Changing multinational organizations

Factors affecting organizational change

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Lund, May 2023

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Abstract

Title Changing multinational organizations – Factors affecting organizational change

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Background Multinational organizations operating in a changing business environment endure recurring reorganizational efforts. The process of changing a multinational organization is an ambiguous and complex activity.

To achieve the desired outcome from an organizational change, factors affecting the change are highly relevant to regard and act upon. This thesis aims to identify and to understand what factors are of importance to organizational change, and how they can be handled.

Purpose The purpose of this master thesis project is to identify what affects organizational change in a multinational organization.

Research Questions The main research question in this study was

RQ 1: What factors affect organizational change in a multinational organization?

RQ 2: How and why do these factors affect organizational change in a multinational organization?

	RQ 3: How can multinational organizations benefit from the findings and act upon them?
Delimitations	This thesis includes a case study of a multinational organization's reorganizational activities performed during a recent event. It is delimited to include interviewees which have been actively involved in or affected by the reorganization activities or its outcome. The interviewees in question are of various managerial levels and countries. This provides a managerial and international perspective in the thesis, aiming to contribute with insights on what factors affect organizational change in multinational organizations.
Methodology	This project is an qualitative, exploratory study conducted using an abductive approach. The combination between a literature study and case study on a multinational organization.
Conclusion	This research project identified the five cluster factors affecting multinational organizational change to be: *Communication*, *Employee Attitude & Readiness*, *Change Engagement*, *Experience & Knowledge* and *Organizational Change Structure*. To further explain these cluster factors, multiple key factors were found and used as subcategories to explain the results. The factors were identified to affect organizational change in various degrees throughout a change process. In addition to this, were three cultural dimensions, occupational, organizational and national, found as underlying cultural factors throughout the change. This was proven by the support of previous academic work in combination with interviews conducted at the case company.

Key Words *Change Management, Reorganization, Change Work, Organizational Change, Factors, Multinational Organizations*

List of Abbreviations

CEO	Chief Executive Officer
CSF	Critical Success Factors
ELT	Executive Leadership Team
EVP	Executive Vice President
HR	Human Resources
KPI	Key Performance Index
Q&A	Questions and Answers
TNC	The Next Chapter

List of Figures

List of Tables

Table of Contents

1 Introduction

In this chapter, an introduction to the thesis subject is made out. In addition to this, the importance and relevance for the subject is described. The case company Tetra Pak is introduced, and connections between the subject and the case company is presented. Furthermore, the problem statement is defined, complemented with the purpose of the thesis and three listed research questions. In the last part of this section, the thesis delimitation and the outline of this thesis are presented.

1.1 Background

As organizations grow in numbers and to new geographical regions, the need for change increases. Change is almost seen as a necessity in order to adapt to new conditions for the survival of the organization (Dempsey et al., 2022). Ott (2019) describes that reorganization is a natural part of an organization, and a main driver for growth. However, reorganizing is complex, and affects the people involved – both emotionally and in terms of workload. In addition to this, studies have also shown that change work has a success rate of 30 percent (Abdelouahab & Bouchra, 2021; Becdach et al., 2016; Morrison et al., 2011), indicating that the majority of reorganizations fail to meet its objectives.

In change, different variables need to be handled throughout a change process, and can be divided into *tangible* and *intangible* factors. A factor is in this context defined as an influencer on organizational change. The *tangible* factors related to change are the strategy, objectives and the organizational structure. On the other hand, the *intangible* factors involve people's feelings, reactions and loyalty (Ott, 2019). In addition to this, if an organization is established in multiple countries, there will be a cultural aspect to consider. Having a multinational organization, the cultures brought into the organization will affect the reorganization. A multinational organization is defined as an organization that is registered in one country, and operates in additional countries. A multinational company usually has its headquarters in one country and operates to various levels in offices in the other countries, reporting back to headquarters.

Academic authors and prestigious consultant bureaus have attempted to increase the success rate for reorganizations by presenting their own frameworks. For example, *Kotter's 8 change phases*, *McKinsey's 7S* and *Lewin's three stage model*. These frameworks guide organization's top management carefully through an organizational change, increasing the chances of success (Becdach et al., 2016; Kotter, n.d.). However, these frameworks often fail to discuss the *intangible factors* in multinational organizational change. In this context, this relates to people's emotions, knowledge and engagement. The combination of *intangible factors* and the multinational perspective for organizational change have previously been studied to a limited extent. This thesis aims to combine the intangible factors found from existing theoretical frameworks in combination with factors identified from empirical results, together with underlying cultural aspects from a multinational perspective.

1.1.1 Change management & Reorganizations

Organizational change is a proactive action to future changes in the business environment, rather than a reaction of something that has already changed (Michigan State University, 2021). Ott (2019) describes that the reorganizations are full of risks, and stresses that they require caution moving through the process. The organizational change should not have a main leader putting themselves "*in the position of the teacher*" throughout the change. Instead, participation and feedback should be encouraged and that leaders should empathize with the people going through the change. The process of change requires governing, and Dempsey et al. (2022) defines Change Management as "*the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers*".

1.1.2 Change Management in Multinational Organizations

From an international study made by Capgemini Invent in 2019, it was found that the three most important success factors for an organizational change were culture, leadership & people and processes. Here, culture is defined as the common vision and mindset which creates a sense of community to encourage collaboration and innovation. The leadership & people factor refers to how managers act as coaches, promotes talents and upholds the organization's culture. Lastly, the process factor is the tools employees use to conduct and optimize their work. (Wähler et al., 2019)

Other scholars and professionals have found similar factors when studying reorganizations. Becdach et al. (2016) describes the importance of engaging employees and rewarding them during organizational change projects. In Kotter's 8 change phases there are three "*human related*" factors (rewarding a job well done, encouraging teamwork and spreading the vision through the employees). Ex-McKinsey consultants also write about human related factors in their 7S model (staff stresses the importance of professional development and having the right knowledge, style regards leadership and shared values is the organizational culture and the common mindset amongst the employees) (Singh, 2013). This indicates that the "*human related*" factors are important to consider throughout organizational change.

1.2 Problem Definition

Multinational organizations operating in a changing business environment endure recurring reorganizational efforts. The process of changing a multinational organization is an ambiguous and complex activity. To achieve the desired outcome from an organizational change, factors affecting the change are highly relevant to regard and act upon. This thesis aims to identify and to understand what factors are of importance to organizational change, and how they can be handled.

1.3 Purpose

The purpose of this master thesis project is to identify what affects organizational change in a multinational organization.

1.4 Research Questions

The thesis purpose is divided into three research questions (RQs).

RQ 1: What factors affect organizational change in a multinational organization?

RQ 2: How and why do these factors affect organizational change in a multinational organization?

RQ 3: How can multinational organizations benefit from the findings and act upon them?

1.5 Focus and Delimitations

The objective of this research is to identify what factors affect organizational change. With focus on factors affecting organizational change in an organization operating in multiple countries. This thesis is delimited to only regard factors affecting organizational change, and not include the reason for organizational change, which processes an organizational change should use or external factors.

