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ORGANIZATIONAL READINESS FOR CHANGE: TOWARD UNDERSTANDING ITS NATURE AND DIMENSIONS

ORGANIZACYJNA GOTOWOŚĆ DO ZMIAN: W KIERUNKU ZROZUMIENIA JEJ NATURY I WYMIARÓW

Abstract: Strategic management researchers claimed that organizational readiness for change is one of the key factor to successful change implementation. This article embrace review of key factors of successful organizational change, review of conceptual definitions and available scale

to measure organizational readiness for change.Finally, the proposed measurement scale need to be adressed to generate knowledge useful for practice, identified and discussed.

Keywords: organizational change management, readiness for change, measurements, dimensions of readiness for change, conceptual definitions of readiness for change

Streszczenie: Eksperci od strategicznego zarządzania twierdzą, że organizacyjna gotowość do zmiany jest jednym z kluczowych czynników powodzenia jej wdrożenia. Niniejszy artykuł obejmuje przegląd kluczowych czynników udanej zmiany organizacyjnej, przegląd definicji oraz dostępnych skal pomiaru organizacyjnej gotowości do zmian. Zaproponowana skala pomiarowa musi być dostosowana w celu wygenerowania wiedzy przydatnej w praktyce, zidentyfikowanej oraz omówionej.

Słowa kluczowe: organizacyjne zarządzanie zmianą, gotowość do zmian, pomiary, wymiary gotowości do zmian, definicje gotowości do zmiany

Introduction

Current reaserch show that there is a lack of commonly accepted change management model. There are multiple approaches to examine change management. There i salso a variety of constructs and dimensions of organizational change. Key factors of organizational change and do not have a certainly significant confirmation in theoretical and empirical reaserch. Whereas it should therefore focus on one of these to accomplish deeper understanding and application in reaserch. In my perspective rganizational readiness for change is a vital construct of change management, because without preparation of organization to change process there is a risk of incorrectness change implementation.

The aim of this article is to clarify of understanding organizational readiness for change and identify the measures scale. In order to achieve this objectives, the article has identified course of studies included three parts. First part describing key factors of successful organizational change and place a readiness for change on organizational level. Next, I selected one definition of readiness for change after described understanding of readiness for change. Finally measure scales and their dimensions of readiness for change were presented. I selected one scale and combined dimensions from another scales as a basis for future research.

This article embracing two contributions for theory of strategic management scinces. First is selection one definition of organizational readiness for change and second is choose of measure scale of readiness for change with selected dimensions. Based on the proposed scale there is an implication for managerial practise as a diagnosis tool use to measure organizational readiness for change embraced eight proposed dimensions.

1. Key factors of successful organizational change

Strategic management researchers frequently focused their scientific attention on organizational change management. Howewer, there are many theories conctructs and measures used in empirical reaserch and an unfortunately there is no dominant perspective. Such variety of analysis level and change outcomes and complexity is obvious when we are looking on the summary of previous studies (Table 1). Looking for deeper understanding requires narrowing the reasearch area. Therefore, this work concetrates on the readiness for change domain. In consequnce we are on the organizational level of analysis and on strategic management view point.

Table 1. Key factors of successful organizational change
Tabela 1. Kluczowe czynniki powodzenia w przeprowadzeniu zmiany organizacyjnej

Level of analysis	**Main factors of organizational change**
Organizational member	Personal perception of potentional for change engagement, personal preferences related to change experiences – predispositions readiness for change, motivation for change (expected benefits and losses, understanding essences need for change, trust in leader and managerial support[1], perceived fairness and justice, identification with organization.
Interpersonal group and intergroup phenomenom	Social ties and human relations quality which shape readiness and motivation for change (trust in coworkers, organizational support, active role of middle management, change introduction by direct leader), emerging change processes (local creation of change opportunities, new practices routinessation, negotiation between leader and followers as lever for organizational politics implementation, shared goals and beliefs).
Organization	Organizational characteristics – change implementation leaders competences perceived by organizational members (task competences, social skills, capablilty for building new collective identity, positive self-eficcacy, risk toleration), trust in leaders, change nature (effects for organizational members, technostructural and social interventions, integrated with strategic goals, organizational readiness for change, organizational climate for change, outcomes of previous organizational changes, managerial competences).

