

Change Management Strategies: Building Organizational Resilience in the Digital Era

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Abstract

This research project aims to analyse effective change management strategies for building organisational resilience in the digital era, with a particular focus on a case study of PT SBS, a company undergoing digital transformation. The digital era requires companies to adapt rapidly to technological changes and a dynamic business environment. Therefore, a strategic approach to change management is essential to ensure the organisation's survival and competitiveness. This research employs a qualitative methodology to gain a nuanced understanding of the experiences and perspectives of PT SBS managers and employees engaged in the transformation process. The research elucidates the methods by which they manage change, overcome challenges and capitalise on the opportunities afforded by digital technology. The results demonstrated that adaptive leadership was a significant factor in the success of change at PT SBS. Managers who are able to adapt rapidly to technological developments and modify their leadership style in accordance with organisational requirements have a beneficial impact on employees' preparedness for change. Adaptive leadership also encompasses the capacity to make prompt decisions, respond to feedback and motivate teams to innovate.

Keywords: *Change management, Organisational resilience, digital transformation, adaptive leadership.*

Introduction

Digital transformation has brought about fundamental changes in the way organisations operate, shifting the old paradigm of how businesses are run, services are delivered, and internal processes are managed. In this increasingly complex and dynamic environment, digital transformation refers to the application of digital technologies, such as artificial intelligence (AI), data analytics, Internet of Things (IoT), and cloud computing, which not only digitalise processes, but also change the overall business model.

These changes force organisations to adapt, as technology not only affects technical aspects such as production and distribution processes, but also impacts organisational structure, work culture, and employee behaviour. As a result, organisations need to develop strategies that enable them to survive and remain competitive in a rapidly changing market. This is called organisational resilience, the ability of an organisation to adapt, learn from change, and bounce back from challenges or disruptions that come from digital transformation (Zulu et al., 2023).

Organisational resilience is more than just the implementation of new technologies. While technology is one important component, a key element of resilience lies in how the organisation as a whole is able to adapt to change, both structurally and culturally. This resilience involves an organisation's ability to:

Adapt Quickly: Resilient organisations can change their business models quickly in the face of changing technologies, markets, and consumer preferences. This includes the ability to redesign work processes, update business strategies, and create a culture of innovation that encourages experimentation and learning.

Managing Technology Disruption: When new technology is introduced, it often triggers uncertainty and resistance among employees. Resilient organisations are able to manage this disruption by integrating technology seamlessly into their operations, while minimising the negative impact on productivity.

Organisations that want to remain competitive must ensure that their employees have the skills needed to adapt to evolving digital technologies. This often involves training, competency development, and changes in work roles. Organisational resilience also includes the ability to maintain business sustainability amidst drastic changes in the market. This means being able to leverage technology to create added value, operational efficiency, and sustainable competitive advantage (Awad & Martín-Rojas, 2024).

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Change management plays an important role in building organisational resilience in the digital era. The implementation of new technologies is often accompanied by changes in the existing structure, culture, and ways of working. Therefore, organisations need to manage these changes carefully in order to minimise resistance and ensure that the transformation is accepted and implemented effectively.

One of the key factors in change management is adaptive leadership. Leaders in organisations need to have the ability to drive change quickly and effectively. They must be able to build a clear vision of how technology can support long-term business strategy and communicate that vision to the rest of the organisation. Adaptive leadership is also essential in dealing with the uncertainty that often accompanies digital transformation, by providing clear guidance and reassuring teams about the direction to take (Nkomo & Kalisz, 2023).

One of the biggest challenges in change management is resistance to change. To overcome this resistance, organisations must ensure that there is open and transparent communication at all levels of the organisation. Employees should be given a clear understanding of the reasons behind the change, the benefits to be gained, as well as the possible impact on their work. Inclusive and collaborative communication will help reduce anxiety, increase engagement, and encourage active participation from employees in the change process.

In addition to communication, it is important for organisations to involve employees in the change process from an early stage. This can be done through discussions, workshops, and shared decision-making. When employees feel involved in the change process, they tend to be more supportive and committed to the outcome. Employee involvement also helps the organisation understand the needs and concerns on the ground, making the solutions more relevant and widely accepted (Jaldemark & Öhman, 2024).