This thesis includes a case study of a multinational organization's recent reorganizational activities. It is delimited to include interviewees which have been actively involved in or affected by the reorganization activities or its outcome. The interviewees in question are of various managerial levels and countries. This provides a managerial and international perspective in the thesis, aiming to contribute with insights on what factors affect organizational change in multinational organizations.

1.6 Tetra Pak

This research uses the company Tetra Pak for testing the theoretical framework. Tetra Pak is a multinational organization within the food packaging and processing industry, operating in over 160 countries with more than 25 000 employees worldwide. The company is the market leader within their field and was founded 1952 in Lund, Sweden. Tetra Pak was created on the idea of replacing heavy glass bottles with light weight packages in cartons, and became famous for its tetrahedron-shaped package illustrated in figure 1 (Tetra Pak, n.d.a). Today, Tetra Pak is part of the Tetra Laval group together with the DeLaval group (producing milk stations and other livestock-near solutions related to milk production) and the Sidel group (produces equipment for food and beverage packaging on PET) (Tetra Laval, n.d.).

During the years 2021-2022, the company underwent a reorganization affecting all units globally. This reorganization was called The Next Chapter (TNC), and is the basis for the empirical part of this study.

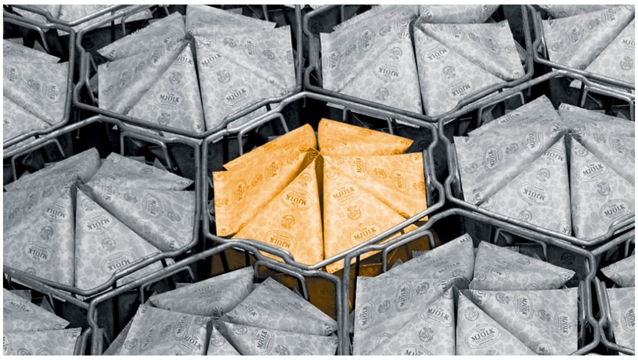

Figure 1: Tetra Paks first package – the tetrahedron (Tetra Pak, n.d.a)

1.7 Thesis Outline

Chapter 1: Introduction

The introductory chapter provides a background of the subject change management. In addition to this, the importance and relevance of the thesis subject is described. The thesis problem is discussed, followed by a definition of the thesis purpose and the research questions. The delimitations for this thesis are presented, followed by a brief introduction to the case company.

Chapter 2: Methodology

The second chapter examines the methodologies and theories in research methodology relevant to this thesis. A disclosure on the qualitative and credible considerations taken to ensure a sufficient quality of the thesis outcome. In addition to this, the empirical data collection process is described, providing an insight into the selection of research participants and the interview guide development.

Chapter 3: Theory

The third chapter uncovers and factualizes relevant theories, models, and terminology from the literature. This is used to create a theoretical framework for this study. In this section, a literature review of factors is concluded in a table, cross referenced with the factors uncovered from change management model theories.

Chapter 4: Case Company
The fourth chapter describes the case company (Tetra Pak) in relation to its latest organizational change efforts (TNC). Deeper insight about the case company's change management is provided, together with a presentation of the department chosen as a subject for this study.

Chapter 5: Result & Analysis
The fifth chapter presents the findings of the interview sessions in a descriptive approach. The results are presented and analyzed simultaneously throughout the chapter. The analysis is aimed to describe the context, meaning, and interconnections of identified factors, and how they relate to the literature findings.

Chapter 6: Discussion
The sixth, and penultimate, chapter discusses the research findings in relation to the research questions. The discussion is structured by cluster factors and has a more general perspective to reflect on the interconnection between factors. The chapter is finalized by a discussion regarding organizational change from a broad perspective.

Chapter 7: Conclusion
The seventh and final chapter answers the research questions stated. In addition to this, a discussion on the research design quality and validity is given. Lastly, the practical and theoretical contributions are presented, together with suggestions on further studies on the topic.

2 Method

In this chapter, the research methodology of this thesis is explained and examined. This includes research strategy, research design, literature review, description of the interview process, analysis and a discussion of the quality of the research design. The aim is to provide the reader with insightfulness of different methods, and the choices made for this research.

2.1 Research Strategy

A research strategy is an approach for conducting structured research and having a clear direction. It explains the framework, the process and the principle for the study, and guides the work towards the end results. It is not a detailed step-to-step guide, but rather an overall description of the way of working and can take different forms depending on the nature of the study. (Höst et al., 2006)

2.1.1 Different Approaches

Höst et al. (2006) describes that the research methodology depends on the type of data collected. The data can be grouped into the two supergroups *qualitative* or *quantitative*. The first supergroup, qualitative data, consists of descriptive explanations that are detailed and nuanced. The other supergroup, quantitative data, is measurable and can be classified depending on its characteristics. Using qualitative data, it is possible to analyze using categorization and sorting, while quantitative data can be analyzed using statistical analysis or mathematical models.

To be able to explain and make conclusions from the collected data, there are different approaches explained by the research reasoning theory. Nilsson (2023) explains that the three branches of research reasoning are *inductive*, *deductive* and *abductive reasoning*. Deductive reasoning is based on using already existing theoretical frameworks or theories, which are tested on empirical material to prove or disprove a hypothesis. Inductive reasoning is based on using empirical material to create or generalize theoretical conclusions. Abductive reasoning is based on using a combination of deductive and inductive reasoning, often used for practical research. (Nilsson, 2023)

The research purpose determines which research method is suitable. Höst et al. (2006) describes that there exists four different types of research purposes: *descriptive*, purposed to describe a function or how something is done; *exploratory*, purposed to detailed comprehend a function or how something is done; *explanatory*, purposed to find correlations and explanations for functions or how something is done; *problem solving*, purposed to find a solution to an identified problem. Höst et al. (2006) clarifies that a research work can consist of multiple studies with different purposes and therefore, multiple approaches can be relevant in the same study.

2.1.2 Our Approach

This thesis aims to describe the relationship between an organizational change and what effect different factors have. This by collecting information from previous studies, archive research and interviews. The data gathered is non-numerical and collected from selected interviewees, and aims to obtain an in-depth understanding of the subject. For that reason, this study is categorized as *qualitative, explanatory research*. Furthermore, the approach of this research study is *abductive* as the initial part of the research is based on previous studies within the area, and the second part of the study is where information and knowledge was retrieved empirically.

In addition to this study being a *qualitative, explanatory* research, it also tangates to being a *problem solving* research. This as answering RQ 3 aims to help multinational organizations to address various factors affecting organizational change.

2.2 Research Design

There are different methodologies to conduct research which need to be selected appropriately. The methodologies relevant for conducting research according to Höst et al. (2006) are as follows: *survey*, *case study*, *experiment* and *action research*. The methodologies can be either flexible (continuously adaptive) or fixed (predetermined static methodology), with action research and case studies being predominantly flexible. To achieve a compelling research outcome, it is beneficial to combine multiple data collection methods. (Höst et al., 2006)

This thesis aims to investigate an organizational change at a singular selected company. Therefore is it feasible to conduct this research with an adaptive case study methodology to answer the research questions.

