

# BSc thesis (Internship upgrade)

STUDY ON RESOURCES ENABLING  
CHANGE WITHIN ORGANIZATIONS

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## Study on resources enabling change within organizations

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## Abstract

Global competition has risen and companies find themselves in rapidly changing business environments. The ability to pursue organizational change is essential to stay in business. Resources should be brought into the organization to enable organizational change. These resources can be of human, organizational, financial, physical, technical or reputational kind. This study aims to discover which resources, human as well as non-human, enable change within organizations. The goal is to provide an overview that enumerates all resources enabling organizational change. By conducting a systematic literature review a lot of resources that either have a positive or negative influence on organizational change were found. An important remark must be made: the resources that were found do not have a (explicit) direct influence on the realization of change, however, if the resources are present within an organization the likelihood of organizational change is increased. It is recommended that managers bring in resources that enable organizational change within their organizations. This can help in realizing the long-term goals of the organization as well as the continuity.

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## 1. Introduction

In the last years global competition has risen and complex problems emerged rapidly (Hannah & Lester, 2009). The importance of organizational innovativeness and adaptability have increased, so when specific situations occur it can help organizations realize change and survive (Friedrich, Mumford, Vessey, Beeler & Eubanks, 2010). Organizational innovativeness can be defined as the extent in which organizations implement new ideas, services, processes, procedures, systems, structures or products (Subramanian & Nilakanta, 1996). A variety of skills, expertise and experience are needed in order to survive in the increasingly competitive environments. This has led to the increased use of teams within organizations instead of individuals working by themselves (Zaccaro, Rittman & Marks, 2001). Teams can be defined as: “a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable” (Katzenbach & Smith, 2015). Different outcomes, such as labour productivity and the increase of the quality of work life (which results in a decrease of employee turnover), confirm the formation of teams can be beneficial for organizations (Glassop, 2002).

People are often considered as the most important resource within a company (Wenger, 1998). The resource human capital within organizations can create innovative ideas, but people can also show resistance to new ideas and changes within an organization. The degree of acceptance or resistance towards organizational change plays a pivotal role (Gagné, Koestner & Zuckerman, 2000).

Organizational change can be defined as: “the difference in form, quality, or state over time in an organizational entity. The entity may be an individual’s job, a work group, an organizational subunit, the overall organization, or larger communities of organizations such as industries” (Poole & Van de Ven, 2004). Nevertheless, human capital is not the only valuable resource within organizations. Many other resources like: organizational, financial, physical, technological and reputational factors are also indispensable means to perform business processes (Black & Boal, 1994).

The presence of dynamic capabilities is often mentioned as a condition to be successful in the nowadays rapidly changing business environment. Dynamic capability is the capability of an organization to intentionally adapt an organization’s resource base to obtain (or maintain) competitive advantage. Dynamic capabilities match and even create market change (Teece, Pisano & Shuen, 1997). Examples of dynamic capabilities are the abilities to integrate resources, knowledge creating routines and resource allocation routines. Organizations with powerful dynamic capabilities have a bigger chance to obtain competitive advantage over other organizations that have less powerful dynamic capabilities. Especially in rapidly changing environments, dynamic capabilities can be of great value (Eisenhardt & Martin, 2000). In explaining the cause of organizational change it is surprising that resources available in organizations are often overlooked. It is assumed that just the presence of dynamic capabilities leads to organizational change. This while in fact resources are needed to allow dynamic capabilities to sense opportunities and threats, seize opportunities and transform knowledge into making improvements in the firm (Kyrgidou & Hughes, 2010). Dynamic capabilities are by itself not the underlying sources of sustainable competitive advantage as resources such as human, organizational, financial, physical, technological and reputational factors form the basis of organizations. No strategy can be pursued without these resources. This paper therefore sheds light on organizational resources enabling organizational change.