Source: Own work. Based on: J. Stouten, D.M. Rousseau, D. De Cremer, *Successful organizatonal change. Interprating the management practices and scholarly literature*, "Academy of Management Annals" 2018, 12, p. 768-778.

[1] J. Bartunek, D. Rousseau, J. Rudolph, & J. Depalma, On the receiving end, Sensemaking, emotion and asseements of *an Organizational change Initiated by Others*, "The Journal of Applied behavioral science" 2006, p. 186.

After briefly describing the role of readiness for change in complete set of potential reaserch varibles, there is need to deeper undersanding of this construct and to identify its measures.

2. The essence of Readiness for change

I tabulated conceptual definition of organizatonal readiness for change (Table 2). The table present contruct's name including collocation: readiness for change or organizational readiness for change. All of items concerns organizational level of construct only.

Table 2. Definition of readiness for change – organizational level of analysis
Tabela 2. Definicje gotowości do zmian – organizacyjny poziom analizy

Author and year	**Construct name**	**Conceptual definition**
Armenakis and Harris (2002)	Readiness for change	Preparation for and support of the change by organization's members[3]
Armenakis, Harris and Mossholder (1993)	Readiness for change	People's beliefs, attitudes, and intentions regarding extent to which changes are needed and organization's capacity to make those changes[4]
Backer (1995)	Readiness for change	State of mind about the need for innovation and the capacity to undertake technology transfer[5]
Backer (1997)	Readiness for change	State of mind that is the precursor of actual behaviors needed to adopt an innovation (or to resist it)[6]
Devereaux et al. (2006)	Organizational readiness for change	Capacity to implement change designed to improve performance[7]

[2] A.A. Armenakis, & S.G. Harris, *Crafting a change message to create transformational readiness,* "Journal of Organizational Change Management" 2002, No. 15, p. 183,
[3] A.A. Armenakis, S.G. Harris, & K.W. Mossholder, *Creating readiness for organizational change,* "Human Relations" 1993, No. 46, p. 685.
[4] T.E. Backer, *Assessing and enhancing readiness for change: Implications for technology transfer*, "NIDA Research Monograph" 1995, No. 155, p. 31.
[5] T.E. Backer, *The human side of change in VA's transformation,* "Hospital and Health Services Administration" 1997, No. 42, p. 441.
[6] M.W. Devereaux, A.K. Drynan, S. Lowry, D. MacLennan, M. Figdor, C. Fancott, *Evaluating organizational readiness for change: A preliminary mixed-model assessment of an interprofessional rehabilitation hospital*, "Healthcare Quarterly" 2006, No. 9, p. 66-74.

Hailey and Balogum (2002)	Readiness for change	The extent to which staff are aware of the need for change, understand the extent and implications of the change, and are motivated toward achieving the change[8]
Holt, Armenakis, Feild, Harris (2007)	Readiness for change	Beliefs among employees that they are capable of implementing a proposed change the proposed change is appropriate for the organization, the leaders are committed to the proposed change, and the proposed change is beneficial to organizational members[9] (p. 236)
Narine and Persaud (2003)	Readiness for change	An organization's plan for change and its ability to execute it[10]
Weiner (2009)	Organizational readiness for change	A shared psychological state in which organizational members feel committed to implementing an organizational change and confident in their collective abilities to do so[11]
Weiner, Amick, Lee (2008)	Organizational readiness for change	The extent to which organizational members are psychologically and behaviorally prepared to implement organizational change[12]

Source: Own work. Based on B.J. Weiner, H. Amick, S.Y. Lee, *Conceptualization and measurement of organizational readiness for change: a review of the literature in health services research and other fields*, "Medical Care Review" 2008.