2.2.1 Case Study

A case study is a qualitative study with the purpose to understand a complex topic in depth. Often, a specific case is chosen to investigate a specific area. The in-depth understanding of the topic makes the design of a case study flexible, meaning that the researchers adapt and almost customize how data is collected. For example, interview questions are adapted to a company or specific roles of an employee. The objects studied (companies, people and/or documents) in a case study should be chosen such that the answers give enough variation for a specific topic. The most common techniques used to collect data in a case study is interviews, observations and analysis of documents. (Höst et al., 2006)

Denscombe (2018) explains that a case study is performed to understand a general context by examining the specific details. It is frequently used for small-scale projects which collect qualitative data by focusing on a small research subject. This has the benefit of giving a detailed understanding for the researched topic, leaving no stone unturned. The strength of a case study is that the researcher can use a research method of their choice, allowing a customized research setup.

For this thesis, a case study at a company and its recent reorganization is researched. This is done by comparing findings from literature review with archival research and interviews of people involved in the reorganization. Figure 2 illustrates all informational sources used in this thesis.

Figure 2: Information in this thesis is collected through literature review, archival research and interviews.

2.3 Literature Review

A literature review is an approach to accumulate knowledge and information within a research field and in what context it has been previously discussed. In addition to this, the material researched is critically reviewed and evaluated to find new, uncovered topics. (The University of Edinburgh, 2022)

A literature review process has four steps, beginning with *surveying* the literature which has been written about the field. The second step is for the researcher to create a *synthesis* (a summary and finding connections between different researched topics). This is followed by identifying missing topics or limitations in the field, a *critical analysis* of what already has been presented. The last step in the literature review process is to *present* the findings in an organized, suitable way. (Royal Literary Fund, 2023) The literature review process is illustrated in figure 3.

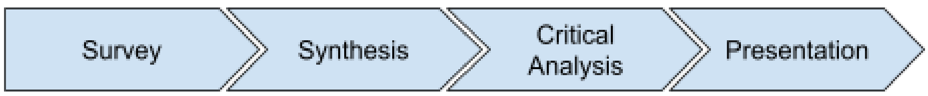

Figure 3: The four steps in a literature review.

In this research, data was retrieved by searching information from previous studies in databases including popular science magazines, academic journals, reports and digital books. In addition to this, printed books from Lund University's library, within the organizational management field and information from Tetra Paks archive, were also used as sources of information.

2.3.1 Sources of Information

Block search was used for finding relevant sources of information. It is a structured way to phrase search terminology in a database with separate lines of text, called blocks (Lund University, 2023).

In this study, the block search method was used to search for prior studies within the field in the database LUBSearch. LUBSearch is an entry point to Lund University digital libraries' databases with articles, books, reports, etc. available for students at Lund University. When using the entry point, block searching was utilized, combined with the search function of logical operators (AND/OR/NOT). By phrasing search terminology with boolean structure, several synonyms or alternative terminology were used to achieve a more diverse and inclusive result.

Citation pearl growing was used as the second method to find new, relevant sources of information. The method implies using phrases or keywords found in sources to be used for finding additional relevant sources of information (Lund University, 2022). It is an efficient method for finding information relevant to the topic in the already found material. Additional to this method, sources used in the existing reference list have been reviewed as well.

2.3.2 Search Results

To find previously published articles within the area, the database LUBSearch was used. The search was filtered to *TI Title* for the first block, searching for the keywords in the titles. Secondary blocks were filtered to *AB Abstract* which included search of keywords in the author provided abstract. A series of filters were applied to increase credibility and practicality: *Material Types* were filtered to *Peer Reviewed*, *Academic*

Journals, *Books*, *Reports*; and *Language* was filtered to *English*. From this, the results were listed according to the search engine's *Relevance* function.

After achieving a search result of less than 1500 hits, a first ocular inspection of the titles to find relevant sources was done. Once 30 different sources on the respective searchword were accumulated, their respective abstract or summary were briefly reviewed to be determined relevant or not for further reading. This approach was performed for the seven searches listed in table 1. Following was a deeper review of the relevant sources to find factors or other information regarding the outcome of change management in order to answer RQ1. During factor identification in relevant sources, factors that were too specific towards a certain researched area were neglected as they would only be beneficial in the exact same situation and not generally applicable. It was identified during the search process that the combination of factors affecting organizational change together with a multinational perspective resulted in insufficient search results.

*Table 1: Search words, hits, relevant articles amongst the top 30 results on each searchword and how many of the relevant articles were used in this paper ("citations" are used for Block search, * star is used for finding singular and plural endings of words).*

Searchword	**Hits**	**Of Interest**	**Relevant**	**Used**
"Change management" AND factor*	478	30	5	3
"Change management" AND model*	381	30	7	4
"Change management" & AND model* AND factor*	87	30	8	5
"organizational change" OR "organizational change" & capability OR capabilities OR ability OR abilities	548	30	15	6
"Organizational change" AND factor*	1,075	30	7	5
"Organizational change" AND factor*	255	30	6	3

2.3.3 Literate Factor Identification

Factors affecting organizational change found in the literature review were listed in a spreadsheet. For each newly encountered unique factor, a new column was added, and the source from which the factor was identified was listed as a new row. When reviewing the relevant sources, recurring factors were marked throughout the process. In total, 48 relevant literate works were read to identify factors. 26 were used, as the remaining sources did not contain the information seeked. From the used sources, 38 unique factors were identified and listed in a table shown in Appendix A. From the table of identified factors, the factors were sorted depending on their applicability and uniqueness. By doing this, it was possible to shorten the list of factors to the most important 20 factors that were identified. The iterated list of factors was believed to be more useful for the purpose of this thesis as the amount of factors is more manageable to analyze and the factors themselves more unique with less overlap.

The list of the 20 unique factors were sorted dependent on their characteristics into five categories (clusters). The five clusters were cross-analyzed against commonly known change management models. Each factor was then plotted against the respective model's theories. The process of the cross-analysis produced a foundation for further analysis of which of the identified factors are more important in certain aspects such as change process or change characteristics.

2.3.4 Archival Research

An *archival research* is a study of previous documentation that was created to find information useful for the case study. When doing archival research it is important to be aware of the document's original purpose, and to critically understand what picture the document is trying to paint (and what information which is not revealed). (Höst et al., 2006)

For the purpose of this thesis, the details related to the organizational change were studied. To gain a better understanding of the case company, secondary data published internally by the case company was studied. Such data was found by searching in the case company's internal digital archives. Tetra Pak has several resources to store data and documents, such as *Teams Cloud* services and the internal intranet *Orbis*. In Orbis, a collection of archived material categorized under a tab called *The Next Chapter*. This material is a result of the internal collection of material related to the change and which was released throughout the change process.

To find additional relevant material in the two platforms, general search terminology was used in the search function of the respective platform. The terminology used were: *The Next Chapter*, *TNC* and *Strategy 2030*. Documentation found and used were in multiple formats including: text documents, presentation material, as well as meeting and seminar recordings in video format.

The information used in this thesis was at the time not of high confidentiality, and was declared general access within the Tetra Pak organization. As the information was used only to better understand the change process as a whole, no detailed individual or organizational performance information or evaluation was used.