### 1.1. Problem description and research question

In this thesis, the objective is to discover which resources enable organizational change to occur. In the paragraphs above, it has come forward that previous research about organizational change focused mainly on teams (Zaccaro et al., 2001; Katzenbach & Smith, 2015; Glassop, 2002). These researches focus on creating ideal circumstances for organizations to undergo change with regards to human capital, which is an important resource with regards to organizational change. Additionally, non-human resources are also important such as organizational, financial, physical, technological and reputational factors. Until now human and non-human resources have been researched in isolation. Current literature lacks an overview that sums up resources that make organizational change more likely to occur. Therefore, this research aims to give a clear overview of human as well as non-human resources enabling organizational change. This research thus looks for resources that make change possible/enable it to happen and excludes the search for drivers stimulating direct change. The incompleteness of the existing literature gives the incentive to construct the following central research question:

*Which human and non-human resources enable organizational change to occur?*

The sub-questions that will help in finding an answer to this central research question are as follows:

SQ1: What are the personal traits of individuals and characteristics of teams supporting change?

SQ2: Which firm resources enable organizational change?

### 1.2. Practical and theoretical relevance

From a theoretical point of view, this research examines the impact of human and non-human resources on organizational change. An overview of these resources is created to point out if their impact is significant or negatively significant. This overview will fill the gap of the current literature.

From a practical point of view the outcome of this paper is useful for managers within organizations. This research provides a better understanding which (human, organizational, financial, physical, technological and reputational) resources make organizational change more likely to occur. Information about resources enabling this phenomenon is fundamental for managers pursuing the goals of the organization.

### 1.3. Structure

In this first section of the paper an introduction is provided to describe the current situation, the concepts, the problem, and the relevance of this paper. The purpose of this section is to provide some context about the topic and the objective. In the following section, chapter two, the theoretical framework clarifies the human and non-human resources and the transition of these resources towards organizational change. Here, the theories are discussed which help answer the central research question. In chapter three, the methodology is described. The results of the systematic literature review are stated in chapter four. This paper ends with a discussion and a conclusion of the research which can be found in chapter five.

## 2. Theoretical framework

The aim of this section is to present key insights from the academic literature and to draft a conceptual model to suggest a relationship between the independent and the dependent variable. It has come forward that four translation perspectives (scientism perspective, actualist perspective, constructivist perspective and symbolic interactionist perspective) have been developed to understand how change occurs. These perspectives attempt to explain change in different ways and will all be described in further detail in the next paragraph. As already briefly discussed in the introduction, human resources as well as non-human resources influence organizational change. The translation perspectives provide insights how resources within organizations translate into an increased or a decreased likelihood of organizational change (O'Mahoney, 2016). One of the translation perspectives, the actualist perspective, seems most suitable for this research. The reason why it seems to be the most promising translation perspective to use for this research will also be explained.

### 2.1. Translation

As mentioned, translation perspectives emerged as an attempt to understand how change occurs. These perspectives fall within the domain of managerial and organizational studies (Doorewaard & Van Bijsterveld, 2001; Czarniawska, 2010; Mueller & Whittle, 2011). The translation perspective is accountable for presenting "alternative answers about transferred practices and ideas and the forces behind such processes" (Røvik, 2016). According to the paper of O'Mahoney (2016) there are four perspectives on translation in management studies. First of all, the *scientism perspective* attempts to understand how change occurs via a quantitative method. Occurrences of organizational change are counted and then correlations are made with independent variables, such as geography or adopter characteristics. Explanations about organizational change are then shown in statistical correlations. Secondly, the *actualist perspective* of Latour's actor-network theory (ANT) makes no distinction between human and non-human influences. The theory claims that every actant, human as well as non-human, has the ability to activate a movement towards reaching a certain objective (Latour, 2005). The goal is to understand the influence of actants (human and non-human resources) in relation to a specific event. Next to this, the *social constructivist perspective* underlines the translation effects of local dialogues with people and apply micro-politics to create 'carriers' of ideas. The goal of this perspective is to establish support under employees for management ideas. Lastly, the *symbolic interactionist perspective* examines how groups communicate and cooperate across organizational boundaries. Terminology, interaction and ways of working can for example be different at the department production in comparison to the department information technology. This can cause misunderstandings and misalignments. The goal of this translation perspective is to find common ground and enable cooperation.

