

CORPORATE STRATEGY AND COMMITMENT: BUILDING TRUST ACROSS THE ORGANIZATION THROUGH EFFECTIVE CHANGE MANAGEMENT

Vimala Venugopal Muthuswamy *, Kabaly P. Subramanian **

* Corresponding author, College of Business Administration, King Faisal University, Mubarratz, Saudi Arabia
Contact details: College of Business Administration, King Faisal University, Al Ahsa, P.O. Box 2477, Mubarratz 31982, Saudi Arabia
** Faculty of Business Studies, Arab Open University, Seeb, Oman



Abstract

How to cite this paper: Muthuswamy, V. V., & Subramanian, K. P. (2025). Corporate strategy and commitment: Building trust across the organization through effective change management. *Corporate & Business Strategy Review*, 6(3), 149–159.
<https://doi.org/10.22495/cbsrv6i3art14>

Copyright © 2025 The Authors

This work is licensed under a Creative Commons Attribution 4.0 International License (CC BY 4.0).
<https://creativecommons.org/licenses/by/4.0/>

ISSN Online: 2708-4965

ISSN Print: 2708-9924

Received: 30.09.2024

Revised: 13.01.2025; 17.02.2025; 28.06.2025

Accepted: 14.07.2025

JEL Classification: M12, M14, M51, M54

DOI: 10.22495/cbsrv6i3art14

This research investigates the collective impact of organizational commitment and trust in management on employees' readiness to adopt strategic transitions. A quantitative methodology was utilized, involving a survey administered to 200 employees, achieving a response rate of 86 percent (172 respondents). Data analysis was conducted using descriptive statistics, correlation, and regression analyses. The results indicate that organizational commitment and trust in management have a significant and positive effect on employee readiness for change, together accounting for 42.1 percent of its variance. Organizational commitment ($\beta = 0.357$, $p < 0.001$) and trust in management ($\beta = 0.345$, $p < 0.001$) emerged as significant predictors of readiness, consistent with recent research by Saragih et al. (2024) and Cao and Le (2024), highlighting the relationship among trust, leadership, and commitment in facilitating change readiness. The research indicates that promoting trust and commitment via transparent communication and inclusive leadership improves organizational adaptability. Future research should investigate longitudinal dynamics and conduct sectoral comparisons.

Keywords: Organizational Commitment, Trust in Management, Employee Readiness for Change, Workforce Modernization

Authors' individual contribution: Conceptualization — V.V.M. and K.P.S.; Methodology — K.P.S.; Formal Analysis — V.V.M.; Investigation — V.V.M.; Resources — K.P.S.; Writing — V.V.M. and K.P.S.; Supervision — V.V.M.; Project Administration — V.V.M. and K.P.S.; Funding Acquisition — V.V.M.

Declaration of conflicting interests: The Authors declare that there is no conflict of interest.

Acknowledgement: This work was supported through the Ambitious Funding track by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [Grant No: KFU251176].

1. INTRODUCTION

In the current changing business landscape, firms encounter mounting pressure to adapt and sustain

competitiveness. In response to technology breakthroughs, evolving market needs, or unexpected global concerns like the COVID-19 epidemic, change has become unavoidable. Nonetheless, a crucial

difficulty during organizational transitions has been cultivating employee trust and preparedness. The perceptions of employees on change and their readiness to accept it are essential for the success of these transitions. In the absence of a strong foundation of trust and commitment, attempts to execute organizational reforms can lead to resistance, diminished morale, and increased staff turnover, obstructing long-term objectives. Al Samman et al. (2016) found that the training-related variables were significantly related to dimensions of commitment to organizational change.

Saudi Arabia, the preeminent economy in the Gulf Cooperation Council (GCC), has been pivotal in the region's economic change. Saudi Arabia, under its Vision 2030 framework, aims to diversify its economy, diminish dependence on oil revenues, and cultivate a competitive, innovation-oriented corporate culture. These reforms necessitate that firms use agile and adaptive tactics, contingent upon employees' willingness to accept change. The conventional focus on hierarchical decision-making in numerous Saudi enterprises has presented distinct hurdles to cultivating trust and collaboration. Consequently, comprehending the relationship among organizational commitment, trust, and employees' readiness to accept change is essential for realizing the objectives specified in Vision 2030. Organizations encounter ongoing pressure to adjust to evolving environments. However, the success of these transitions is significantly influenced by employee preparedness for change. This study investigates the influence of organizational commitment and trust in management and colleagues on facilitating readiness for organizational change in the corporate sector of Saudi Arabia. These insights are especially pertinent for Saudi organizations engaged in economic diversification and modernization as part of Vision 2030. Al-Yamani (2024) in his research confirms that in Saudi Arabia, collaboration between the public and private sectors is essential to the success of change initiatives since the transformation process can be accelerated by utilizing the experience of the private sector.

Although change management is crucial, current research has primarily concentrated on employee preparedness for change, but the organization's role in cultivating trust and commitment has been comparatively overlooked. Odesanya et al. (2025) in their research reveal that even when an organization is forced to carry out planned change, organizational commitment still contributes to its effectiveness and performance. Moreover, few studies have investigated these dynamics within the GCC region, especially in the business sector of Saudi Arabia. This study aims to address these gaps by examining the impact of organizational commitment and trust in management and peers on employees' preparedness for change inside Saudi firms. By considering these aspects, the research has yielded practical insights for executives and politicians, assisting firms in aligning their plans with the objectives of Vision 2030. Iyaji et al. (2023) in their research mention that businesses can more effectively navigate market fluctuations and attain long-term, sustainable success by implementing agile change management techniques that complement organizational objectives and employee demands.

The main aim of this research is to investigate the impact of organizational commitment and trust on employees' willingness to accept change during

strategic transitions. This examines the significance of trust among management and colleagues in enhancing employees' readiness to adapt, as well as how organizational commitment influences attitudes towards management-initiated changes. The research seeks to provide leaders with effective ways for fostering trust and collaboration in change management processes, specifically targeting business organizations in Saudi Arabia to fill regional gaps in the literature concerning trust, commitment, and change preparedness.

This study, based on the premise that trust and commitment are vital for effective change, enhances the comprehension of how Saudi firms may tackle difficulties such as economic diversification, workforce modernization, and digital transformation. The research emphasizes ways for fostering employee involvement and facilitating smoother transitions throughout strategic initiatives through the promotion of inclusive leadership and transparent communication.