2.4 Interviews

There are three different types of interviews: *structured*, *semi-structured* and *open* interviews. The structured interview is similar to a questionnaire. This type of interview has fully predefined questions, which are followed strictly from the top to the bottom. The semi-structured interview has predefined questions, but the order of the questions can be changed and the course of the interview can deviate from the predefined path if the situation calls for it. The open interviews are interviews without any predefined questions, and are mainly led by the interviewee who discusses what they believe is the important topic. (Höst et al., 2006)

2.4.1 Selection

Denscombe (2018) presents two ways for selecting interview candidates: *probability sampling* and *non-probability sampling*. Probability sampling is the process of a random selection from a population and is a statistical method that eliminates the researcher's influence on the selection process. Probability sampling is preferable for quantitative data. Non-probability sampling is based on the researcher's subjective selection and is preferred when there is insufficient accessible quantitative data or knowledge about the researched population. (Denscombe, 2018)

Denscombe (2018) suggests several techniques for non-probability sampling including: *quota sampling*, suitable for research requiring specific categories to be filled; *subjective sampling*, is a non-random selection based on handpicking candidates based on their relevance (experience and knowledge) to the research purpose; *theoretical sampling*, iterative selection process for acquiring additional information needed to develop a theory; *snowball sampling*, selection based on the recommendation of current participants; *comfortability sampling*, selection based on easy access in terms of time and resources of the research (Denscombe, 2018). When selecting interview candidates for this thesis, subjective selection, snowball sampling and comfortability sampling were used.

The size of the selected research population can be determined in three ways: *statistical*, *pragmatic* and *cumulative*. The statistical method is a more generalizable quantitative method and involves more participants. Pragmatic sizing is often based on the experience of the researcher for finding sufficient information. Cumulative sizing is common for limited qualitative research (5-30 participants) whereas the researcher proceeds to add more participants until sufficient information is gathered or any additional data would not be beneficial. (Denscombe, 2018)

Denscombe (2018) continues by highlighting two common selection errors: *randomness error* and *systematic error*. Randomness errors are a result of using data from a group of a population that may not be representative of the whole researched population. Systematic errors are the result of a selection frame that is either outdated or incomplete, meaning that parts of the researched population are systematically left out. Resulting in findings that are not representative for the researched population (Denscombe, 2018).

2.4.2 Our Selection Process

The selection of potential interviewees for this thesis had the purpose to find candidates that hold broad or deep knowledge in the change process. The selection process for finding research participants was strategically aligned with the research questions one and two. In order to identify potential research participants that are knowledgeable in the thesis subject, the candidates were subjectively handpicked. The research participants needed to be well informed and knowledgeable about the subject, which eliminated any random selection. The first interviewee was selected on the recommendation of the case company supervisor who proclaimed the interviewee held deep knowledge about the subject.

To handpick candidates to contact for the interviews, an organizational chart of the Tetra Pak Customer Issue Resolution department was used as a selection frame. It contained updated information about current employees including their contact details, title, responsibility, authority, colleagues, geographical location, who they report to and who reports to them. From this information, individuals who were believed to be knowledgeable of the research area were selected. In addition to this, interviewees were selected from different hierarchical levels and geographical locations to retrieve a nuanced data collection. The geographical location of the interviewees is visualized in figure 4, which of Lund was predominantly common amongst interviewees. The hierarchical level of interviewees was primarily of level 5, manager (see figure 5). To decide the size of the research population for this thesis, the cumulative approach was adhered to. Once sufficient data was collected and no new information found, no more interviews were conducted. A summary of the interviewees location, years at the company, hierarchical level and function within the organization is listed in table 2.

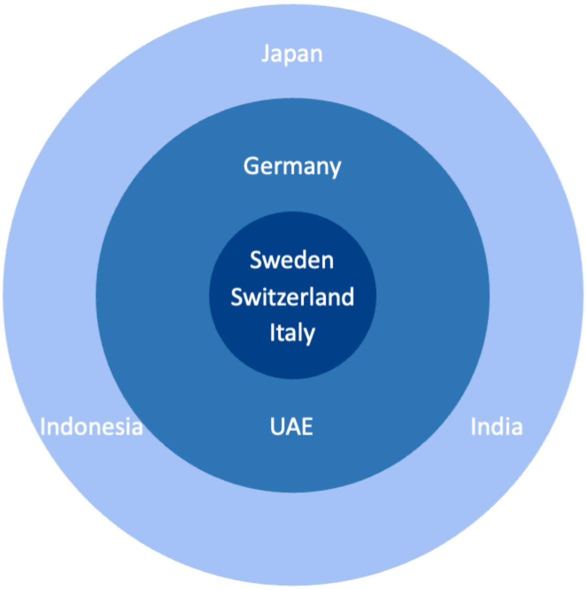

Figure 4: Geographical relative location of the interviewees.

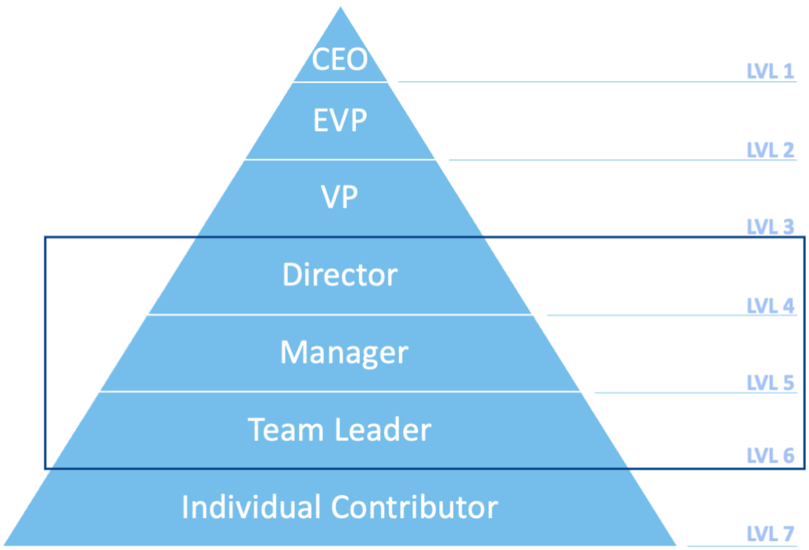

Figure 5: Tetra Pak managerial hierarchy.

Table 2: Compilation of the interview people showing their hierarchical level (→ meaning change in level during the reorganization), geographic location (country), years at TP (more or less than 10 years) and department within the organization.

Interviewee	Location	Level	Years at TP	Function
i1	UAE	4	>10	HR
i2	Italy	5	>10	CIR
i3	Sweden	6 → 5	<10	CIR
i4	Switzerland	5	>10	CIR
i5	Sweden	5	>10	CIR
i6	Sweden	5	<10	HR
i7	Sweden	4	>10	HR
i8	Japan	6 → 5	<10	CIR
i9	Italy	5	>10	CIR
i10	India	6 → 5	<10	CIR
i11	Germany	6 → 5	>10	CIR
i12	Indonesia	5	>10	CIR

2.4.3 One-to-one interviews

One-to-one interviews take place during a meeting between the researcher and the interviewee. It is a popular method to collect data for qualitative studies. Reactions, feelings and opinions are easily observed, and the interviewer can control the direction of the answers – minimizing the risk for misinterpretations. If further information is needed, the source of information is easy to find again. (Denscombe, 2018)

Denscombe (2018) describes that it is considered good practice for a researcher to present themselves when beginning an interview, and the purpose of the study. The role of the researcher is to listen and learn from the interviewee, and not to influence or in any way put the interviewee in a defensive position. In addition to this, the researcher should avoid asking the interviewee self-fulfilling questions. The general advice is to not ask too personal questions, as interviewees react differently to this. (Denscombe, 2018).