The translation perspectives are all based on different sets of assumptions and each of these perspectives has its strengths and weaknesses. The perspectives are incompatible, which is unfortunate as this makes it impossible to integrate all the different strengths in one perspective to get a richer understanding on translation (O'Mahoney, 2016). For this research the "actualist perspective" is chosen as only one perspective can be used to discover which resources do and which resources do not enable organizational change. This choice is made, because the "actualist perspective" is the only translation perspective that focuses on human as well as on non-human influences. The influences of human capital on organizational change can be indicated, but also the influences of organizational, financial, physical, technological and reputational resources. The theory

in the “actualist perspective” that allows to focus on human as well as on non-human influences is also called the actor-network theory. This theory will be explored in the next paragraph.

### 2.1.1. The actor-network theory

The actor-network theory can help to provide insights in which resources enable change within organizations. First the actor-network theory will be described, so the above mentioned phenomenon can be investigated with the help of the theory.

The actor-network theory argues that every act of establishing something is linked with different factors influencing it, such as its surroundings, regulations, other people and technology (Luoma-aho & Paloviita, 2010). The word “actor” (also called actant) does not limit itself to human individual actors, but broadens the word actor to non-human, non-individual entities. Thereby, actants can influence other actants (Latour, 1996).

The actor-network theory looks at different components together in a network, so that they establish a coherent whole. These networks undergo changes from time to time and are therefore subjected to the continuous process of building and re-building (Latour, 1996). The power of a network becomes clear through the amount of connections it has control of. A car is an example of a non-human actor-network. The components like an engine, the tires and the driving-wheel allow the driver of a car to get from one place to another. A lot of interactions arise between actants in order to function. If the engine stops working, the driver realizes that the car consists of a set of components (actors) rather than just a vehicle capable of transporting the driver. The theory claims that every actant, human as well as non-human, has the ability to activate a movement towards reaching a certain objective (Latour, 2005). The role of actors and how they contribute to the higher purpose of the organization will be explained by using the actor-network theory. The goal is to understand the influence of actants (human and non-human resources) in relation to organizational change.

## 2.2. Conceptual model

The central research question: “Which human and non-human resources enable organizational change to occur?” can be answered with the help of a conceptual model as shown in figure 1. The relationship between the independent and dependent variable assumes that the independent variables “human influences and non-human influences”, are of influence on the dependent variable “change within organizations”. The actor-network theory, as discussed in paragraphs 2.1 and 2.2, splits out in human and non-human influences. It allows the researcher to think broader than human influences influencing organizational change as it also comprises non-human influences. It is a way of thinking that helps understand how organizational change is enabled. The actor-network theory relates to how and which resources activate a movement towards reaching the objective organizational change. In the next section, the methodology, is explained how articles about human and non-human influences in relation to organizational change are found.

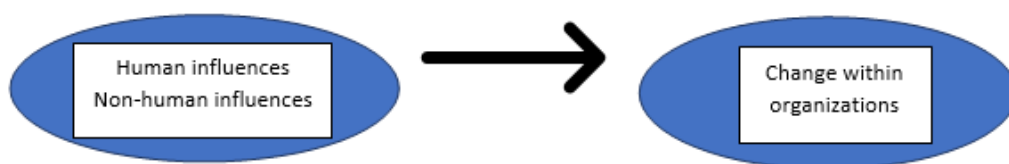


Figure 1: conceptual framework



### 3. Methods

In this section the steps of finding suitable literature and the process of extracted data are thoroughly described.