The structure of the research paper is as follows. The study comprises six sections to deliver a thorough investigation of the influence of organizational commitment and trust on employee readiness for change. Section 1 delineates the research background, objectives underscoring the study's importance within the Saudi Arabian business framework. Section 2 reviews the literature. Section 3 analyzes methodology that delineates the study's framework, encompassing the research context, sampling strategy, instrumentation, and data analysis methods. Section 4 provides essential statistical insights, including correlations and regression analyses, related to the research objectives. Section 5 analyzes the findings in connection with the hypothesis and current literature, emphasizing both theoretical and practical contributions. Finally, Section 6 encapsulates the findings, addresses limitations, and delineates implications for current and future research, along with pragmatic recommendations for organizational practice. This methodical methodology guarantees a coherent progression and precise expression of the research contributions.

2. LITERATURE REVIEW

2.1. Organizational commitment and employee readiness for change

Organizational commitment is essential in promoting employee preparedness for change. Lestari et al. (2020) highlighted that perceived organizational support greatly influences the link between employee readiness and commitment in regional enterprises. This indicates that employees are more inclined to participate in organizational changes when they perceive support from their employers. Samaranayake and Takemura (2017) emphasized the significance of change readiness in an export-oriented manufacturing organization, where proactive initiatives to foster preparation resulted in enhanced staff adaptability. Mardhatillah et al. (2017) examined psychosocial factors affecting readiness and discovered that predictors like trust and psychological safety increase employees' readiness to embrace change. The research by Madsen et al. (2005) substantiated this idea, illustrating that management's emphasis on job needs and skill enhancement is crucial for equipping employees for change. Andrew (2017) correlated

preparation for change with elevated employee performance, indicating that adequately prepared individuals are not only amenable to change but also demonstrate increased productivity.

Panuju and Mangundjaya (2018) investigated the mediation impact of organizational commitment, asserting that affective commitment enhances employee engagement throughout transitions. Qureshi et al. (2018) demonstrated a robust correlation between organizational commitment and change readiness in higher education institutions, especially in the presence of supporting organizational cultures. Alghizzawi and Masruki (2019) asserted that job satisfaction moderates this link, highlighting the dual function of commitment and satisfaction in fostering preparedness for change. The longitudinal study conducted by Helfrich et al. (2018) revealed that commitment to change and efficacy develop with time, underscoring the necessity of ongoing support throughout change initiatives. Sofat et al. (2015) corroborated this, demonstrating that organizational change is more effective when commitment levels are elevated, as evidenced in information technology (IT) organizations in India. Workeneh and Abebe (2019) found causes of readiness among Ethiopian administrative workers at the macro level, highlighting the major roles of external factors such as economic stability and internal drives like leadership transparency. Saragih et al. (2024) examined the impact of corporate agility and shareholder activism on promoting strategic sustainability, linking organizational commitment to the capacity to adapt to complex changes.

Nongo and Ikyanyon (2012) examined the impact of corporate culture on employee commitment, concluding that a culture that fosters inclusivity and collaboration enhances commitment. Barton and Ambrosini (2013) elucidated the influence of organizational cynicism on middle management commitment, highlighting the necessity of positive workplace dynamics to enable change. Harrison et al. (2022) examined affective commitment in healthcare, demonstrating that it is an essential technique for effective change management. Li et al. (2021) investigated transparent communication during the COVID-19 pandemic, demonstrating its significance in alleviating uncertainty and enhancing employee preparedness. Saunders and Thornhill (2003) underscored the importance of organizational justice and trust in the effective management of change, correlating views of justice with commitment and preparedness.

Systematic reviews, like Harrison et al. (2021), synthesized change management methods across industries, illustrating that readiness is affected by customized tactics that address employee requirements. Pilotti et al. (2021) examined employee reactions to change in Saudi Arabia, demonstrating that cultural and environmental factors significantly affect readiness and commitment in the region.

2.2. Trust in management and colleagues

Trust in management and colleagues is a crucial determinant of organizational change preparedness. Von Treuer et al. (2018) examined the influence of organizational characteristics on promoting readiness for change in residential aged care environments, highlighting the essential importance of confidence in leadership to mitigate resistance and facilitate adaptation. Ahmad et al. (2017) substantiated this

by recognizing trust in management, in conjunction with communication and commitment, as essential facilitators of effective change management processes. Likewise, Soumyaja et al. (2015) illustrated that trust mediates employee readiness by fostering organizational commitment, highlighting its indirect but substantial influence. Husin and Khairudin (2019) emphasized the significance of trust in managing organizational changes, revealing that open communication and trust in management enhance readiness in Malaysian organizations. Holt et al. (2007) established a fundamental paradigm for evaluating readiness, highlighting trust as a pivotal factor affecting employee acceptance of change.

Ouedraogo and Ouakouak (2018) examined the relationship among personal trust, communication, and affective commitment, demonstrating how these factors jointly influence the success of change initiatives. Smollan (2013) elucidated the emotional aspect of trust, highlighting that employees' opinions of the trustworthiness of change managers profoundly influence their receptiveness to change. Lines et al. (2005) contributed to this by investigating the generation of trust throughout transitions, demonstrating that leaders are pivotal in fostering trust through consistent and trustworthy behaviors. Hattori and Lapidus (2004) examined the collaborative dimension of trust, revealing that it facilitates innovative transformation by enhancing cooperation across organizational hierarchies. Morgan and Zeffane (2003) corroborated similar findings, emphasizing that trust in management enhances employee engagement and promotes smoother transitions during change initiatives. Wymer and Stucky (2023) investigated trust in nursing environments, correlating it with innovation and efficient change management in healthcare contexts.

Kähkönen (2020) examined the difficulties of recovering trust following organizational changes, demonstrating that consistent managerial behavior and honest communication are essential for reinstating employee confidence. McLain and Hackman (1999) investigated the relationship between trust, risk, and decision-making, demonstrating that trust diminishes the perceived risks linked to organizational changes. Neves and Caetano (2006) introduced a social exchange paradigm, emphasizing that trust increases employees' readiness to embrace change by cultivating reciprocal relationships. Cao and Le (2024) examined the influence of transformational leadership, demonstrating that confidence in leadership acts as a mediating variable in improving organizational change capacity. Warah (2001) underscored the fundamental role of trust in businesses, identifying it as a critical element of effective risk management throughout transitions. Alshurideh et al. (2022) enhanced this comprehension by demonstrating how trust influences the relationship between supply chain integration and organizational performance, hence facilitating change activities. Islam et al. (2021) examined trust in leadership throughout organizational transitions, highlighting its significance in promoting championing behavior among employees. Ahern and Loh (2021) examined trust during the COVID-19 pandemic, demonstrating its essential function in preserving stability and morale under uncertainty. Finally, Abbasnejad et al. (2021) investigated trust as a facilitator of building information modelling (BIM) adoption, emphasizing its significance in fostering innovation within architecture, engineering, and construction (AEC) organizations.