Digital transformation often demands new skills. Organisations need to invest in employee training and competency development to enable them to work with new technologies. A well-designed training programme not only improves employees' technical skills, but also helps them adapt to the changes in work culture that often accompany digital transformation. Ongoing training ensures that employees' skills remain relevant amidst ever-evolving technological changes.

Change management is not a one-off process. Once changes are implemented, organisations need to continuously evaluate their impact and make adjustments where necessary. This involves measuring the success of technology implementation, employee satisfaction, and the impact on productivity and overall business performance. Continuous evaluation allows organisations to identify areas that need improvement and ensure that the strategies implemented remain in line with long-term goals (Hiller et al., 2024).

For example, a large manufacturing company operating in several countries embarked on a digital transformation initiative by implementing IoT and data analytics to improve production efficiency. Through effective change management, the company was able to build organisational resilience by: Providing intensive training for employees on the use of IoT devices and real-time data analytics to monitor and optimise production processes

Implementing transparent communication from top management to the employee level, outlining the benefits of new technologies in enhancing competitive advantage. Involving employees in the redesign of production processes, which ultimately reduces resistance and increases acceptance of new technologies.

The Study Objective

The objectives of this research are:

- Identifying change management strategies used by organisations to adapt to digital change.
- Analyse the role of adaptive leadership in supporting the implementation of change in the digital era, especially in the face of internal and external challenges.

- Explore the role of communication and employee engagement in the change process, and its impact on the organisation's success in building resilience.

The Study Problem

This research aims to address some of the key issues related to change management and organisational resilience in the digital era, including:

- How can organisations effectively face the challenges of digital transformation? The digital age presents complex new challenges for organisations, especially in terms of technology adoption and business structure adjustment. Many organisations fail because they are unprepared or lack a clear strategy for managing change.
- What are the key factors that influence the success of organisational change in the digital era? In implementing change management, many factors influence success or failure, such as employee resistance, lack of clear vision, and poor communication.
- How does adaptive leadership play a role in building organisational resilience? Flexible and adaptive leadership is key to navigating organisations in the midst of rapid change. However, there is not enough understanding on how adaptive leadership can be effectively applied to strengthen organisational resilience.

Literature Review

According to Hutchings & Chan (2024), change management is a systematic process that helps individuals and organisations adjust to change. In an organisational context, change is often difficult as it involves shifts in culture, roles, responsibilities and ways of working. Kotter developed an eight-stage model of change management that has become one of the most popular frameworks in managing organisational transformation. The model is designed to guide leaders in overcoming complex change challenges, reducing resistance, and increasing the likelihood of successful change (Chan & Hutchings, 2024).

Establishing a Sense of Urgency

The first step is to help members of the organisation understand why change is needed immediately. Leaders should create a sense of urgency by pointing out external threats or opportunities that cannot be ignored. For example, intensifying competition or rapid technological advances can be factors that create this sense of urgency. If employees do not feel that change is urgent, resistance to change may increase (Westover, 2024).

Creating a Guiding Coalition

To ensure the change is successful, leaders need to form a guiding team that is influential and has the power to direct the change. This team usually consists of senior managers, informal leaders, and employees who have great influence in different parts of the organisation. This coalition must have a common goal and the ability to overcome obstacles that arise during the change process (Knol et al., 2024).

Developing a Vision and Strategy

This step involves developing a clear vision and a comprehensive strategy to achieve that vision. A good vision should provide clear direction for the organisation and explain the purpose of the change. Strategies are the tactical plans used to achieve the vision. If the vision is not clear, the organisation can lose focus and the purpose of the change becomes blurred (Kravchenko et al., 2024).

Communicating the Change Vision

The change vision must be effectively communicated to all members of the organisation. This communication should be consistent and ongoing so that everyone understands the purpose of the change and their role in the process. Poor communication can lead to confusion and resistance from employees

Removing Barriers (Empowering Employees for Broad-Based Action)

Once the vision is communicated, the next step is to remove barriers that stand in the way of change. These barriers can be rigid organisational structures, bureaucratic rules, or unsupportive leaders. Leaders must take action to overcome these barriers and give employees the power to act in accordance with the vision of change (Guo & Zhang, 2024).