Beginning an interview, introductions should be made and all formalities, such as asking for permission to record the meeting and explain what happens to the recording after the interview should be covered. It should also be clearly stated that everything said during the interview is confidential. (Denscombe, 2018)

Höst et al. (2006), explains that there are four phases of an interview: *context, initial questions*, *main questions* and *conclusion*. The context part covers the purpose of the study and an explanation to why the interviewee has been chosen is given. The second phase is *initial questions*. Here, fundamental questions are asked to set a context to the interviewee. The initial questions of an interview should have a more easy-going nature, giving the interviewee the opportunity to relax and get comfortable. It can be done by either letting the interviewee describe their role in the organization *or* ask softer questions directly related to the research topic (Denscombe, 2018). The next phase is the main questions, where more specific questions related to the topic are asked. The last phase is conclusion, where the interview is quickly summarized and the interviewee gets the chance to add information not previously covered (Höst et al., 2006). Throughout the whole interview, it is beneficial to search and identify underlying meanings to what is being said. This could be an inconsistency in what is being said or non-verbal communications (Denscombe, 2018).

2.4.4 Interview Process

The interviews were conducted with an initial pilot interview, followed by three interviews to test the managerial level. This was followed by a round of eight other interviews with people from different countries. The interview process is illustrated in figure 6.

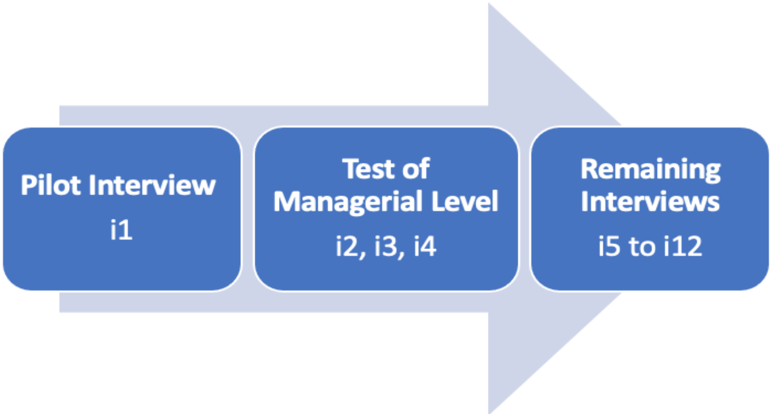

Figure 6: The three phases in the interview process.

The scope of the questions in the interview manual was through an iterative process narrowed down to achieve more detailed results. The interview guide was divided into five parts: *introduction*, *filter questions*, *personal questions*, *case specific questions* and *outro*. During the introduction part, introduction to the research, the purpose of the meeting and participants is made. An explanation of the thesis was made in general terms to avoid influencing the interviewee. During the filter part, confirmatory questions are asked. This was to make sure that the interview is held with the correct people. During the personal questions, the interviewee got the opportunity to describe their background and previous experience, to make the interviewee more comfortable. The next phase is the case specific questions, consisting of elaborate questions regarding the reorganization are discussed. Follow-up questions during this phase were added to dive deeper into interesting answers given by the interviewee. The last part of the interview is the outro. Here, the interviewee got the opportunity to add information, share documents talked about during the interview.

Pilot Interview

A pilot interview was conducted with an employee who had been involved in the change work. The purpose of the pilot interview was to retrieve information relevant for the research topic, but also to get an understanding of the design of the interview guide. The questions for the pilot interview can be seen in Appendix C. After this session, the interview questions were either tweaked, removed or a new set of questions were added. This was done to avoid unnecessary clarification of questions during future interview sessions.

Interviews

After the pilot interview, a series of three interviews was conducted. These interviews formed the foundation of the empirical data collection. The interviews were aimed to gain a deeper understanding of the organizational change at the case company, contributing to the assessment for answering RQ1 and RQ2. To identify which level in the managerial hierarchy the interviewees are most aware or knowledgeable about the change in regard, a small set of interviews of people at different levels was conducted. By identifying the most appropriate hierarchical level, the selection process for remaining interviewees was delimited. To achieve such insight the first three interviews were necessary to be of different hierarchical levels. Therefore was one interview conducted with a director (level 4) in the Customer Issue Resolution (CIR) organization who have managers reporting directly. The next interview was with a manager (level 5) with employees reporting directly, followed by an interview with an non-manager employee (level 6).

From the first three interviews it was concluded that the most suitable information for answering the RQs was collected from the managerial level 5. This was based on the interview with an employee at director giving answers of a more strategic nature of the organization change, whilst the interviewed manager had a more human focused perspective, still with a strategic mindset. As organizational change is predominantly about the members of the organization changing, a deeper knowledge from a human perspective is of interest. Henceforth prioritizing further research participant selection to managers level 5 within the CIR organization.

Development of Interview Questions

The interviews in this study had a semi-structured character, which considered the flow of the interviewee’s responses. The first of the three interviews (the interviews testing for appropriate managerial level) was performed with the same, or similar, questions as the pilot interview. This to further evaluate the usefulness of the interview questions. After these interviews, it was concluded that the questions were not sufficiently direct to broadly conclude what affected the organizational change. This resulted in a new interview guide, giving more comprehensive and specific questions, whilst also allowing the interviewee to be open and speak freely. The updated and reworked questions and interview guide are appended in Appendix D.

After a few interviews it was possible to identify trends as to where in the interview guide interviewees were confused and needed clarification. From this the interview guide was iterated to a new version (see appendix E), containing a short introduction script, updated questions and a more structured approach. By following a more structured approach it was also believed to be easier to be consistent in the different interview sessions as well to ensure more applicable responses.

2.4.5 Qualitative Data Analysis

Denscombe (2018) advocates a systematic approach for conducting qualitative data analysis. By coding and categorizing the raw, similarities between different pieces of data from the various sources can be found. From this, the researcher may be able to trace it to a certain question or purpose related to the research, and therefore categorize the data. By indexing or creating a reference system is it easier to comprehend, backtrack and handle the vast amount of information collected in qualitative research. Furthermore, transcribing interviews allows for better and more detailed comparisons and understanding of collected data (Denscombe, 2018).

Denscombe (2018) presents different approaches for analyzing qualitative data. Some approaches are meant to analyze the intended meaning of a conversation, and others are meant to analyze the meaning of what is indirectly said. Grounded theory is one of these approaches, and is a method which detailed and carefully analyzes the interview transcriptions. The method guides the researcher through a structured approach for analyzing collected data. Throughout the process, the codes are improved, refined and filtered, to finally provide a foundation for new theory. With a constant comparative approach there is less likelihood of neglecting data or distancing from the empirical evidence. By having a transparent approach in the choices and methods used in the analysis process ensures that the reader is able to understand the analysis process. This enables the reader to draw their own conclusions of the method. (Denscombe, 2018)

The first step after collecting qualitative data when using the grounded theory approach is to classify the data pieces. These data pieces are called codes, which to the beginning have a descriptive character of the data (Denscombe, 2018). This first step in the analysis process is known as *open coding* (see figure 7).