#### 3.1. Methodology description

The central theme of this research is to discover resources that enable organizational change. Words with broader meanings and synonyms were included in the query. Here, resources is an umbrella term (for human, organizational, financial, physical, technological and reputational factors) that form the basis of organizations. The inclusion of resources in the search query reduces the risk of missing important articles. With the actor-network theory in mind, the query must deliver articles about human and non-human influences in relation to organizational change. The words “firm” and “organizational” that are put in front of “resources” are broad words that include human as well as non-human influences as the actor-network theory demands this to understand change.

The following query was used:

(TS=("organizational change" OR "strategic change" AND "firm resources" OR "organizational resources")) AND SO=(STRATEGIC MANAGEMENT JOURNAL OR ORGANIZATION SCIENCE OR HUMAN RELATIONS OR LEADERSHIP QUARTERLY OR RESEARCH POLICY OR JOURNAL OF PRODUCT INNOVATION MANAGEMENT OR BRITISH JOURNAL OF INDUSTRIAL RELATIONS OR HUMAN RESOURCE MANAGEMENT OR INDUSTRIAL RELATIONS OR WORK EMPLOYMENT "AND" SOCIETY).

The database Web of Science has been used to find scientific articles, since it contains a large number of articles published by scientific journals. The Boolean operator ‘OR’ was used to avoid overlap and the Boolean operator ‘AND’ was used to include multiple search terms in the search. TS was used to indicate the topic and SO to indicate the journal. Quotation marks were used to exclude irrelevant results coming forward due to grammatical coincidence. The document type was limited to ‘articles’. Articles in languages other than English were removed. The year range was set to 2008-2018 to only include recent research. The Social Sciences Citation Index (SSCI) was set to keep the focus on social science. To maintain a high quality, only articles from journals ranked 4 and 4\* by the Academic Journal Guide (AJG) in 2018 in the research fields Strategy, Organizational Studies, Innovation and HRM&ERP were included (Strategic Management Journal, Organization Science, Human Relations, Leadership Quarterly, Organization Studies, Research Policy, Journal of Product Innovation Management, British Journal of Industrial Relations, Human Resource Management, Industrial Relations: A journal of Economy and Society, and lastly Work, Employment and Society). Articles about Organizational Research Methods were excluded as they provide information about research methodology and do not provide relevant content for the research.

Down below is shown how the results were narrowed down from a large amount of articles to the most relevant ones (the database already filtered out any duplicates):

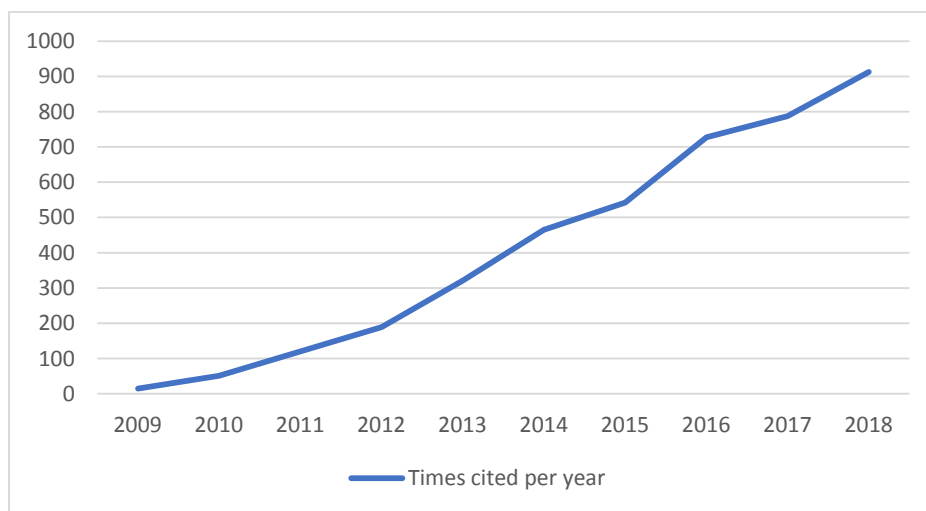
1. Initial query: 8068 results
2. Article as document type: 6950 results
3. Articles in English: 6704 results
4. Custom year range: 2008-2018: 4037 results
5. Web of Science Core Collection Citation Indexes: Social Sciences Citation Index (SSCI) – 1956-present: 3285 results
6. Articles ranked 4 and 4\* by the Academic Journal Guide in the research fields Strategy, Organizational Studies, Innovation, HRM&ERP: 167 results