2.3. Change management and organizational success

Change management facilitates organizational success by promoting preparedness, flexibility, and strategic alignment. Weiner et al. (2009) advocated for the application of organizational theory to comprehend the success of implementation, particularly in health promotion projects where preparedness for change influences outcomes. Shea et al. (2014) developed a psychometric assessment tool to measure organizational readiness, highlighting the need for accurate evaluation in change management. Suparman et al. (2015) determined that robust organizational structures and leadership dedication facilitate the implementation of accrual accounting reforms in the Indonesian public sector. Battistelli (2013) demonstrated that innovative work behavior moderates employees' concerns about change by enhancing commitment and diminishing resistance. Support indirectly influences organizational effectiveness, as Murniasih and Sudarma (2016) discovered that affective commitment impacted the association between organizational support, competence, and employee performance. Price and Chahal (2006) presented a thorough change management approach that emphasized the alignment of company objectives with change initiatives. Hechanova and Cementina-Olpoc (2013) discovered that transformational leadership enhances commitment to change inside academic and business organizations. Implicit change leadership, particularly when tailored to organizational contexts, promotes affective commitment, as noted by Hechanova et al. (2018). Leadership and strategy influence business culture throughout transitions. Kavanagh and Ashkanasy (2006) investigated the influence of leadership on merger participants' acceptance of change, demonstrating the interaction between strategy and culture. Beer et al. (2005) emphasized that disciplined strategic management functions as a learning process aligned with organizational change objectives.

Mizrak (2024) investigated dynamic models for organizational transformation, identifying strategies for sustaining change under adverse conditions. Orieno et al. (2024) investigated innovative management techniques and the influence of leadership, culture, and strategy on success. Bilderback (2024) connected training to the Sustainable Development Goals (SDGs), demonstrating how change management may foster long-term organizational sustainability globally. Effective change management necessitates tailored strategies that align with organizational uniqueness, as stated by Errida and Lotfi (2021). Bagga et al. (2023) emphasized that company culture mediates transformational leadership throughout transitions, particularly among virtual teams. Regionalism has

elucidated the dynamics of change management. According to Alsolami (2022), context-specific strategies were essential for the implementation of value management in the Saudi construction industry. Alkraihi et al. (2022) illustrated the role of enterprise resource planning (ERP) providers in the success of Saudi government initiatives, highlighting the interplay between technology and change management. Ultimately, Allen et al. (2007) emphasized the significance of communication in managing shift perceptions, reducing uncertainty, and fostering a supportive environment.

Numerous deficiencies persist in the literature regarding change management, organizational commitment, and trust. The frameworks for assessing change readiness proposed by Weiner et al. (2009) and Shea et al. (2014) are infrequently applied in diverse cultural contexts such as the Middle East. Alsolami (2022) and Alkraihi et al. (2022) underscore the significance of regional and cultural factors in the change management dynamics of Saudi Arabia. The insufficient emphasis on the influence of contextual factors on change management success restricts the generalizability of current findings. Confidence in leadership and peers is a critical determinant of successful change (von Treuer et al., 2018; Holt et al., 2007). However, its correlation with organizational culture, especially during technology-driven transformations, remains unclear.

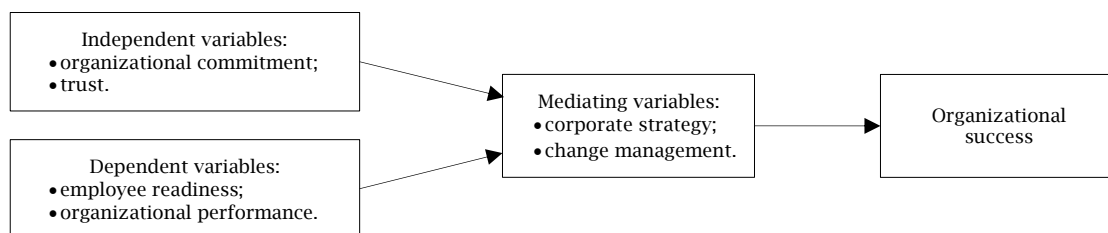
Despite the foundational insights provided by Lestari et al. (2020) and Madsen et al. (2005), organizational commitment and change preparedness have garnered less longitudinal scrutiny. Hechanova et al. (2018) and Cao and Le (2024) investigated the mediating effects of leadership styles, necessitating further research to identify mechanisms that enhance trust and commitment during organizational transformations. Price and Chahal (2006) and Errida and Lotfi (2021) examine change management frameworks; nevertheless, they lack comprehensive models that incorporate organizational commitment, trust, and cultural dynamics. Despite effective leadership and communication, the healthcare and education sectors continue to encounter issues related to change (Harrison et al., 2021; Wymer & Stucky, 2023). This study overcomes these deficiencies. This study aims to address these shortcomings, particularly in the GCC, using an integrative approach.

The review of literature is based on the variables used in the hypothesis:

H1: Organizational commitment and trust in management positively and significantly affect employee readiness for organizational change, and their synergistic impact facilitates the successful execution of change management strategies.

The conceptual framework is shown in Figure 1.

Figure 1. Conceptual framework



3. RESEARCH METHODOLOGY

This research utilized a quantitative approach to investigate the correlations among organizational commitment, trust in management and colleagues, and employees' preparedness for change in corporate entities. The research employs a deductive approach, utilizing known theoretical frameworks to hypothesize the interaction of various variables and empirically evaluating them through statistical methods.

This research is limited to corporate entities inside the GCC nations, specifically emphasizing Saudi Arabia. This topic has been deliberately chosen to examine the intricate dynamics of change management in a region experiencing substantial economic development under initiatives like Saudi Vision 2030. The study has achieved contextual depth and methodological rigor by limiting the geographical and industrial scope.

A probabilistic sample strategy was utilized to obtain representative insights, distributing 200 surveys randomly among employees through internet channels managed by the human resource (HR) departments of selected firms. This method improved the impartiality of the data collection process and facilitated extensive involvement. A total of 172 responses were obtained, resulting in an 86% response rate, which is statistically significant for this analysis.

The study's survey instrument was meticulously adapted from the validated scales developed by Samaranayake and Takemura (2017), ensuring alignment with previous research while preserving contextual relevance. The questionnaire comprised three distinct sections:

Part A: Demographic variables (e.g., *age group*, *gender*, *nationality*, *marital status*, *education level*, and *professional level*).

Part B: Dependent variable measures focusing on *readiness for organizational change* (e.g., willingness to adapt, learn, and support organizational initiatives).

Part C: Independent variable measures assessing *organizational commitment* and *trust in management and colleagues*.

The instrument utilized a five-point Likert scale (ranging from "strongly disagree" to "strongly agree") to capture respondents' attitudes and perceptions. This scale was chosen for its ability to measure nuanced variations in sentiment and its compatibility with advanced statistical techniques.