Conceptual definitions review revealed little consistency (see Table 2). Nonetheless, all of definitions have one visible similarity regarding to preparedness of organization and organizational members to change process. Authors seemed to concern to the same phenomenon, despite differences in the terms such as organization's plan for change, capability to implementing a proposed change, capacity to undertake technology transfer and to implement change designed to improve performance, state of mind about the need for innovation and as the precursor of actual behaviors needed to adopt an innovation, people's beliefs, attitiude, intentions regarding extent to which changes are needed, preparations for and support of the change.

I observed some differences in definitions of readiness for change such as describing as general state that existed in an organization or describing as readiness

[7] V.H. Hailey, & J. Balogun, *Devising context sensitive approaches to change: The example of glaxowelcome*, "Long Range Planning" 2002, No. 35, p. 159.
[8] D.T. Holt, A.A. Armenakis, H.S. Feild, S.G. Harris, *Readiness for organizational change: The systematic development of a scale*, "Journal of Applied Behavioral Science" 2007, No. 43, p. 236,
[9] L. Narine, D. Persaud, *Gaining and maintaining commitment to large-scale change in healthcare organizations,* "Health Services Management Research" 2003, nr 16, p. 182.
[10] B.J.Weiner, *A theory of organizational readiness for change,* "Implementation Science" 2009, No. 4:67, p.6.
[11] B.J.Weiner, H. Amick., S.Y. Lee, *Conceptualization and measurement of organizational readiness for change: a review of the literature in health services research and other fields*,"Medical Care Review" 2008, Vol. 65, No. 4, p. 381.

for a specific change or type of change. For example Hailey and Balogum, examined readiness for change as a general factors which included motivational readiness for change (e.g. motivated toward achieving the change, staff are aware of the need for change). Narine et al. described readiness for change as an organization's plan for change and its ability to execute it. Weiner examined readiness for change as a shared psychological state in which organizational members feel committed to implementing an organizational change. By those examples we are not able to define which specific organizational change and which specicfic ability are need to describe organizational preparedness.

In the other hand, there is some articles where authors decribed organizational change for readiness as a quite specific factor used to specific change or type of change. Backer considered organizational readiness for change as a state of mind about the need of innovation and capacity to to undertake technology transfer. Likewise, Deveraux et al. discussed an organizational readiness for change as a capacity to implement change designed to improve performance.

Generally speaking, prehension of readiness for change regarding to review is three-dimensional. In two articles (20%), readiness for change appeared to be psychological constructs highlighting organizational members aware of the need for change, people's beliefs, attitudes, intensions, motivations to change, willingness to act, state of mind and innovation-proneness. In other three articles (30%) readiness for change is describing in structural terms underlining organizational capacity, performance and organizational plan for change. In another three articles (30%) conceptual definition appeared to be behavioral approach. These articles described readiness for change as collective perceptions of motivation, capabilities and preparation for and support of the change organizational members. Finally, in two articles (20%), readiness for change appeared to be both: psychological and behavioral contructs considered for example as the extent to which organizational members are psychologically and behaviorally prepared to implement organizational change.

As I wrote before, the similiarity of those definitions concerned preparedness of organization and organizational members to change process, but did not assigned on which phase of organizational change are applied. Following by Weiner et al. (2008) I distinguished constructs for two broad phases: initiation and implementation. In four articles (40%), change linked to the initiation of a new changes through people's beliefs, attitudes, and intentions regarding extent to which changes are needed and organization's capacity and through the state of mind about the need for innovation and the capacity to undertake technology transfer. Another three articles (30%) considered readiness for change in implementation stage of organizational change process. For expample, Hailey and Balogum (2002) defined readiness for change as understanding the extent and implications of the change by organizational members and their motivation toward achieving the change. Weiner (2009)

described implementation stage of readiness for change as organizational members feel committed to implementing an organizational change and confident in their collective abilities to do so. Finally in 3 articles (30%) readiness for change referred to the both: initation and implementation stage of change proces. To visualize it, Armenakis et al. (2002) described readiness for change as a preparation for a change (which is initation phase) and support of the change by organization's members (which is implementation phase). Similarly, Narine et al.(2003) discussed readiness for change in initations phase (an organization's plan for change) and also in implementation phase (ability to execute it). Weiner et al. (2008) discussed implementation stage of readiness for change as psychologically and behaviorally preparation of organizational members to implementing organizational change.