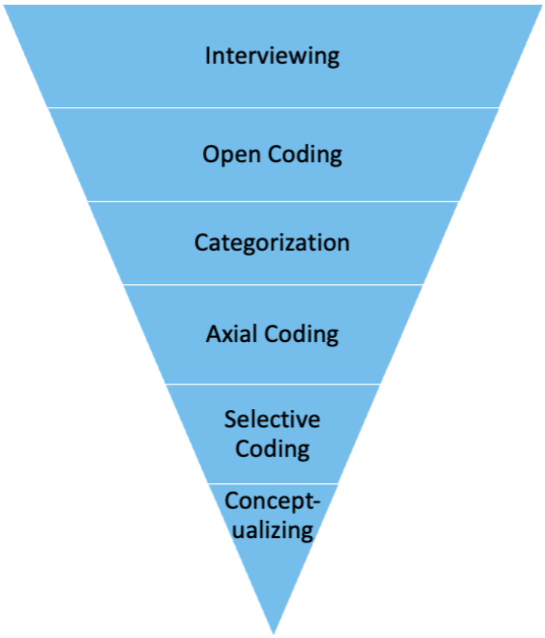

Figure 7: Data analysis process.

When going through the data, similarities between the codes and different data pieces are discovered. This enables a sorting system, making it possible to categorize the data. This second step in the analysis process is known as *axial coding*. After the axial coding, the researcher should focus on identifying and selecting key categories which is known as *selective coding*. The process is focused on the key codes that have been observed during the analysis process. From the key codes and categories is it then possible to develop key terminology and concepts that enable the researcher to understand the data in a new way. The coding process can be seen as an approach for identifying similarities in the data which are later filtered to only include the most important data pieces. (Denscombe, 2018)

2.4.6 Qualitative Data Presentation

Qualitative data is, according to Denscombe (2018), difficult to present in a detailed and comprehensive manner. This is because the researcher needs to process a large amount of data into presentable findings. For that reason, all of the collected data cannot be presented in the findings, resulting in the researcher selecting which data to include. By using diagrams to visualize the connections of developed terminology, the reader can better comprehend the connections and the researcher be more transparent of the methods (Denscombe, 2018).

To present data with more detail and without the researcher's interference, citations of the interviewee is feasible. However, it is important to remember that interview citations may not be able to be used for proving a theory or concept, as they are taken out of context and are selected by the researcher (Dencombe, 2018). The author states that by citing correctly and providing background information of the interviewee as well as the citation context, the reader can better understand the intended meaning of citations.

2.4.7 Our Data Process

In this study, the grounded theory approach was used for processing the data. The first step of the data process (illustrated in figure 8) was *open coding* of the interview transcription. Identification of relevant data pieces was accomplished by labeling the information with a descriptive tag (open code). The aim was to identify key information from the interview that could firstly answer RQ1. The open codes from the respective interviewees were then listed in a spreadsheet, and color coded to illustrate which cluster factor the open code belonged to. From this, similarities and differences between the different interviewees' responses were identified. By including detailed information of the code's origin in relation to which interviewee and timestamp, the factors could later be backtraced to exact context and interviewee. The open codes were then simplified in the way that the open codes with the shared meanings were given the same label, to avoid multiple codes for the exact same content.

In the second phase of the data process, simplification of the data and *axial coding* part was the first two steps. Axial coding is when key factors are identified and listed in the respective column in accordance with their color code. This was done by creating a new table with one column for each color category (cluster factor). The key factors in the table functioned as boxes in which sub-factors could be placed. This was done practically by writing the sub-factors or clarified open codes as comments in a spreadsheet. The finalized data was then presented and analyzed simultaneously in the *Result & Analysis* section.

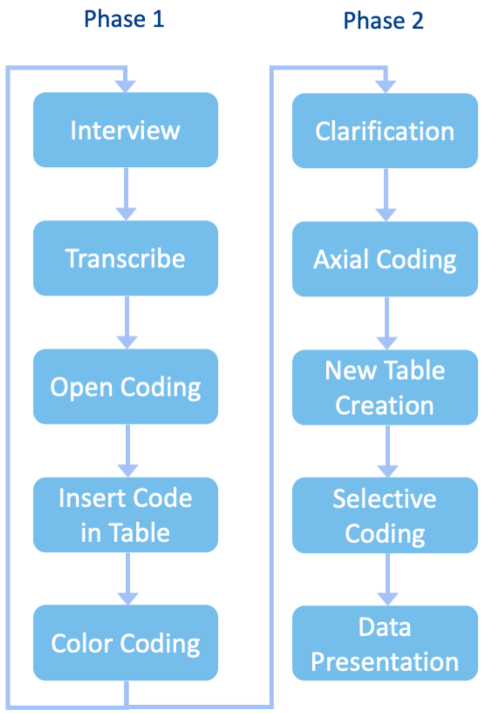

Figure 8: Data Processing Process.

2.5 Analysis

After the data processing stage was completed and all factors identified, the interview transcripts were further analyzed. To retrieve an explanatory meaning of the respective key factors, the grounded theory approach was used. From the selective coding (section 2.4.7) it was possible to trace each code to their source in the original interview transcript, finding the accurate context. When analyzing a specific key factor, it was necessary to simultaneously review the different interview transcripts to contextualize each factor. This as multiple interviewees reasoned about one single factor. With this approach, each identified factor could be presented, described, and analyzed without misinterpretation. Therefore, making the grounded theory approach applicable in the analysis of the qualitative data.

2.6 Work Process

The workflow of the thesis project is visualized in figure 9. The initial phase of this study included literature review on the relevant topic. Parallel to this, archival research on the case company's material was conducted. These two sources were the foundation to the theoretical framework for this study, and functioned as the basis for creating the interview guides.

During the interviews, the interview guide was revised and reworked according to the process explained in section 2.4. After the interviews, the results were refined according to the process explained in section 2.4.7. The categorized results enabled a structured analysis approach where the factors found in the literature and empirical study were used to configure the setup. This was followed by a conclusion, including answers to the research questions, a discussion on the research quality of this study and suggestions on future topics to study.

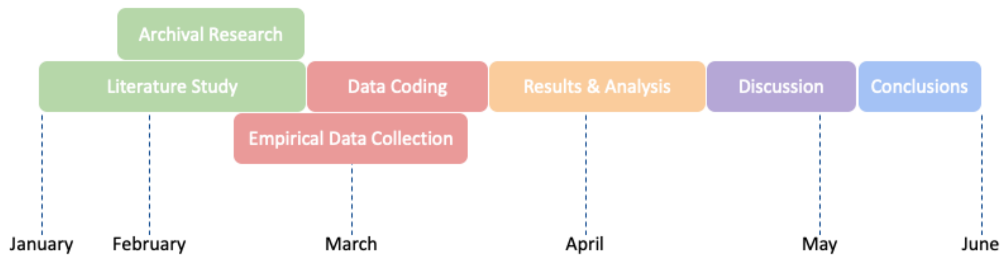

Figure 9: An illustration of the workflow of this thesis.