The collected data were subjected to rigorous statistical analysis using SPSS version 21. The analysis proceeded in a structured sequence:

1. *Descriptive analysis:* Provided an overview of demographic variables and summarized responses to independent and dependent variables;

2. *Reliability testing:* Cronbach's alpha coefficients were computed to assess the internal consistency of each scale, ensuring the robustness of the measures.

3. *Inferential analysis:*

- *Correlation analysis:* Explored the strength and direction of relationships between organizational commitment, trust, and readiness for change;

- *Regression analysis:* Tested the predictive power of the independent variables on employees' readiness for change. This included assessing model fit using the R-squared statistic and evaluating the statistical significance of predictors through t-values and p-values.

4. RESULTS AND FINDINGS

Table 1 explains the demographic analysis of the 172 respondents and provides valuable insights into the sample's characteristics, which enhance the reliability and contextual relevance of the study. Demographic variables include *gender*, *age group*, *nationality*, *marital status*, *education level*, and *profession level*.

From Table 1, it is inferred that the *gender* distribution is nearly balanced, with males accounting for 50.6% (n = 87) and females making up 49.4% (n = 85). This balanced representation ensures that perspectives from both genders are equally captured, adding to the diversity and inclusivity of the study's findings.

The age distribution shows that a significant proportion of respondents fall into the 31–40 years old *age group*, comprising 43.6% (n = 75). This is followed by 23.3% (n = 40) in the 41–50 years old range and 16.3% (n = 28) aged 20–30 years old. Respondents aged 51–60 years old account for 15.1% (n = 26), while only 1.7% (n = 3) are over 60 years old. This age profile highlights the predominance of mid-career professionals, who are likely to be actively engaged in organizational processes and strategies, particularly in managing and adapting to change.

Table 1. Demographic characteristics of respondents

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	87	50.6
	Female	85	49.4
Age group	20–30 years old	28	16.3
	31–40 years old	75	43.6
	41–50 years old	40	23.3
	51–60 years old	26	15.1
	Above 60 years old	3	1.7
Nationality	Saudi Arabia	165	95.9
	Other GCC countries	7	4.1
Marital status	Married	123	71.5
	Single	42	24.4
	Divorced/widowed	7	4.1
Educational level	Bachelor's degree	37	21.5
	Master's degree	71	41.3
	Ph.D.	36	20.9
	Diploma or others	28	16.3
Professional level	Middle manager	52	30.2
	Support staff	38	22.1
	Administrative	50	29.1
	Not indicated	32	18.6

Source: Primary data.

The majority of respondents, 95.9% (n = 165), are from Saudi Arabia, reflecting the study's focus on corporate organizations within the country. A small portion, 4.1% (n = 7), represents other GCC countries, providing a degree of regional diversity. This focus on Saudi Arabia aligns with the nation's ongoing economic transformation under Vision 2030, making the study's findings particularly relevant to the country's corporate landscape.

In terms of *marital status*, 71.5% (n = 123) of the respondents are married, while 24.4% (n = 42) are single. A smaller group, 4.1% (n = 7), are divorced or widowed. This distribution highlights the family-oriented nature of the workforce, which is a characteristic feature of the demographic structure in the GCC region.

The educational qualifications of respondents reveal a highly educated workforce, with 41.3% (n = 71) holding a Master's degree, followed by 21.5% (n = 37) with a Bachelor's degree, and 20.9% (n = 36) with a Ph.D. Additionally, 16.3% (n = 28) possess a diploma or other qualifications. This high level of

educational attainment suggests that the respondents are well-positioned to engage meaningfully with the organizational challenges and opportunities explored in this study. The professional roles of respondents are distributed across various levels within organizations. Middle managers constitute 30.2% (n = 52), administrative staff 29.1% (n = 50), and support staff 22.1% (n = 38). A notable 18.6% (n = 32) of respondents did not specify their professional role, categorized as "not indicated". The strong representation of middle and senior-level professionals ensures that the study captures insights from individuals with significant influence and engagement in organizational strategies and decision-making.

Table 2 is about the descriptive statistics that provide an in-depth understanding of the central tendencies, variability, and reliability of the study's key variables: organizational commitment (OC), trust in management (TPM), and readiness for organizational change (ROC).

Table 2. Descriptive statistics of study variables

Variable	Mean	Std. dev. (SD)	Cronbach's alpha
Organizational commitment (OC)	3.538	0.933	0.745
If I get another job with the same salary, I will not accept that job.	3.44	1.018	
I feel proud to be a part of this organization.	4.13	0.757	
I get financial and non-financial benefits that meet my level of satisfaction.	3.45	0.969	
The organization offers promotions at the appropriate time without any differences between staff.	2.98	1.054	
The organization offers training and knowledge relevant to my work at the appropriate.	3.61	0.869	
Trust in management (TPM)	3.748	0.7532	0.756
My colleagues are emotionally prepared for any implementation of changes in the organization.	3.55	0.775	
When my organization has difficulties, employees always try to resolve them.	3.87	0.663	
I believe the management always makes the best decisions for employees.	3.74	0.805	
When difficulties occur, ideas and suggestions from employees are welcomed by the organization.	3.66	0.926	
I trust my colleagues to support me during the process of change.	3.72	0.597	
Readiness for organizational change (ROC)	4.886	0.7584	0.851
My willingness to participate in organizational changes.	4.01	0.662	
My willingness to support the process of change in the organization.	4.05	0.633	
My willingness to learn something new.	4.33	0.562	
My willingness to improve my current position.	4.25	0.64	
My willingness to take responsibility in the process of organizational changes.	4.14	0.589	
My willingness to create new ideas.	3.65	0.706	

Source: Primary data.

The overall mean score for OC is 3.538 (SD = 0.933), with a Cronbach's alpha of 0.745, indicating acceptable internal consistency. Among the items under OC, the statement "*I feel proud to be a part of this organization*" has the highest mean score of 4.13 (SD = 0.757), reflecting strong employee identification and pride in their organization. However, the lowest mean score of 2.98 (SD = 1.054) is recorded for the statement "*The organization offers promotion at the appropriate time without any differences between staff*", suggesting dissatisfaction with promotional practices. Other items, such as satisfaction with financial and non-financial benefits (3.45, SD = 0.969) and the availability of training opportunities (3.61, SD = 0.869), show moderate levels of satisfaction, while responses to job loyalty in the face of alternative offers (3.44, SD = 1.018) indicate mixed perceptions of commitment.

The mean score for TPM is 3.748 (SD = 0.7532), with a Cronbach's alpha of 0.756, confirming reliable measurement. Among the items, the statement "*When my organization has difficulties, employees always try to resolve them*" has the highest mean of

3.87 (SD = 0.663), which highlights a strong collaborative culture among employees. TPM decision-making (3.74, SD = 0.805) and trust in colleagues during organizational changes (3.72, SD = 0.597) also score relatively high, reflecting confidence in both leadership and teamwork. On the other hand, the lowest mean score of 3.55 (SD = 0.775) is observed for the statement "*My colleagues are emotionally prepared for any implementation of changes in the organization*", indicating a need to enhance emotional readiness for change within the workforce.