This search resulted in 167 results. The dataset information in terms of top publishers is shown in table 1.

*Table 1: 4 & 4\* journals publishing about resources related to organizational change*

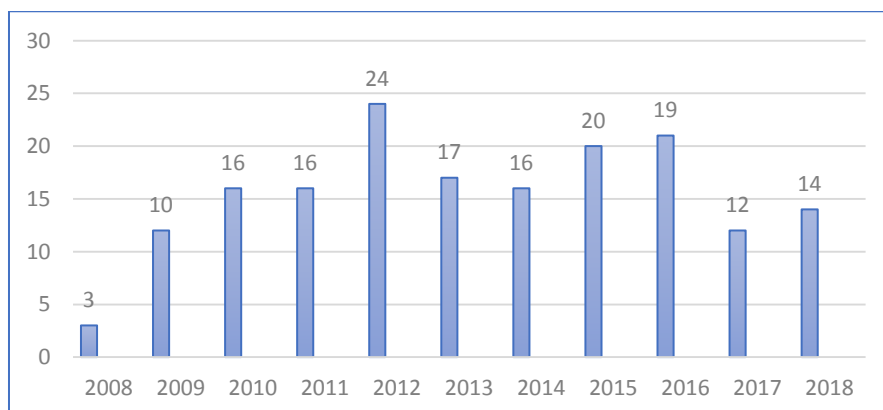
Journal	Records	% of 167
Organization Science	53	31,7%
Human Relations	32	19,2%
Strategic Management Journal	30	18%
Leadership Quarterly	15	9%
Human Resource Management	14	8,4%
Research Policy	11	6,6%
Journal of Product Innovation Management	8	4,8%
Work Employment and Society	3	1,8%
British Relations	1	0,6%

The sum of times cited per year is shown in figure 2. In the recent years the articles have continuously been cited and this is a sign of the relevance of the articles.



*Figure 2: sum of times cited per year (2009-2018)*

The histogram in figure 3 indicates a more or less evenly spread number of published articles (except for 2008 and 2012) between 2008 and 2018. This means the research field remains relevant throughout the years.



*Figure 3: number of articles published between 2008-2018*

### 3.2. Data extraction

After the 167 articles were found, several filtering activities were conducted to only include articles that accord with the research objective. Firstly, the suitability of the articles was checked by reading the titles of the articles. The irrelevant articles were removed if the title was not related to an organizational-related topic. Articles that for example focus on society, politics, fashion, sports or health care were excluded. Also, articles that focused on the outcome of the implemented strategic change were removed, since this does not discuss the resources that led to this change. Following these steps, 93 articles were excluded in the first filtering activity which leaves 74 articles to be further analyzed.

The second filtering process was done by reading the abstracts of the articles. To identify relevant articles, the requirement for an article to be included is that organizational or strategic change in relation to the resources of a firm or organization is dealt with in an essential way. The most important criteria is that the articles must seem to be able to answer the main question or one of the sub questions. Following these steps, 44 articles were excluded in the second filtering activity which leaves 30 articles to be further analyzed.

Thirdly, a content analysis of the introduction, discussion and conclusion was conducted. An important condition is that the content has to focus on resources enabling organizational change. Next to this, examples of resources influencing organizational change have to be mentioned. Articles that are not available were also excluded from the research. Following these steps, 13 articles were excluded in the third filtering activity which leaves 17 articles that accord with the research objective.