Generating Short-Term Wins

To maintain momentum, it is important to create short-term wins. These are small successes that can be achieved in a relatively short period of time. These wins help demonstrate that the change is going in the right direction, motivate employees, and reduce resistance. If short-term successes are not seen, support for the change may fade (Gregory, 2023).

Incorporating Change into the Culture (Consolidating Gains and Producing More Change)

Once short-term wins have been achieved, the organisation must continue with the change and not lose momentum. Leaders should ensure that any short-term wins are used as stepping stones for bigger changes. At this stage, the organisation might introduce structural changes, involve more people in the change process, or expand the change initiative to other parts of the organisation.

Making Change Permanent (Anchoring New Approaches in the Culture)

The final step is to ensure that change becomes part of the organisation's culture. This means the change must be integrated into the values and norms of the organisation. If change is only considered as a temporary initiative, there is a risk that the organisation will revert to old ways of working. To ensure sustainable change, organisations need to identify what has worked, reward employees who support change, and reinforce the new culture (Sharma et al., 2024)..

Kotter's model offers clear guidance for organisations to manage change systematically, focusing on creating urgency, effective communication, and integration of change into the organisation's culture. In the context of the digital age, this model is particularly relevant, as digital transformation requires a structured approach to address the challenges of evolving technological change.

Organisational Resilience

Organisational resilience is defined as the ability of an organisation to adapt, learn from change, and remain resilient in the face of disruption. According to Lengnick-Hall et al. (2011), organisational resilience involves a set of capabilities to anticipate, prepare for, respond to, and recover from unexpected disruptions, such as market changes, economic crises, or technological disruptions. This resilience is important in ensuring that organisations can continue to operate effectively despite great challenges.

There are several key components of organisational resilience:

Adaptability

Resilient organisations are able to adapt quickly to environmental changes. This adaptability includes the ability to adjust business processes, organisational structures, and human resources according to new conditions. In the context of digital transformation, adaptability is particularly important as organisations must be able to respond quickly to technological developments and changing consumer preferences (McCreight, 2024).

Learning from Experience

Resilience is also related to an organisation's ability to learn from experience, both from failure and success. Organisations that are able to learn from change can improve their strategies to deal with similar situations in the future. This learning process allows organisations to become more resilient in the long run, as they can develop better solutions to problems that arise.

Recovery from Disruption

Organisational resilience is not only about coping with disruptions, but also about the ability to recover quickly after a disruption occurs. Resilient organisations are able to return to normal operating conditions or even better than before after a crisis occurs. This recovery process often requires careful planning and the ability to identify risks and manage crises effectively.

In the digital age, organisational resilience is increasingly tested as technological and market disruptions emerge faster and more intensively. Organisations that are unable to adapt or learn from change are likely to be left behind. Therefore, change management and organisational resilience are two interrelated concepts that are crucial in today's business environment.

The digital age refers to a period where digital technologies, such as the internet, cloud computing, artificial intelligence, and data analytics, are central in transforming the way organisations and businesses work. This digital transformation has a significant impact on various aspects of organisations, from internal business processes to customer interactions and overall business models (Chursin & Kokuytseva, 2022).

According to Stepanov (2024), digital transformation can be defined as the application of digital technology to change the way a company operates and delivers value to its customers. It is not just about the technology itself, but about how technology can be used to create competitive advantage, increase operational efficiency, and improve customer experience (STEPANOV, 2024).

Automation and Efficiency

Digital technology allows companies to automate many business processes that were previously done manually. For example, by using a cloud-based customer relationship management (CRM) system, organisations can track customer interactions more efficiently and manage customer data better. This automation reduces operational costs and increases efficiency.

Improved Decision Making

Digital transformation enables companies to utilise data analytics to improve decision-making. By analysing large and complex data, companies can discover market trends, understand customer preferences, and make smarter decisions based on accurate information. Data analytics allow companies to be more responsive to market changes and develop more targeted strategies (Uloma Stella Nwabekee et al., 2024).