From all conceptual definitions, I embraced Weiner's (2009) term as a key definition or organizational readiness for change: shared psychological state in which organizational members feel committed to implementing an organizational change and confident in their collective abilities to do so. First, this definition is based on organizational level of construct. Second, it includes psychological (e.g. state) and behavioral (e.g. abilities) dimensions of readiness for change. Third, it consider three phases of readiness for change among organizational members: psychological state, commitment to implementing an organizational change, confidence in collective abilities to do so. In other words, this definition consider organizational readiness for change as psychological state, committment, confidence in capabilities of organizational memebers to implementing the change.

3. Instruments for measuring organizational readiness for change

Weiner and colleagues[12] (2008) identified 43 instruments for measuring organizational readiness to change which had been using it their empirical researches. They assessed these instruments based on Trochim's classification (2001) of validity and reliability types where validity includes translational validity with face and content validity. Criterion- realted validity was composed of includes predictive, concurrent, convergent, and discriminant validity. Reliability includes interrater or interobserver realibility, parallel forms reliability, test-retest reliability and interitem reliability. Table 3 presents instruments most frequently used for measuring organizational readiness for change which has undergone Trochim's classifiaction (2001).

[12] Ibidem, p. 382-387.

Table 3. Instruments most frequently used for measuring organizational readiness for change, dimensions and constructs level
Tabela 3. Najczęściej stosowane narzędzia do pomiaru organizacyjnej gotowości do zmian, jej wymiary i poziom analizy

Key citations	Instrument name	Dimensions	Construct level
Holt et al. (2007)[14]	Readiness for organizational change	1. Perceived appropriateness of the proposed change 2. Perceived management support for the proposed change 3. Perceived personal capability to implement the proposed change 4. Perceived personal benefits of the proposed change	I
Ingersoll, Kirsch, Merk, & Lightfoot (2000)[15]	Organizational readiness for change	1. Rewards for innovation 2. Propensity for risk taking 3. The extent to which organizational leaders and member maintained a futuristic orientation 4. Teamwork 5. Flexibility 6. Changes in organizational structure 7. The extent to which individuals and subunits worked together to accomplish organizational goals.	I
Jansen et al. (2004)[16]	Change related commitment	Organizational members agreement and willingness to work toward the change goal	I
Lehman and colleagues (2002)[17]	Texas Christian University organizational readiness for change	1. Motivation for change 2. Adequacy of resources 3. Staff attributes 4. Organizational climate	O
Simpson et al. (2007)[18]	Texas Christian University organizational readiness for change	Unidimensionality	O

Source: own work.

[13] D.T. Holt, A.A.Armenakis, H.S. Feild, & S.G. Harris, *Readiness for organizational change: The systematic development of a scale,*"Journal of Applied Behavioral Science" 2007, No. 43, p. 239-447,
[14] G. Ingersoll, J. Kirsch, S. Merk, & J. Lightfoot, *Relationship of organizational culture and readiness for change to employee commitment to the organization*, "Journal of Nursing Administration" 2000, No.30, p.14-15,
[15] K.J. Jansen, F*rom persistence to pursuit: A longitudinal examination of momentum during the early stages of strategic change,* "Organization Science" 2004, No. 15, p. 289.
[16] W.E.K. Lehman, J.M. Greener & D.D. Simpson, *Assessing organizational readiness for change*,"Journal of Substance Abuse Treatment"2002, 22, p. 199.
[17] D.D. Simpson, G.W. Joe, & G.A. Rowan-Szal, *Linking the elements of change: Program and client responses to innovation*,"Journal of Substance Abuse Treatment" 2007, 33, p. 204.