The excluded articles based on the different filtering steps are shown in Excel. The summary of the identified relevant articles after each filtering step is shown in table 2.

*Table 2: identified articles after each filtering step*

Steps	Number of articles
The initial search result	167
First filtering process	74
Second filtering process	30
Third filtering process	17

## 4. Results

In this section, the sub-questions will be answered based on literature findings. This is done so eventually an answer can be given how actors may push for change within an organization. In paragraph 4.1 the human and in paragraph 4.2 the non-human resources that are found to have an effect on organizational change will be described. Paragraph 4.3 provides a list with resources that enable organizational change.

### 4.1. Human actors

In these paragraphs the focus will be on the first sub-question: “What are the personal traits of individuals and characteristics of teams supporting change?” The following paragraphs contain eleven human actors that are discussed.

Most organizational change attempts do not succeed (Burke, 2002). An important factor is the cynical attitude of employees that view organizational change attempts as just the “flavor of the month” (Herold, Fedor & Caldwell, 2007), rather than good initiatives to improve the organization. Employee cynicism toward change is characterized by a lack of commitment and also skepticism and pessimism about the potential of the organization to change (Anderson, 1996). Managers should carefully monitor the potential development of a cynicism towards change climate within their organization as this may push more people towards a negative attitude towards change. Managers can try to prevent the development of these climates by engaging in transformational leadership. Furthermore, managers should try to back up words around organizational change with actions (DeCelles, Tesluk & Taxman, 2013). Some more measures that managers can take to reduce cynical attitudes are the sharing of information and the invitation of employees in the decision-making process. This increases employees’ feeling of involvement and it reduces the chance of organizational change cynicism (Brown & Cregan, 2008).

Change initiatives may lead to job insecurity by employees. They can be concerned their job is at risk due to the proposed change. When uncertainty occurs it often results in a lack of employee participation and cooperation. However, if employees notice they are treated fairly, there is an increased chance that they accept and perform an authority’s decision and engage in cooperative behaviour (Blader & Tyler, 2005). This can be done by providing justice-relevant information on distributive outcomes and decision procedures (Lind, 2001). In addition, employees look at the attitude and behaviour of authority figures towards the change. Employees use this as behavioural reference and mimic the behaviour. The willingness to cooperate by employees can therefore be stimulated by the subtle exercise of justice and behavioural exemplarity (Melkonian, Monin & Noorderhaven, 2011). There is also a relationship between job insecurity and emotional exhaustion. People tend to see change as an isolated event rather than a crucial part of the organization's life cycle. Practices of human resource management can help in reducing resistance towards organizational change, but only when ethical leadership is high. Ethical leadership can be seen as the demonstration of standard correctness in behavior through personal actions and interpersonal relationships. The goal of this is to act as a role model for other people, provide guidance in uncertain times and demonstrate the organization’s intentions behind the HR strategy. Organizations should create long-term intended human resource strategies via selection, incentives, training and development policies. At the same time managers should act accordingly and ethical leadership is demanded to reduce resistance to change. Organizations are only able to undergo change if the strategic direction and operational behaviours are coordinated (Neves, Almeida & Velez, 2018).

Followers perceive leaders as charismatic when they engage in change-promoting leadership. When followers perceive leaders as charismatic it boosts the team performance, because of the followers' commitment to change (Nohe, Michaelis, Menges, Zhang & Sonntag, 2013). Charismatic leadership is

associated with social change and renewal in times of crisis, however, leadership can also act in opposition to change. Charismatic leaders may resist organizational change and make efforts to defend the status quo when an influential group of people perceives an ongoing or upcoming change as a danger to their common interests (Levay, 2010).