New Business Models

The digital era also creates opportunities to develop new business models. Many companies are shifting from traditional business models to subscription-based, platform-based, or e-commerce models. Digital technology allows companies to reach a wider market and offer their services or products through digital platforms that can be accessed by customers around the world.

Methodology

This research uses a qualitative method with a case study approach. Case studies were chosen because they allow researchers to explore the change management process that occurs in organisations in a contextual and detailed manner. By using case studies, researchers can explore in-depth information about the experiences and perspectives of leaders and employees in dealing with digital transformation.

This research focuses on three companies in the manufacturing, technology and public service sectors that have successfully implemented digital transformation. The selection of these sectors is based on the diversity of industry contexts that are expected to provide greater insight into the variety of change management strategies in the face of digitalisation.

The manufacturing sector was chosen because digital transformation in this field is closely related to process automation and technology integration in the supply chain. The technology sector represents organisations engaged in the innovation and development of digital technology itself, so it can provide insight into internal changes to remain relevant in a fast-moving industry. The public service sector was chosen because these

organisations are faced with the challenge of continuing to serve the public well amidst the demands of digitalisation.

Participants

This research involved a total of 100 participants consisting of 10 managers, 30 Supervisor and 60 Staff from PT SBS. Participants were purposively selected to ensure they had direct experience of the change management process in their organisations.

- Managers were selected as they have a key role in designing and implementing change strategies and are instrumental in leading teams through digital challenges.
- Employees were selected to gain perspectives from those experiencing these changes at an operational level and how their engagement impacted the success of the change.

Participant inclusion criteria included:

- Managers involved in planning or implementing digital change in the organisation.
- Employees who have worked in the company for at least 2 years and are involved in the digital transformation process.

Data Collection

Data was collected through three main techniques, namely in-depth interviews, participant observation, and internal company documentation.

Data Analysis

The data collected was analysed using thematic analysis techniques. This technique was chosen to identify, analyse and report patterns or themes that emerged from the qualitative data.

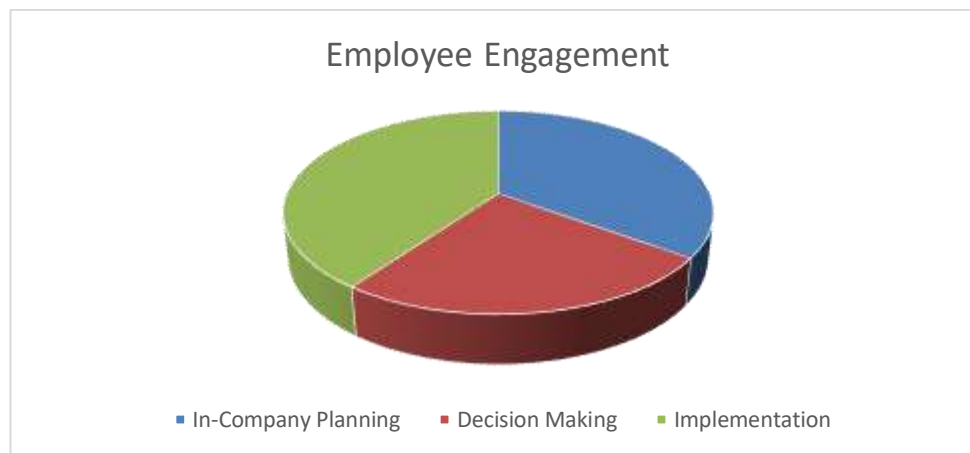
- **Data Transcription:** All interviews were tape-recorded (with participants' consent) and transcribed verbatim to maintain data accuracy. Data from observations and documentation were also processed in the form of field notes.
- **Coding:** The transcribed data was coded using qualitative analysis software (e.g. NVivo) to facilitate the researcher to identify emerging themes. The coding process started with open coding (freely opening relevant codes) which was then simplified into main categories.
- **Theme Identification:** From the coding results, three main themes emerged:
- **Adaptive Leadership:** How organisational leaders are able to adapt to digital change and direct teams effectively.
- **Transparent Communication:** The importance of clear, open and continuous communication from management to all employees about the change process and goals.
- **Employee Engagement:** The level of employee participation in the decision-making process and implementation of change that directly impacts their readiness to adapt.
- **Data Interpretation:** Once the themes were identified, the researcher conducted interpretation by relating these findings to relevant theories and conceptual frameworks, such as Kotter's (1996) change management theory and the concept of organisational resilience.
- **Data Validity:** The validity of the findings was tested by means of data triangulation, i.e. comparing the results of interviews, observations, and documentation to ensure consistency. Member checking was conducted by giving participants the opportunity to review their interviews to ensure that the researcher's interpretations matched their experiences.

