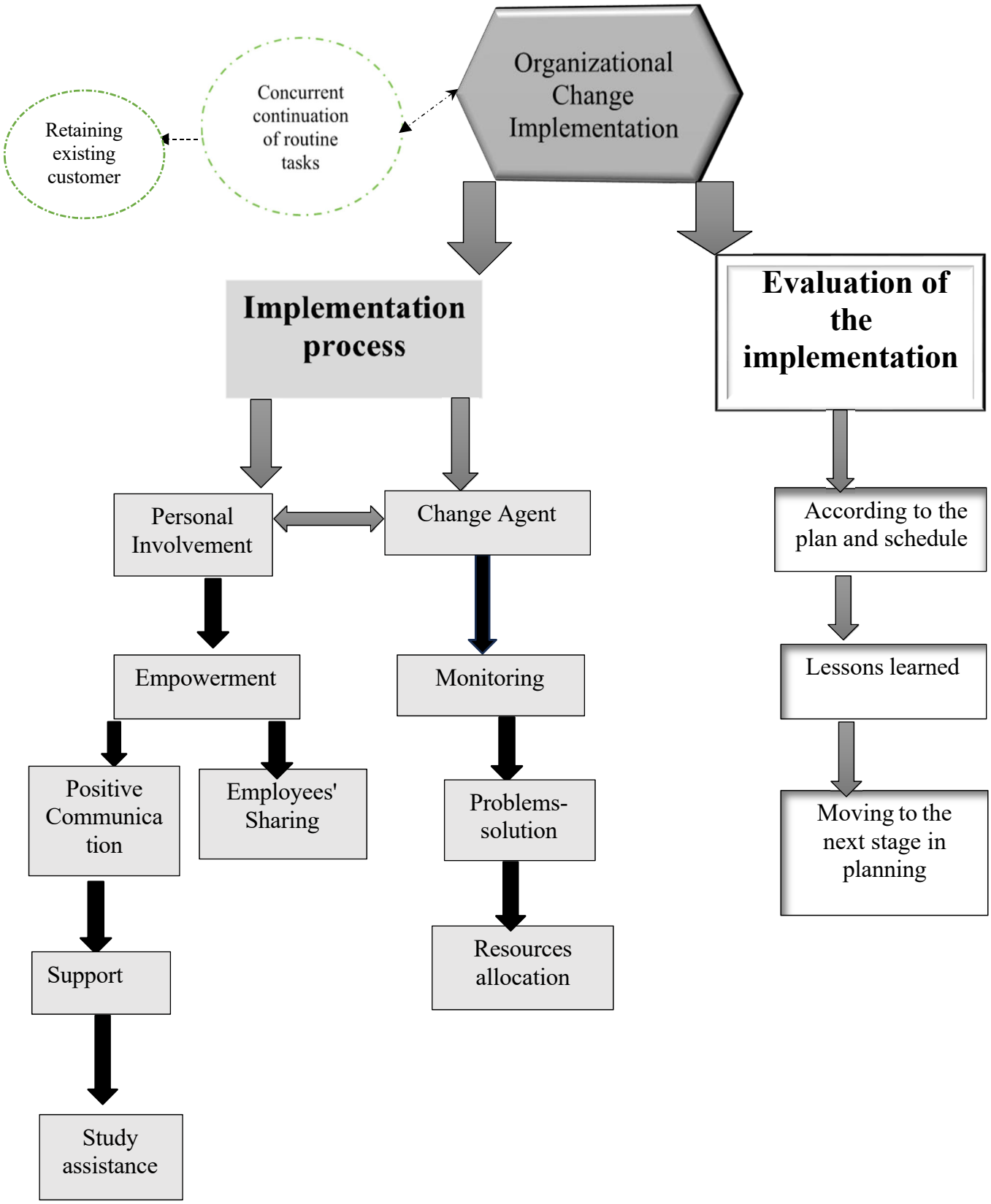

Figure 2: Hierarchical Model of Change Implementation

3.4. Resisting to Change

According to a diagnosis conducted by Israeli organization managers, resistance to change can be categorized into four subcomponents: employees' perception of the planned change, the nature of the resistance, the impact on the organization, and potential solutions to mitigate the resistance.