The level of strategic change is different between organizations led by outside CEOs and organizations led by inside CEOs. Inside CEOs have a better understanding of their organization's internal resources. Their vision is formed by their past experiences within the firm and therefore it is more likely that an inside CEO introduces strategic changes based on existing organizational resources. In contrast to this, outside CEOs are usually appointed when immediate change is needed. In the first years of their employment for the organization they usually focus on cost-cutting and divestment strategies. Outside CEOs sometimes also introduce changes just to signify their era is different than the CEO who ruled before them. To conclude, outside CEOs may have a disadvantage in the case of introducing high levels of strategic change (Zhang & Rajagopalan, 2010). In addition to this, research has shown that keeping a former CEO within the organization is more likely to hinder a new CEO from being successful than in preventing failure. The keeping of a former CEO withholds multiple types of strategic changes: resources reallocation, divestitures and executive replacements. New CEOs who are limited in their actions are therefore limited in the extent to which they can increase performance. It is likely that the new CEO places a lot of actions on hold. By the time the old CEO finally leaves the chair position, there is a sudden increase in organizational change (Quigley & Hambrick, 2012).

#### 4.2. Non-human actors

In the previous paragraphs, the focus was aimed towards human capital enabling organizational change. Human capital is, however, not the only valuable resource within organizations. Non-human resources, such as organizational, financial, physical, technological and reputational factors are also important building blocks of an organization. These paragraphs will focus on non-human actors influencing organizational change. The second sub-question corresponds with these paragraphs: "Which firm resources enable organizational change?". The following paragraphs contain eleven non-human actors that are discussed.

Employees must support the ideas in order to realize successful organizational change (Brown & Cregan, 2008). Research has shown that the role of HR during periods of organizational change is crucial. If HR undertakes an administrative expert role there is an increased chance change cynicism is generated. In contrast to this, if HR undertakes a strategic change agent role, change cynicism is less likely to occur. With this in mind, organizations should stimulate HR to adopt a strategic change agent role during times of organizational change (Brown, Kulik, Cregan & Metz, 2017). Human resource managers can try to cure the lack of energy of employees caused by emotional exhaustion by providing extra supervisor support, role clarity or increasing employees' employability (Schumacher, Schreurs, Van Emmerik & De Witte, 2016).

Readiness for change of the organization is dependent on the commitment to change and the psychological empowerment. Commitment to change can be increased by top-down communication which helps to legitimize the change (Morin et al., 2016). A high hierarchical distance (the amount of layers between an employee and the top management team) has a negative influence on the commitment to change by employees (Hill, Seo, Kang & Taylor, 2012). The bottom-up approach encourages employees to come up with solutions to challenges they are confronted with. It empowers employees to implement change themselves (Morin et al., 2016).

Organizations must continuously work on creating and maintaining organizational legitimacy. Organizational legitimacy indicates "the way the organization is built, it is run and simultaneously it is

understood and evaluated” (Suchman, 1995). Legitimacy is composed of taken-for-granted cultural objects that everyone shares within the organization (Sillence & Brown, 2009). An important managerial job is to achieve organizational legitimacy. Managers can construct narratives to achieve external as well as internal organizational legitimacy for upcoming change. Narratives can be seen as “social constructs that are composed of meaning to express content and rules while representing an event or a series of events” (Rudrum, 2008). While a change process is happening, narratives can help to overcome or confront potential adversaries. Next to this, managers should sustain organizational legitimacy, especially during periods of organizational change. This is because members of the organization may accidentally get rid of the taken-for-granted cultural objects such as structure, products, services or identity, while their goal is to keep stakeholders’ endorsement, support and resources (Landau, Drori & Terjesen, 2014).