ROC demonstrates the highest overall mean score of 4.886 (SD = 0.7584) among the variables, with a Cronbach's alpha of 0.851, indicating strong internal consistency. The item "*My willingness to learn something new*" has the highest mean score of 4.33 (SD = 0.562), showcasing employees' strong inclination toward acquiring new skills and adapting to change. Other high-scoring items include "*My willingness to improve my current position*" (4.25, SD = 0.640) and "*My willingness to take responsibility in the process of organizational changes*" (4.14, SD = 0.589), reflecting proactive attitudes toward

personal growth and accountability. The lowest mean score of 3.65 (SD = 0.706) is observed for the item “My willingness to create new ideas”, suggesting an opportunity to further encourage creativity and innovation among employees.

The following analysis reveals the correlation analysis that provides valuable insights into the relationships between the variables under investigation: *ROC*, *OC*, and *TPM*. The result explored the strength and direction of relationships between *OC*, *TPM*, and *ROC*.

Table 3. Correlation between *OC* and *TPM* variables

Variables	ROC	Sig. (2-tailed)
<i>OC</i>	0.602**	0.000
<i>TPM</i>	0.599**	0.000

Source: Primary data.

The results indicate a significant positive relationship between both independent variables (*OC* and *TPM*) and the dependent variable (*ROC*). The correlation between *OC* and *ROC* is $r = 0.602$ ($p < 0.01$), indicating a strong positive association. This suggests that higher levels of *OC* among employees are significantly linked to greater *ROC*. Employees who feel a sense of pride, loyalty, and

satisfaction with their organization are more likely to exhibit a proactive attitude toward changes initiated by management. Similarly, the correlation between *TPM* and *ROC* is $r = 0.599$ ($p < 0.01$), also demonstrating a strong positive relationship. This implies that employees who trust their management and colleagues are more inclined to support and adapt to organizational changes. Factors such as confidence in leadership decisions, collaboration among colleagues, and the availability of a supportive environment are crucial in fostering *ROC*. The significance levels ($p = 0.000$) for both correlations indicate that these relationships are highly reliable and unlikely to have occurred by chance. These findings reinforce the theoretical framework suggesting that *OC* and *TPM* are critical enablers of *ROC*.

Table 4 is about the results of the analysis of variance (ANOVA), which indicates that the regression model is statistically significant. The results below tested the predictive power of the independent variables on employees' readiness for change. This included assessing model fit using the R-squared statistic and evaluating the statistical significance of predictors through t-values and p-values.

Table 4. ANOVA

Source	Sum of squares	df	Mean square	F	Sig.
Regression	731.803	2	365.901	61.538	0.000
Residual	1,004.87	169	5.946		
Total	1,736.67	171			

Source: Primary data.

Table 5. Coefficients

Predictor variable	Coefficient (β)	t-value	Sig. (p-value)
<i>OC</i>	0.357	4.29	0.000
<i>TPM</i>	0.345	4.155	0.000

Source: Primary data.

Table 6. Regression analysis results

Model	R	R ²	Adjusted R ²	Standard error of the estimate
Regression model	0.649	0.421	0.415	2.438

Source: Primary data.

The model explains a substantial proportion of the variance in the dependent variable, with an F-statistic of 61.538 and a significance level of $p = 0.000$. This confirms that the combination of independent variables, *OC* and *TPM*, significantly predicts the dependent variable, *ROC*. The sum of squares for regression (731.803) and residual (1,004.87) suggest that a considerable amount of the variance is attributable to the model.

Table 5 provides insights into the contributions of each independent variable. The coefficient for *OC* is 0.357 with a t-value of 4.29 ($p = 0.000$), indicating a significant positive impact on *ROC*. Similarly, the coefficient for *TPM* is 0.345, with a t-value of 4.155 ($p = 0.000$), also demonstrating a significant positive relationship with *ROC*. These findings suggest that both *OC* and *TPM* contribute meaningfully to employees' *ROC*, with slightly greater weight given to *OC*.

Table 6 reveals key measures of the model's fit. The correlation coefficient (R) is 0.649, indicating a strong positive relationship between the predictors (*OC* and *TPM*) and *ROC*. The coefficient of determination (R²) is 0.421, suggesting that approximately 42.1% of the variance in *ROC* is

explained by the model. The adjusted R² of 0.415 further accounts for the number of predictors, confirming the robustness of the model. The standard error of the estimate (2.438) reflects the average deviation of observed values from the predicted values, indicating a reasonably good fit.

5. DISCUSSION

This study illustrates the important influence of *OC* and *TPM* on *ROC*. The results indicate a significant positive correlation between *OC* and *ROC* ($r = 0.602$, $p < 0.01$), corroborating previous research by Lestari et al. (2020) and Madsen et al. (2005), which emphasized the critical role of commitment in enhancing employee adaptability. The mean score for *OC* (3.538, SD = 0.933) suggests that employees demonstrate moderate to high levels of commitment, indicating potential for further improvement to enhance readiness for change.

TPM exhibited a positive correlation with *ROC* ($r = 0.599$, $p < 0.01$), highlighting the importance of trust in enabling effective transitions during change initiatives. This is consistent with the research of Ouedraogo and Ouakouak (2018), which highlighted

that trust serves as a catalyst for employee engagement and adaptability. The mean score for *TPM* (3.748, *SD* = 0.7532) indicates a high level of trust among employees, thereby enhancing collaborative efforts during organizational changes. This study supports the perspective that trust in management and peers promotes a supportive environment for change, aligning with earlier research by Smollan (2013) and Neves and Caetano (2006).

The regression analysis demonstrates that *OC* and *TPM* collectively account for 42.1% of the variance in *ROC* ($R^2 = 0.421$, $p < 0.001$). The findings highlight the substantial influence of these factors on employee readiness, corroborating the hypothesis that their collective effect facilitates the effective implementation of change management practices. *OC* ($\beta = 0.357$, $T = 4.290$, $p < 0.001$) and *TPM* ($\beta = 0.345$, $T = 4.155$, $p < 0.001$) exhibited comparable levels of influence, aligning with findings from Hechanova et al. (2018) and Holt et al. (2007), which highlighted the synergistic relationship between trust and commitment in facilitating change.

This study offers significant insights into the dynamics of change management within the context of Saudi Arabia. The *ROC* received the highest score among the variables (mean = 4.886, *SD* = 0.7584), indicating that employees are generally receptive to adapting to changes. The findings are consistent with Alsolami (2022) and Alkraihi et al. (2022), who observed that cultural and contextual factors in Saudi Arabia, including economic diversification and workforce modernization under Vision 2030, affect employee attitudes toward change. The demographic characteristics of the respondents indicate that the majority are aged 31–40 years old and married (71.5%), which may have influenced the levels of commitment and trust, as this demographic generally prioritizes stability and career advancement.