Employees' perceptions often involve misunderstanding the organization's need for change, leading them to believe that the proposed changes are impractical. Furthermore, resistance may manifest collectively, influenced by political agendas or power struggles, or stem from an individual's perspective regarding the change's impact on their own life. In some cases, resistance is rooted in personal attitudes toward negativity. Employees' responses can vary; they may resist the change, agree with it, or feel constrained to accept it. For instance, in one of the companies studied, employees recognized that they had no alternative but to embrace the change and actively participated in the process. Damage to the organization can profoundly impact the success of the change initiative and undermine management's objectives. Such damage may manifest as property loss, strikes, increased tardiness, and layoffs. To overcome resistance, four essential elements should be active management involvement, enhancing employees' self-esteem, fostering a sense of fairness within the organization, and ensuring honest and objective communication. An intriguing finding from personal interviews with Israeli managers indicates that in five out of eight cases, teams exhibited resistance even when external environmental factors necessitated change, leading to the abandonment of the changes and resulting in resignations. This statistic underscores the significance of resistance to change, highlighting its role as a pervasive organizational phenomenon that impacts the change process.

3.5. Effectiveness of Organizational Transformation

In the final assessment of the organizational changes, two key subcategories were identified based on insights from senior management: the effectiveness of the changes implemented and the ongoing necessity for improvements. Several positive outcomes were observed regarding the effectiveness of these changes, which contributed to the approval of management and the team. Key achievements included increased productivity, higher sales, and more efficient resource allocation. For instance, one organization reported a 40% reduction in costs, while another expanded its customer base to 350. Overall, stakeholder feedback indicated satisfaction with the changes. It is essential to highlight a third organization that underwent a comprehensive relocation. Although the initial costs were significant, subsequent assessments revealed that the investment yielded notable gains in efficiency, resulting in reductions in overall production and operating costs. This demonstrates the potential long-term benefits of transformational organizational changes, despite the short-term challenges that may arise.