2.7 Quality of Research Design

Research quality depends on several factors such as having generally applicable results, well established conclusions and relevant to the research purpose. These factors are *representativity*, *reliability* and *validity*.

2.7.1 Representativity

Representativity depends on the selection in the data collection. Höst et al. (2006) describes that a research is only applicable for the group selected for the study if not sufficiently varied, thus not generally applicable. The conclusions from a case study are often not general, and might therefore not always be applicable in other situations. However, if a series of case studies within the same specific area are performed, a pattern can be identified. Höst et al. (2006) continues by claiming that the probability for reaching similar conclusions and applicability increase for similar cases, whereas they are of similar nature. Thus excessively describing the case context in a detailed manner can result in higher representativity as clarity about the nature of the case is increased.

2.7.2 Reliability & Validity

Reliability can shortly be described as the trustworthiness of the conducted research. Höst et al. (2006) discloses multiple ways to ensure higher research reliability in qualitative studies.

Reliability can be reached through data collection and careful analysis, with traceability and transparency – allowing the reader to draw their own conclusion. Confirming empirical data with answers from the interviewees, avoids misunderstandings or confusion. Furthermore, having a second party to evaluate the research to oppose any deficiencies in reliability is favored. (Höst et al., 2006)

Validity in research is achieved by ensuring that the research design is carefully designed to study the determined research purpose. In other words, studying what is meant to be studied, and not making irrelevant connections.

2.7.3 Discussion on Research Design Quality

From a detailed description of the case, it is possible to increase the probability of higher applicability in cases at other companies. The reliability of the conducted case study is believed to be high as the research methodologies are transparent, allowing the reader to draw their own conclusions. By using only (by the case company) confirmed data from archives and academically verified data, the thesis is built on a solid foundation. For the reliability of the research it is important to consider that interviewee bias might occur. To limit this effect the interviewees were contacted after the interview to confirm citations to avoid misunderstandings or other mistakes. Due to the research being based upon one case study it was actively regarded when selecting interviewees to achieve a better diversity among participating respondents.

3 Theory

In this chapter, a definition to change management and terminology related to managing change in organizations is given. This is followed by a review of change management models and previous findings on which factors affect change in organizations. The factors are further investigated and compared with the change management models presented. Lastly, the effect of culture on organizations is presented in three different perspectives.

3.1 Organizational Change

Changes in an organization is often a result of a company evolving over time. Organizational change might sometimes be necessary to handle the complexity and evolution of the companys' business environment. Despite this, studies have shown that organizational change succeeds in 30 to 40 percent of all cases (Abdelouahab & Bouchra, 2021; Becdach et al., 2016; Morrison et al., 2011). The use of change management models increases this number, and a combination of different models to address different factors is often best practice (Stouten et al., 2018). However, using these models is not a guarantee for success. In addition to this, organizational change increases the stress of the employees and is often met with resistance (Stouten et al., 2018).

3.1.1 Contingency Theory

Lex Donaldson (1996) defines contingency theory as "*[there is] no single organizational structure that is highly effective for all organizations*". The optimacy of an organization's structure depends on how the structure adapts to internal (and external) changing factors. The organizational structure is contingent on these factors, and are therefore called *contingency factors*. The contingency factors include strategy, size, task uncertainty and technology. It also varies with the business environment. (Donaldson, 1996) The foundation of the contingency theory is built on identifying the factors and learning where in the organizational structure adjustments are necessary. Donaldson (1996) stresses the importance for alignment (fit) between the contingency factors and the organizational structure in order to be effective.

3.1.2 Mechanistic vs Organic Organizations

Joan Woodward (1980) classifies organizations into *organic* and *mechanistic* organizations. The essential difference between the two is how static they are in terms of organizational structure and procedures (illustrated in figure 10 and figure 11). The static organizations, also called the mechanistic organization, refers to organizations which are generally top-down hierarchical organizations. This type of organization has clear internal structural borders, where division of functions acts as silos within the organization. The dynamic organizations, so called organic organizations, refers to the antithesis of mechanistic organizations. This type or organization has a bottom-up managerial structure, where functions are not put in silos. Organic organizations are also typically more adaptive to changes. (Woodward, 1980)

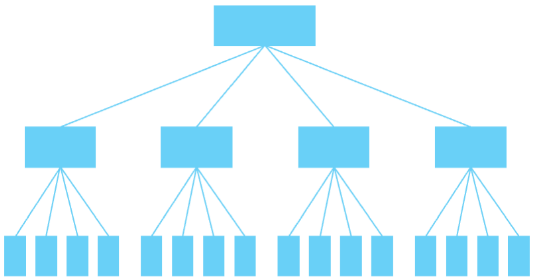

Figure 10: Mechanistic organizational structure.

The knowledge basis in mechanistic organizations is limited to the top of the hierarchy. This type of organization has been proved to be the superior approach in a stable competitive environment where innovation is not the focus. Organic organizations are, in contrast to mechanistic organizations, more effective in a dynamic environment. This is usually characterized by the company being major technological and working to find new market developments. Originating in the distribution of knowledge amongst employees (independent of hierarchical levels) in organic organizations, stimulating innovation through knowledge sharing and cross-functional teamworks. (Donaldson, 1996)

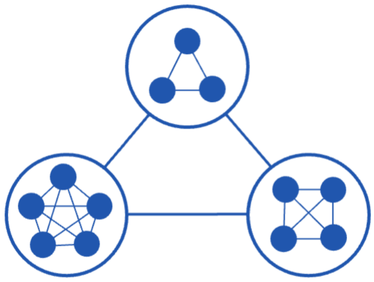

Figure 11: Organic organizational structure.

3.1.3 Different Ways of Changing

Meyerson (2001) stated that organizational change occurs in one of two ways: evolutionary adaptation or drastic action. Evolutionary adaptation signifies the literal meaning – organizations change incrementally from a bottom-up approach. While drastic action is dominated by a top-down approach as a drastic measure to adhere to sudden changes. The approaches to change tend to result in different levels of resistance. (Meyerson, 2001)

3.2 Change Management

Dempsey et al. (2022) defines change management as "*the process of continually renewing an organization's direction, structure and capabilities to serve the ever-changing needs of external and internal customers*". Smith et al. (2020) describes change management as "*the process of helping a person, group, or organization change through a set of principles, techniques, and prescriptions applied to the human aspects of executing major change initiatives in organizational settings*".

3.2.1 Change Levels

Smith et al. (2020) highlights that organizational change implies that the humans constitute the organizational change, not the organization itself. Change can be viewed from three different levels: individual, organization/initiative and enterprise.

Individual change management is the change level closest to the people affected by, or that undergo, change. It concerns the physiological and the psychological aspects of the human factor when managing change. The needed insight into how people change and how they experience change for the change to be successful. (Smith et al., 2020)

Organization/Initiative change management is, according to Smith et al. (2020), directly related to change following an initiative or idea and managing the change in a way that employees accept it. The authors argue that employees should be given the necessary support in order to implement change successfully and that employees' change is the highest priority.