Earlier studies in various cultural contexts, including those by Suparman et al. (2015) in Indonesia and Harrison et al. (2021) in healthcare settings, identified similar trends but did not emphasize regional specificity. This study addresses the gap by offering a comprehensive analysis of change management within the distinct socio-economic and cultural context of Saudi Arabia.

6. CONCLUSION

This research highlights the essential importance of *OC* and *TPM* on *ROC*. The findings support the hypothesis that the interplay of commitment and trust facilitates effective change management practices. This study examines corporate organizations in Saudi Arabia, enhancing the regional comprehension of change management dynamics, especially in the context of Vision 2030's economic diversification and workforce modernization initiatives. The findings highlight the significance of cultivating trust via transparent communication and enhancing *OC* commitment by aligning employee objectives with organizational goals. These strategies foster an adaptive and collaborative

environment, allowing employees to engage with change confidently. This study reinforces prior research findings and offers practical insights for organizations seeking to implement strategic changes in rapidly evolving contexts.

This study has several limitations despite its contributions. The study is confined to corporate organizations in Saudi Arabia, which restricts the applicability of the findings to other regions or sectors. The cross-sectional design of the research limits the capacity to observe changes in employee attitudes and behaviors over time. The study predominantly utilizes self-reported data, potentially leading to response bias. In conclusion, although the quantitative methodology offers strong statistical insights, it fails to examine the qualitative dimensions of employee perceptions and experiences amid organizational change.

This research provides practical implications for organizations in Saudi Arabia and comparable settings. Leaders must prioritize the enhancement of *OC* by implementing inclusive leadership practices, recognizing employee contributions, and providing development opportunities. Enhancing trust requires the maintenance of transparency in communication and the involvement of employees in decision-making processes. These measures prepare employees for change and ensure smoother transitions during strategic initiatives. Future research may investigate the limitations of this study by examining the dynamics of *OC* and trust in various regions, industries, and cultural contexts. Longitudinal research is essential for monitoring shifts in employee readiness and attitudes throughout prolonged transformation initiatives. Incorporating qualitative methods, such as interviews or focus groups, may yield deeper insights into the emotional and social aspects of trust and commitment. Future research should investigate the effects of digital transformation and remote work on organizational change dynamics, especially in light of global shifts in workplace practices.

This study presents a framework aimed at improving change readiness within organizations.

Leadership development: Educate leaders on effective communication, fostering trust, and aligning organizational objectives with employee aspirations.

Employee engagement: Implement initiatives that acknowledge employee contributions and foster a sense of belonging and commitment.

Strategic alignment: Adapt change management strategies to fit cultural and regional contexts, as exemplified by the framework in Saudi Arabia.

Regular assessment: Conduct ongoing evaluations of employee readiness and trust to identify and proactively address potential barriers.

Implementing these measures enables organizations to enhance adaptability, cultivate a resilient workforce, and attain sustained success amid organizational changes. These insights are particularly pertinent for organizations addressing economic diversification, workforce modernization, and technological advancements.

REFERENCES

- Abbasnejad, B., Nepal, M. P., Ahankoob, A., Nasirian, A., & Drogemuller, R. (2021). Building information modelling (BIM) adoption and implementation enablers in AEC firms: A systematic literature review. *Architectural Engineering and Design Management*, 17(5–6), 411–433. <https://doi.org/10.1080/17452007.2020.1793721>
- Ahern, S., & Loh, E. (2021). Leadership during the COVID-19 pandemic: Building and sustaining trust in times of uncertainty. *BMJ Leader*, 5(4), 266–269. <https://doi.org/10.1136/leader-2020-000271>