I distinguished instruments for measuring organizational readiness for change by contruct level as well. Two intruments concerned organizational level. Three instruments measured individual level of readiness for change as Jansen et al., Ingersoll et al., Holt et al. One instrument measure change related committment, which is not connected with topic of this work.

Four intruments (75%) measured minimum one dimension of readiness for change like perceived management support for the proposed change. Ingersoll and colleagues (2000) defined seven dimensions of readiness for change. Only one (25%) instrument was unidimensionality. Morover, there are some similarity between dimenisons of those instruments. For example, Jansen and colleagues (2004) described dimension of readiness for change as organizational members agreement and willingness to work toward the change goal. Similarly, Ingersoll and colleagues (2000) discussed one of dimenison as the extent to which individuals and subunits worked together to accomplish organizational goals. These two dimensions consider achieving goals as one of measurement of readiness for change. Additionally, There are also two silmilar dimensions like rewards for innovation and perceived personal benefits of the proposed change. All of them concerns benefits for organizational memebers as reward or overall benefits linked with change. Then, in two instruments there are similar dimesions concerns leaders behaviors as perceived management support for the proposed change and the extent to which organizational leaders and member maintained a futuristic orientation.

Instruments captured potential antecedents of organizational readiness for change (e.g. perceived for change) or that derive from measures of other constructs (e.g. innovativeness). According to Nunally (1978), an instruments for measuring organizational readiness for change would include only those items that capture the contruct's theoretical content.

From all of those five instruments I selected Lehman and colleagues (2002) Texas Christian University organizational readiness for change. Such choice fulfill three criteria that is: organizational level of construct, ability to measurement organizational readiness for change, and obviously multidimensionality. This instrument include four dimensions as motivation for change, adequacy of resources, staff attributes and organizational climate. I combined those dimensions with others which occured in anothers instrument measured organizational readiness for change. I took three dimesnions out of Lehman and colleagues (2002), another four dimensions from Ingersool and colleagues (2000) and finally, one dimension from Holt and colleagues (2007). My proposal of scale will measure eight dimensions: motivation for change, adequacy of resources, organizational climate, teamwork, flexibility, futuristic orientation, risk taking and management support for the change.

Although those two instruments as Holt et al. (2007) and Ingersoll et al. (2000) were dedicated to individual contruct of level of analysis. In my proposal I changed the point of references of those dimensions on organizational level of readiness for change.

Conclusions

This article embracing two contributions for theory of strategic management scinces. First, based on conceptual definitions review, I proposed one definition for organizational readiness for change defined by Weiner (2009).

Second, I proposed a combined scale for organizational readiness for change measurement. This scale includes eight dimensions for differents scale which measured individual level of readiness for change. In my scale, all dimensions changed point of references on organizational level of readiness for change.

Moreover, based on the proposed scale there is an implication for managerial practise as a diagnosis tool use to measure organizational readiness for change embraced eight proposed dimensions. Consciousness of a plenty of successful factors of organizational change allow to avoid too simplify approach. Organizational readiness for change is multidimensional so the measure scale should includes that. Considering above, it is reasonably to conclude, that it is impossible to change performing without building readiness for change. Obviously, this is not the only one condition but pre-condition.

Finally and in summary, the proposed scale with combined dimensions for measuring organizational readiness for change, should be use in future researches to examine impact of those dimensions on readiness for change. Additionally, Weiner and colleagues (2008), suggested that treating organizational readiness for change as an organization – level construct calls for multioorganizational reasearch using longitudinal study designs as well as careful attention to the statistical aggregation of individual-level responses to the organizational level of analysis.

Based on definitions and measurement scale revievs of readiness for change there is a need to focus more attention to measurment improvement testing the psychometric attributes of the proposed instrument.

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