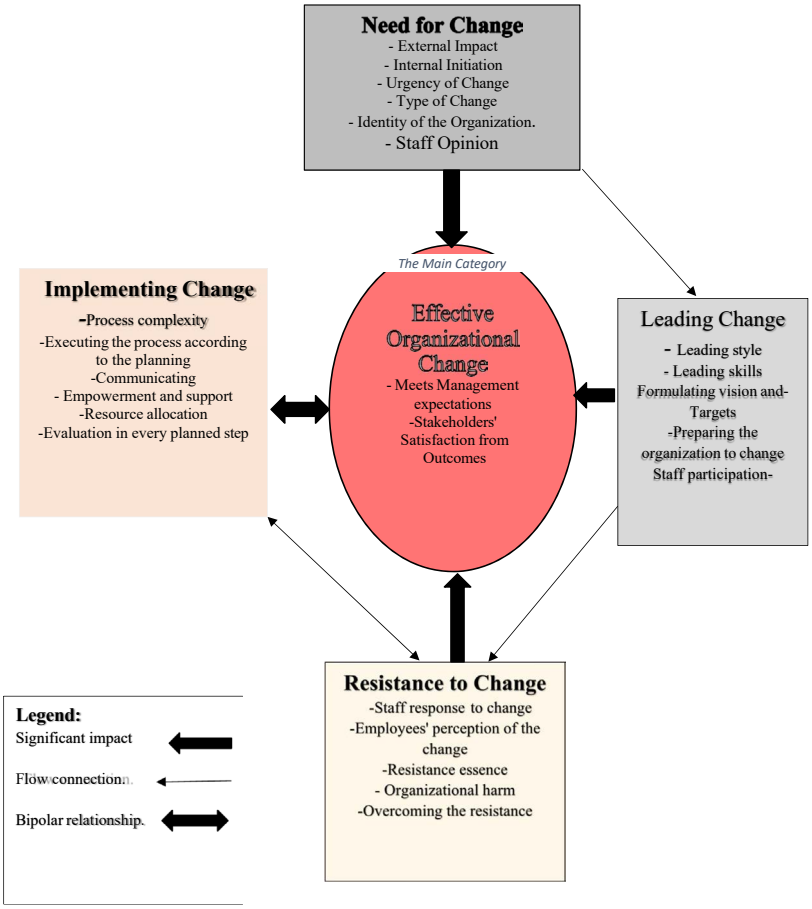

Figure 3: Map of Effective Organizational Change Theory

Attachment F

Sources of Transection	Destination	Date & Time	Specific Content Details	Identification
CO-1 Defense equipment for the army	CEO Office	June 10,2024 1830	This business specializes in manufacturing parts for various systems used by the Israeli Ministry of Defense. In 2023, the company was compelled to relocate due to regulatory changes imposed by the Israel Land Authority. This transition proved to be one of the most challenging tasks for both the CEO and the teams involved. The main difficulty arose from the need to establish two production plants located in different areas of the country, which were quite far apart. However, with careful planning and adherence to the schedule, along with the support of employees who participated in the process from the beginning, the transfer of operations was smooth and efficient despite the challenges. Significantly, the major customers were minimally impacted and continue to receive products today	Researcher
CO-2 and CO-8 Food Industry	The owner's home joined with the Operational Manager	July 12, 2024 0930	The owner's initiative involves his children in managing different departments while incorporating new products or flavors. The manager's construction, production planning, and training skills are vital for these changes. The business model aims to export 25% of its production abroad. However, they faced resistance from workers, resulting in a 24-hour strike over disagreements with management changes	Researcher
CO-3 Goldfish industry	Owner/CEO office	June 20, 2024 12.00	The organization is facing internal changes due to the illness and retirement of a senior biologist. The marketing manager is taking on new tasks. This situation includes merging two departments and redistributing responsibilities	Researcher
CO-4 Furniture Industry	Owner/CEO Home	November 5, 2024 18.00	Due to regulatory changes from the Israel Lands Authority, the factory underwent extensive structural changes, including the relocation of management offices, computer systems, and advanced machinery. Employee resistance led to the resignation of five veterans, but new hires were successfully integrated. The business maintained its competitive advantage through the production of high-quality furniture, while the previous factory continued to operate to meet existing customer needs	Researcher
CO-5 Import of food industry raw materials	CEO Site of the business	Decmber15, 2024 0930	The business model has shifted from self-management to overseeing a large operation that supplies raw materials to food companies, manufacturing firms, and restaurants. This approach benefits from scale, meaning it utilizes processes as a single operational unit to provide multiple products and lower output costs. The workforce is divided into essential and contractor employees in supply services, HR management, and accounting. Intense competition has driven this organizational change, and the company currently serves 350 business customers	Researcher
CO-6 Municipal	Head of the Council Home	January 15, 2025	In 2022 and 2023, two associations—one focused on education and the other on long-time members— merged due to regulatory changes from the Israeli Ministry of Interior. This led to the reabsorption of members under the accredited educational association. This merger streamlined functions and reduced costs by 40%. A significant challenge was the resistance from directors regarding the new authority structure, resulting in several layoffs despite efforts to implement new salary agreements and solutions	Researcher
CO-7 Food Production	CEO Production plant	March 23, 2025 13.00	Strategic change involves a phased approach by brand, transitioning from manufacturing a single product to diverse production lines. This includes establishing a new factory, setting strategic goals, expanding the workforce, importing machinery, and adapting products for the Israeli market, all to gain a competitive advantage through new market offerings	Researcher

Table 3: Audit trail of the study

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