Organizational change also comes from reshaping stakeholders’ beliefs and deeds by exposing them to new experiences and interactions (Tsoukas & Chia, 2002). Antenarratives are not yet fully-formed narratives, but fragmented pieces of conversations from managers, employees and the media which can help to build the identity and interests for strategic change. The construction of antenarratives is a crucial practice for strategy-making, because it is a forceful method in developing and determining ways to influence people’s acceptance of change (Dalpiaz & Di Stefano, 2018; Sonenshein, 2010). Antenarratives can help managers’ to legitimate or resist organizational change by letting fragmented speculations about the future circulate within the organization. By doing this, strategies and visions can be communicated in a subtle way in which managers want stakeholders to believe in (Boje, Haley & Saylor, 2016).

Small organizations are in general more flexible than large organizations in terms of organizational change. When large organizations endure a low performance level they do however take increased risk. In contrast to this, small organizations become rigid as a result of low performance (Greve, 2011). People that work in large, mature organizations often do research & development activities to develop innovations that have no formal support in secrecy. These people try to get more autonomy over the direction of the research & development activities and try to escape the limitations imposed by organizational boundaries. These attempts can be really successful in high performance work settings with the presence of colleagues providing support and guidance during this tricky quest, but can also be a costly use of organizational resources if ideas cannot reach the surface of the organization (Criscuolo, Salter & Ter Wal, 2013).

#### 4.3. Overview of human and non-human actors

This paragraph provides a list of resources that have a positive or a negative influence on organizational change. This is done to present a complete overview with resources enabling organizational change and which resources have a reverse effect towards organizational change. All the resources that have been found in the previous two paragraphs are summed up in table 3. In this list a distinction is made between human and non-human actors.

*Table 3: actors influencing organizational change*

Resource	Human/ non-human actor	Influence level
Transformational leadership	Human	Positive influence
Managers backing up words around organizational change with actions	Human	Positive influence
Sharing of information by managers	Human	Positive influence
Managers inviting people in the decision-making process	Human	Positive influence
Exercise of justice	Human	Positive influence
Behavioural exemplarity	Human	Positive influence
Ethical leadership	Human	Positive influence
Change-promoting leadership	Human	Positive influence
Charismatic leadership	Human	Positive or negative influence
Inside CEOs	Human	Positive influence
Keeping of a former CEO	Human	Negative influence
HR adopting a strategic change agent role	Non-human	Positive influence
Supervisor support	Non-human	Positive influence
Role clarity	Non-human	Positive influence
Increasing employees' employability	Non-human	Positive influence
Top-down communication	Non-human	Positive influence
High hierarchical distance	Non-human	Negative influence
Bottom-up approach	Non-human	Positive influence
Organizational legitimacy	Non-human	Positive influence
Construction of antenarratives	Non-human	Positive influence
Small organizations	Non-human	Positive influence
Autonomy for employees in R&D	Non-human	Positive influence

## 5. Discussion and conclusion

This paper attempted to answer the following research question: “Which human and non-human resources enable organizational change to occur?” By discussing the results collected from the systematic literature review, the idea is to provide recommendations for managers of companies and highlight further research areas. In doing so, this chapter summarizes extant research about resources enabling organizational change.

### 5.1. Recommendations

This research has resulted in the creation of a clear overview of resources that positively influence and negatively influence organizational change. An important remark must be made: the resources that were found do not have a direct influence in enabling organizational change, however, if those resources are present within an organization the likelihood of organizational change is increased. Managers should implement resources that have a positive influence on organizational change within their organization. This helps organizations to adapt to the rapidly changing business environments and the increasing degree of competition. Furthermore, it can help managers in realizing the long-term goals of the organization. Managers should not consider only the current state of performance as an indicator to determine if change is needed, but should also consider the future. Changes should be pursued in accordance with considerations of the future.

### 5.2. Discussion

In this discussion the aim is to highlight future research directions. The current literature still has research gaps that need to be addressed. Some interesting avenues for future research can still be taken. This should be done to increase the understanding of organizational change. First of all, further research can discover if other generations respond differently to resources present in organizations. The X and Y generation may react differently to resources present in an organization than the Z generation. Additionally, this research has a theoretical approach, further research can test if the findings correspond with the real world.



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