- Ahmad, M. H., Ismail, S., Rani, W. N. M. W. M., & Wahab, M. H. (2017). Trust in management, communication and organisational commitment: Factors influencing readiness for change management in organisation. *AIP Conference Proceedings*, 1891(1), Article 020019. <https://doi.org/10.1063/1.5005352>
- Al Samman, A. M., Aldulaimi, S. H., & Alsharedah, M. (2016). Training effectiveness and commitment to organizational change: Saudi Arabian ARAMCO. *Management and Administrative Sciences Review*, 5(3), 128-142. https://www.researchgate.net/publication/305281863_Training_Effectiveness_and_Commitment_to_Organizational_Change_Saudi_Arabian_ARAMCO
- Alghizzawi, M. A., & Masruki, R. B. (2019). Organizational commitment and the readiness towards accrual accounting: The moderating role of job satisfaction. *International Journal of Asian Social Science*, 9(2), 169-178. <https://doi.org/10.18488/journal.1.2019.92.169.178>
- Alkraihi, A. I., Jayawickrama, U., Olan, F., Asaduzzaman, M., Subasinghage, M., & Gallage, S. (2022). The perspective of national ERP vendors in achieving ERP project success in government organisations: A case of Saudi Arabia. *Enterprise Information Systems*, 16(1), 71-104. <https://doi.org/10.1080/17517575.2020.1845811>
- Allen, J., Jimmieson, N. L., Bordia, P., & Irmer, B. E. (2007). Uncertainty during organizational change: Managing perceptions through communication. *Journal of Change Management*, 7(2), 187-210. <https://doi.org/10.1080/14697010701563379>
- Alshurideh, M. T., Al Kurdi, B., Alzoubi, H. M., Obeidat, B., Hamadneh, S., & Ahmad, A. (2022). The influence of supply chain partners' integrations on organizational performance: The moderating role of trust. *Uncertain Supply Chain Management*, 10, 1191-1202. <https://doi.org/10.5267/j.uscm.2022.8.009>
- Alsolami, B. M. (2022). Identifying and assessing critical success factors of value management implementation in Saudi Arabia building construction industry. *Ain Shams Engineering Journal*, 13(6), Article 101804. <https://doi.org/10.1016/j.asej.2022.101804>
- Al-Yamani, A. N. (2024). Change management strategies in Saudi government institutions: An analytical study of National transformation efforts to achieve Vision 2030. *International Journal of Financial, Administrative, and Economic Sciences*, 3(10), 195-229. <https://doi.org/10.59992/IJFAES.2024.v3n10p6>
- Andrew, A. (2017). Relationship between employee readiness for organizational change and employee performance. *Journal for Studies in Management and Planning*, 3(1), 23-35. <https://journals.eduindex.org/index.php/jsmap/article/view/2751>
- Bagga, S. K., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*, 28(2), 120-131. <https://doi.org/10.1016/j.apmr.2022.07.003>
- Barton, L. C., & Ambrosini, V. (2013). The moderating effect of organizational change cynicism on middle manager strategy commitment. *The International Journal of Human Resource Management*, 24(4), 721-746. <https://doi.org/10.1080/09585192.2012.697481>
- Battistelli, A., Montani, F., Odoardi, C., Vandenbergh, C., & Picci, P. (2013). Employees' concerns about change and commitment to change among Italian organizations: the moderating role of innovative work behavior. *The International Journal of Human Resource Management*, 25(7), 951-978. <https://doi.org/10.1080/09585192.2013.809012>
- Beer, M., Voelpel, S. C., Leibold, M., & Tekie, E. B. (2005). Strategic management as organizational learning: Developing fit and alignment through a disciplined process. *Long Range Planning*, 38(5), 445-465. <https://doi.org/10.1016/j.lrp.2005.04.008>
- Bilderback, S. (2024). Integrating training for organizational sustainability: The application of sustainable development goals globally. *European Journal of Training and Development*, 48(7-8), 730-748. <https://doi.org/10.1108/EJTD-01-2023-0005>
- Cao, T. T., & Le, P. B. (2024). Impacts of transformational leadership on organizational change capability: A two-path mediating role of trust in leadership. *European Journal of Management and Business Economics*, 33(2), 157-173. <https://doi.org/10.1108/EJMBE-06-2021-0180>
- Errida, A., & Lotfi, B. (2021). The determinants of organizational change management success: Literature review and case study. *International Journal of Engineering Business Management*, 13. <https://doi.org/10.1177/18479790211016273>
- Harrison, R., Chauhan, A., Minbashian, A., McMullan, R., & Schwarz, G. (2022). Is gaining affective commitment the missing strategy for successful change management in healthcare? *Journal of Healthcare Leadership*, 14, 1-4. <https://doi.org/10.2147/JHL.S347987>
- Harrison, R., Fischer, S., Walpole, R. L., Chauhan, A., Babalola, T., Mears, S., & Le-Dao, H. (2021). Where do models for change management, improvement and implementation meet? A systematic review of the applications of change management models in healthcare. *Journal of Healthcare Leadership*, 13, 85-108. <https://doi.org/10.2147/JHL.S289176>
- Hattori, R. A., & Lapidus, T. (2004). Collaboration, trust and innovative change. *Journal of Change Management*, 4(2), 97-104. <https://doi.org/10.1080/14697010320001549197>
- Hechanova, M. R. M., Caringal-Go, J. F., & Magsaysay, J. F. (2018). Implicit change leadership, change management, and affective commitment to change: Comparing academic institutions vs business enterprises. *Leadership & Organization Development Journal*, 39(7), 914-925. <https://doi.org/10.1108/LODJ-01-2018-0013>
- Hechanova, R. M., & Cementina-Olpoc, R. (2013). Transformational leadership, change management, and commitment to change: A comparison of academic and business organizations. *The Asia-Pacific Education Researcher*, 22, 11-19. <https://doi.org/10.1007/s40299-012-0019-z>
- Helfrich, C. D., Kohn, M. J., Stapleton, A., Allen, C. L., Hammerback, K. E., Chan, K. G. G., Parrish, A. T., Ryan, D. E., Weiner, B. J., Harris, J. R., & Hannon, P. A. (2018). Readiness to change over time: Change commitment and change efficacy in a workplace health-promotion trial. *Frontiers in Public Health*, 6, Article 110. <https://doi.org/10.3389/fpubh.2018.00110>
- Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for organizational change: The systematic development of a scale. *The Journal of Applied Behavioral Science*, 43(2), 232-255. <https://doi.org/10.1177/0021886306295295>
- Husin, N. A., & Khairudin, M. K. (2019). Factors affecting employee readiness for change in ABC Dagang Berhad. *Selangor Business Review*, 4(2), 8-14. <https://sbr.journals.unisel.edu.my/index.php/sbr/article/view/65/42>