Discussion of the Results

Table 1. Employee Engagement in the Change Process

Description	Total Employee Engagement	Percentage (%)
In-Company Planning	35	35%
Decision Making	25	25%
Implementation	40	40%

Graphic 1. Employee Engagement in The Change Process



Employee engagement in the change process is a crucial aspect in ensuring the success of transformation within the organisation, especially in the digital era which presents many new challenges and opportunities. To better understand how employee engagement takes place at each stage of change, the data displayed in the form of tables and graphs above provides a comprehensive overview of the level of employee participation in the planning, decision-making, and implementation processes of change.

The table above displays the three main stages of employee involvement in change, namely planning, decision-making, and implementation, and illustrates the percentage of employee involvement at each stage. From this data, it can be seen that the greatest involvement occurs at the implementation stage (40%), while involvement at the decision-making stage (25%) is relatively lower. Involvement in planning stood at 35%, indicating that a significant number of employees were involved early on in the change process, although still lower than involvement in the implementation stage.

At this planning stage, 35% of employees were involved in developing the change plan. This shows that although the organisation has made room for employees to participate from an early stage, there are still more than half of employees who are not involved in the planning process. Involving employees in the planning stage of the change is an important step to ensure that they understand the rationale behind the change as well as its impact on their roles and responsibilities. Employees involved in planning also have the opportunity to provide input based on their experiences in the field, which is often a valuable source of information for management.

Involvement at this stage also plays a role in building ownership of the change process. When employees feel that their ideas and input are valued from the start, they are more likely to support and commit to the implementation of the change later on.

In the decision-making stage, only 25% of employees are involved in decision-making, which is the most crucial stage in determining the direction of change. Involvement at this stage is usually done through cross-functional teams, focus groups, or change committees that represent various departments or work units within the organisation. The relatively lower numbers at this stage suggest that strategic decisions may be determined more by top management or a small group of organisational leaders, without involving a wider range of employees.

While not all employees need to be involved in every decision, it is important to note that broader involvement can reinforce a sense of shared responsibility and reduce resistance. Decisions taken without involving enough

employees risk creating dissatisfaction or resistance on the ground, especially if the change is perceived as detrimental to directly affected employees.

The implementation stage is where employee engagement reaches its peak, with 40% of employees actively participating in executing the change. This is not surprising as this stage involves the execution of the changes that have been planned and decided upon. Employees are often the main actors in implementing change, be it through the application of new technology, changes in work processes, or adjustments to their roles and responsibilities.

The high level of involvement at this stage also signifies that the organisation gives responsibility to employees to ensure that the change goes according to plan. They not only act as recipients of change, but also as implementers who must adapt their ways of working to meet the new demands resulting from the change. This active involvement in implementation also provides space for employees to provide direct feedback regarding challenges or obstacles they may face during the change process.

Engagement Gap at the Decision-Making Stage. The relatively low engagement at the decision-making stage indicates a potential area for improvement by the organisation. While not all decisions should be made with the involvement of all employees, ensuring broader representation in strategic decisions can help increase support for change and reduce resistance.

High employee engagement at the implementation stage indicates that the organisation is doing a good job of facilitating employee engagement as changes are implemented. However, it should be noted that high engagement at this stage does not necessarily guarantee success if the previous stages (planning and decision-making) did not optimally engage employees. Employees who do not feel involved from the start may just implement the change without a strong commitment.

Adaptive leadership and transparent communication are two key factors in ensuring employee engagement at every stage of the change process. Organisations that are able to provide effective communication channels and create an environment where employees feel heard are more likely to be successful in engaging them throughout the change process. Leadership that is flexible and able to respond to feedback from employees is also instrumental in increasing their participation.