- Islam, M. N., Furuoka, F., & Idris, A. (2021). Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change. *Asia Pacific Management Review*, 26(2), 95–102. <https://doi.org/10.1016/j.apmr.2020.09.002>
- Iyaji, F. I., Agbana, J., & Bakare, A. A. (2023). The influence of change management practices on employee engagement and organizational performance in a competitive business environment: A conceptual review. *Educational Administration: Theory and Practice*, 29(4), 3638–3645. <https://doi.org/10.53555/kuey.v29i4.8192>
- Kähkönen, T. (2020). Employee trust repair after organizational change. *Journal of Organizational Change Management*, 33(6), 1143–1161. <https://doi.org/10.1108/JOCM-05-2020-0136>
- Kavanagh, M. H., & Ashkanasy, N. M. (2006). The impact of leadership and change management strategy on organizational culture and individual acceptance of change during a merger. *British Journal of Management*, 17(S1), S81–S103. <https://doi.org/10.1111/j.1467-8551.2006.00480.x>
- Lestari, I., Roy, A., Sari, E. E., Devi, S., & Napitupulu, Z. (2020). Analysis of perceived organizational support in moderating relationship of employee readiness to employee commitments in change organizations in regional companies. *International Journal of Innovative Science and Research Technology*, 5(4), 735–738. <https://www.ijisrt.com/assets/upload/files/IJISRT20APR799.pdf>
- Li, J.-Y., Sun, R., Tao, W., & Lee, Y. (2021). Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication. *Public Relations Review*, 47(1), Article 101984. <https://doi.org/10.1016/j.pubrev.2020.101984>
- Lines, R., Selart, M., Espedal, B., & Johansen, S. T. (2005). The production of trust during organizational change. *Journal of Change Management*, 5(2), 221–245. <https://doi.org/10.1080/14697010500143555>
- Madsen, S. R., Miller, D., & John, C. R. (2005). Readiness for organizational change: Do organizational commitment and social relationships in the workplace make a difference? *Human Resource Development Quarterly*, 16(2), 213–234. <https://doi.org/10.1002/hrdq.1134>
- Mardhatillah, A. M. Y., Rahman, S. A., & Ismail, K. (2017). The relationship between psychosocial predictors and employee readiness to change. *International Journal of Economics & Management*, 11(S2), 345–364. <http://irep.iium.edu.my/65760/>
- McLain, D. L., & Hackman, K. (1999). Trust, risk, and decision-making in organizational change. *Public Administration Quarterly*, 23, 152–176. <https://surli.cc/xziirm>
- Mizrak, F. (2024). Effective change management strategies: Exploring dynamic models for organizational transformation. In N. Geada & G. Jamil (Eds.), *Perspectives on artificial intelligence in times of turbulence: Theoretical background to applications* (pp. 135–162). IGI Global. <https://doi.org/10.4018/978-1-6684-9814-9.ch009>
- Morgan, D., & Zeffane, R. (2003). Employee involvement, organizational change and trust in management. *The International Journal of Human Resource Management*, 14(1), 55–75. <https://doi.org/10.1080/09585190210158510>
- Murniasih, E., & Sudarma, K. (2016). Pengaruh persepsi dukungan organisasi dan kompetensi pada kinerja karyawan dimediasi komitmen afektif [The effect of perception of organizational support and competence on employee performance mediated by affective commitment]. *Management Analysis Journal*, 5(1), 24–35. <https://journal.unnes.ac.id/sju/index.php/maj/article/view/9270>
- Neves, P., & Caetano, A. (2006). Social exchange processes in organizational change: The roles of trust and control. *Journal of Change Management*, 6(4), 351–364. <https://doi.org/10.1080/14697010601054008>
- Nongo, E. S., & Ikyanyon, D. N. (2012). The influence of corporate culture on employee commitment to the organization. *International Journal of Business and Management*, 7(22), 21–28. <https://doi.org/10.5539/ijbm.v7n22p21>
- Odesanya, A. E., Ajani, A. O., Amadi, K. I., & Adefolurin, F. A. (2025). Change management and organisational commitment. *Arts and Social Sciences Journal*, 3(2), 50–65. https://www.researchgate.net/publication/387931266_Change_management_and_Organisational_commitment
- Orieno, O. H., Udeh, C. A., Oriekhoe, O. I., Odonkor, B., & Ndubuisi, N. L. (2024). Innovative management strategies in contemporary organizations: A review: Analyzing the evolution and impact of modern management practices, with an emphasis on leadership, organizational culture, and change management. *International Journal of Management & Entrepreneurship Research*, 6(1), 167–190. <https://doi.org/10.51594/ijmer.v6i1.727>
- Ouedraogo, N., & Ouakouak, M. L. (2018). Impacts of personal trust, communication, and affective commitment on change success. *Journal of Organizational Change Management*, 31(3), 676–696. <https://doi.org/10.1108/JOCM-09-2016-0175>
- Panuju, N. F., & Mangundjaya, W. L. (2018). Persepsi dukungan organisasi dan komitmen afektif organisasi: Peran mediasi keterikatan karyawan pada karyawan pertelevisian [Perceived organizational support and affective commitment to the organization: The mediating role of employee engagement in television employees]. *Psikohumaniora: Jurnal Penelitian Psikologi*, 3(2), 223–238. <https://doi.org/10.21580/pjpp.v3i2.2790>
- Pilotti, M. A. E., Abdulhadi, E. J. Y., Algouhi, T. A., & Salameh, M. H. (2021). The new and the old: Responses to change in the Kingdom of Saudi Arabia. *Journal of International Women's Studies*, 22(1), 341–358. <https://vc.bridgew.edu/cgi/viewcontent.cgi?article=2376&context=jiws>
- Price, A. D. F., & Chahal, K. (2006). A strategic framework for change management. *Construction Management and Economics*, 24(3), 237–251. <https://doi.org/10.1080/01446190500227011>
- Qureshi, M. A., Waseem, N., Qureshi, J. A., & Afshan, S. (2018). Impact of organizational commitment on readiness for change: A case of higher learning institutions of Karachi. *JISR Management and Social Sciences & Economics*, 16(1), 1–14. <https://doi.org/10.31384/jisrmsse/2018.16.1.1>
- Samaranayake, S. U., & Takemura, T. (2017). Employee readiness for organizational change: a case study in an export oriented manufacturing firm in Sri Lanka. *Eurasian Journal of Business and Economics*, 10(20), 1–16. <https://doi.org/10.17015/ejbe.2017.020.01>
- Saragih, H. H., Saifi, M., Nuzula, N. F., & Worokinasih, S. (2024). The role of corporate agility in advancing sustainable strategy: Examining the influence of shareholder activism and board commitment. *Sustainability*, 16(24), Article 10861. <https://doi.org/10.3390/su162410861>
- Saunders, M. N. K., & Thornhill, A. (2003). Organisational justice, trust and the management of change: An exploration. *Personnel Review*, 32(3), 360–375. <https://doi.org/10.1108/00483480310467660>

- Shea, C. M., Jacobs, S. R., Esserman, D. A., Bruce, K., & Weiner, B. J. (2014). Organizational readiness for implementing change: A psychometric assessment of a new measure. *Implementation Science*, 9, Article 7. <https://doi.org/10.1186/1748-5908-9-7>
- Smollan, R. K. (2013). Trust in change managers: The role of affect. *Journal of Organizational Change Management*, 26(4), 725-747. <https://doi.org/10.1108/JOCM-May-2012-0070>
- Sofat, K., Kiran, R., & Kaushik, S. (2015). Organizational change and organizational commitment: An empirical study of IT organizations in India. *Global Journal of Management and Business Research*, 15(6), 38-49. https://globaljournals.org/GJMBR_Volume15/4-Organizational-Change.pdf
- Soumyaja, D., Kamlanabhan, T. J., & Bhattacharyya, S. (2015). Antecedents of employee readiness for change: Mediating effect of commitment to change. *Management Studies and Economic Systems (MSES)*, 2(1), 11-25. <https://doi.org/10.12816/0018079>
- Suparman, M., Siti-Nabiha, A. K., & Phua, L. K. (2015). Public sector accounting reforms: Assessing Indonesia's readiness towards implementing accrual accounting. *Problems and Perspectives in Management*, 13(2), 296-303. https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/6731/PPM_2015_02spec.issue_M_Suparman.pdf
- von Treuer, K., Karantzas, G., McCabe, M., Mellor, D., Konis, A., Davison, T. E., & O'Connor, D. (2018). Organizational factors associated with readiness for change in residential aged care settings. *BMC Health Services Research*, 18, Article 77. <https://doi.org/10.1186/s12913-018-2832-4>
- Warah, A. (2001). Trust building in organizations: A fundamental component of risk management models. *Optimum*, 30(3-4), 94-98. https://www.researchgate.net/publication/266395699_Trust_Building_in_Organizations_a_Fundamental_Component_in_Risk_Management_Models
- Weiner, B. J., Lewis, M. A., & Linnan, L. A. (2009). Using organization theory to understand the determinants of effective implementation of worksite health promotion programs. *Health Education Research*, 24(2), 292-305. <https://doi.org/10.1093/her/cyn019>
- Workeneh, M. M., & Abebe, A. S. (2019). Employee readiness to change and its determinants in administrative staff of Bahir Dar University in Ethiopia. *Human Resource Management Research*, 9(1), 1-9. <https://ru.scribd.com/document/403923708/G-pdf>
- Wymer, J. A., & Stucky, C. H. (2023). Trust and nursing: Delivering effective change management and driving a culture of innovation. *Nursing Administration Quarterly*, 47(1), 13-19. <https://doi.org/10.1097/NAQ.0000000000000553>