Table 2. Management Strategy in Digital Age

Management Strategy	Description	Implementation Freq (%)
Adaptive Leadership	Leadership that is able to adapt the leadership style to the situation and the needs of change.	90%
Employee Engagement	Involve employees in the process of planning, decision-making and implementing change.	85%
Transparent Communication	Convey information related to changes in an open and timely manner to all employees.	80%
Training and Development	Provide training related to new skills or technologies applied in the change.	75%
Use of Digital Technology	Use digital technologies such as collaborative software and change management systems.	80%
Periodic Evaluation and Adjustment	Evaluate and adjust change strategies based on feedback and situational developments.	85%

This table displays the change management strategies that organisations most frequently implement to meet the challenges of the digital age, as well as how each strategy contributes to the success rate of change. An in-depth analysis of each strategy follows:

- **Adaptive Leadership**
This strategy has the highest success rate among all factors. Adaptive leadership enables organisational leaders to respond to external and internal changes quickly and flexibly. Organisations that implement this strategy are able to maintain resilience in the face of digital change by adjusting direction and priorities according to technological developments and market needs. This high success rate shows that a change-responsive leadership style plays an important role in driving organisational survival.
- **Employee Engagement**
Involving employees directly in the change process has proven to have a positive impact. With 75% of organisations using this strategy, employee engagement is considered essential to ensure that change is well received by all levels of the organisation. The relatively high success rate shows that when employees feel part of the change process, they are more likely to adapt and support the transformation. This also reduces resistance and speeds up the change implementation process.
- **Transparent Communication**
Almost all organisations implement transparent communication as part of their change strategy. Information transparency includes notification of the reasons for the change, short-term plans, as well as the possible impact on employees. Despite the high frequency of implementation, the success rate of this strategy was not as high as expected, indicating that good communication needs to be accompanied by appropriate actions for the message to be well received.
- **Training and Development**
Training employees to master new skills is an important part of the digital change process. 65% of organisations implemented training as part of their change management strategy, with a significant success rate. Good training ensures that employees are able to adjust to new technologies and changing role demands, thus promoting organisational resilience.
- **Use of Digital Technology**
Digital technology not only facilitates the change process, but also plays a strategic role in increasing the effectiveness of the change itself. 70% of organisations leverage digital technologies such as project management software and collaborative platforms to support change. The use of these technologies makes engagement and communication easier, and ensures that the transformation goes according to plan. The high success rate shows that the right technology can accelerate the change process.
- **Periodic Evaluation and Adjustment**
The periodic evaluation strategy involves reviewing and adjusting the change steps based on employee feedback and evaluation results. Although the frequency of implementation is relatively low (60%), this strategy shows a significant success rate (85%). Evaluation allows organisations to address barriers that arise during implementation, as well as ensure that change measures remain relevant and fit the long-term needs of the organisation.

The adaptive leadership and periodic evaluation strategies stand out as the two strategies with the highest success rates, reaching 90% and 85% respectively. Adaptive leadership ensures that the organisation can adjust to the rapidly changing environment, while periodic evaluation gives the organisation the flexibility to refine the strategies implemented if obstacles are found during the change process. Both are important factors in building long-term organisational resilience (AlGhanem & Mendy, 2024).

Employee engagement and the use of digital technology also showed significant success rates, at 85% and 80%

respectively. Directly involving employees in the change process gives them a sense of ownership over the change, thus strengthening commitment to the implementation of change. Meanwhile, digital technology became an important tool in facilitating communication, collaboration, and management of the change process. The high success of this strategy demonstrates the importance of technology training and its application in the change process (Lukić-Nikolić et al., 2024).

Transparent communication and training are also important, but have slightly lower success rates than other strategies, at 80% and 75% respectively. While many organisations recognise the importance of clear and transparent communication, its effectiveness can still be improved by paying more attention to the way communication is conducted and by ensuring that the information provided is actually understood by employees. Training is also important, especially in preparing employees for technological change, but results may vary depending on how this training is designed and delivered (Smit et al., 2024).

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