Enterprise change management is by Smith et al. (2020) described as an complex task, involving the management of change in the complete organization and its different components. An organization's capability to manage enterprise change is an important contributor to individual change efficiency, and results in a strategic advantage for organizations. The enterprise change management capability is often difficult to obtain as it needs to be practiced throughout the organization. (Smith et al. 2020)

3.2.2 Change Management Models

A change management model is used as a guide, containing different steps or different topics to consider throughout a change process. Depending on what needs to be changed, or what the company wants to achieve, different models fit the purpose better. The number of practices and models for organizational change are almost countless, and they all promise a higher degree of successful change than the average of 30 percent. Parry et al. (2014) divides the change management models into two categories – *processual* and *descriptive*. The processual models are focused on how to execute and manage change, while the descriptive change models focus on success factors related to change management and the performance of the organization. Listed in table 3 are examples of change management methods presented in this study, categorized according to Parry et al. classification. In figure 12, a timeline of when these change management models had its debut is illustrated.

Table 3: The most common change management models, divided into processual and descriptive models according to the classification made by Parry et al. (2014). (Errida & Lotfi, 2021)

Processual Models	**Descriptive Models**
● Lewin's Three Step model ● Kotter's 8 Change Phases ● ADKAR ● Bridges' Model of Transition	● BCG's Change Delta ● McKinsey 7S ● Clarke & Garside's Best Practice Model ● Congruence Model

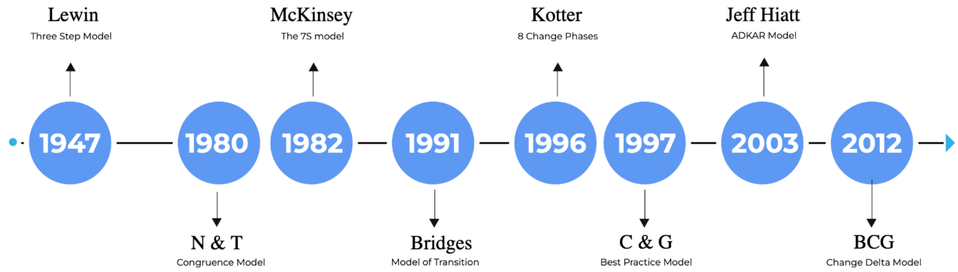

Figure 12: Timeline of the origin of common change management models.

Lewin's Three Step Model

Lewin's change model was created 1947, and is regarded as the ancestor of all change management models. (Errida & Lotfi, 2021; Rosenbaum et al., 2018) As the name of the model reveals, it consists of three steps – *unfreeze, change* and *refreeze*.

The idea behind this model is to take the organization from its current state to a desired, future state. During the first step, the importance of communication is emphasized and the objective for the first phase is to analyze the current organization and present the reason for change. The second step, called the change phase, is an iterative process where management gets training and continuously provides their employees with information, making them a part of the reorganization. The last step, refreeze, is when the change has started to sink into the organization's culture. In this stage, it is important to reward employees (early adopters) for success, offer training and education and continuously get feedback from the employees. (Lewin, 1947)

Kotter’s 8 Change Phases

Kotter’s change model is an instructive eight step process for organizational change. It is based on the observations of change initiatives at more than 100 companies of various sizes and industries, from which Kotter has concluded lessons learned from their failures and successes. Kotter (1995) argues that change in organizations is a process consisting of several steps or phases and that successful change is dependent on following each step carefully. Furthermore, failures in a certain phase may cause dire effects on the whole change process.

The eight chronological phases, or steps, in Kotter’s change model are: *Establishing a Sense of Urgency*, *Forming a Powerful Guiding Coalition*, *Creating A Vision*, *Communicating the Vision, Empowering Others to Act On the Vision, Planning for and Creating Short-Term Wins, Consolidating Improvements and Producing Still More Change, Institutionalizing New Approaches*. By following these steps in a change process thoroughly and with sufficient dedicated resources, organizations are more likely to achieve the desired outcomes of a change initiative. (Kotter, 1995)

ADKAR

ADKAR is the acronym of the five elements of this change model, and is a model made by the management consultant Jeff Hiatt. The elements are *Awareness, Desire, Knowledge, Ability and Reinforcement*, and provide management with the correct knowledge and tools for a reorganization. They are all part of a three-step process, where in each step, there are milestones to be evaluated by the staff involved. These milestones are graded on a scale 1 to 5. If a milestone scores a 3 or below, it is addressed and actions related to this milestone are repeated. In addition to this, the ADKAR model also stresses the importance of providing the employees with information about why and how the reorganization is happening. (Prosci, n.d.)

Bridge’s Model of Transition

Bridge's Model of Transition considers the human experience during change, in similarity to Lewin, from a current state to a future state of an organization as a three-phase process. Bridge (2017) points out that when generally regarding *change* it implies the outcome of it, rather than the intermediate processes which is the transition phase.

The first phase of transition in Bridges' model is: *Ending, Losing, Letting Go*. During this phase, emotional losses and cynicism about change is considered essential to deal with. The second phase is *The Neutral Zone*, where the new state is not yet implemented and the past state is already relinquished. During this phase is when transition happens. The third, and final phase, is *The New Beginning*. Here, new identities and ways of doing have been adopted. (Bridges, 2017)

BCG's Change Delta

The Change Delta model from the management consultant firm Boston Consulting Group (BCG) is a model focusing on success factors related to organizational change. Addressing these success factors during organizational change reduces uncertainty and are used as corrective pointers during the process of the change. (Keenan et al., 2012)

The key success factors according to the Delta Model are *Enable Leaders*, having an *Engaged Organization*, *Executional Certainty* (measuring change target and actual change progress), and lastly, *Governance & Program Management Office* (PMO). (Keenan et al., 2012)

McKinsey's 7S

The McKinsey 7S model describes how *Structure, Strategy, System, Skill, Style, Staff* and *Shared Values* are key elements in analyzing an organization and their effectiveness. The model has its origin in the 1970's, and has since been one of the most used models to understand the complexity of organizations. (McKinsey, 2008)

Dr. Singh (2013) describes how the elements in the 7S model are all linked together and lack mutual hierarchical order. Change in one element will result in change in another. The model can be used to understand internal relationships, but also be used by management to develop, improve and sustain competitive advantage and organizational performance.

Best practice model for change management
Clarke and Garside (1997) developed a best practice model for improving change management in organizations which can be useful for all managerial levels. The aim with the model is to structurally assess different factors which affect the outcome of organizational change in a way that is quantifiable and useful for the organization. The research (by Clarke & Garside) on best practises in change management lead to a categorization of five key factors which drive successful change, that are without a specific relative importance: *Social and Cultural Issues*, *Commitment*, *Methodologies and Tools*, *Interactions*, and *Communication* (Clarke & Garside, 1997).

Congruence Model
The Congruence Model by Nadler and Tushman (1997) puts its effort on analyzing the dynamics of an organization by portraying it as an interlinked system of different components, whereas the relationships and interactions in between affect organizational change outcomes. Nadler and Tushman (1997) state that congruence can be viewed as "*a measure of how well pairs of components fit together*". The components regarded in the model are: *Informal Organization*, *Formal Organization*, *Work* and *People*. When these components are in congruence, higher performance is promised. Furthermore, the different components are interlinked, and for effective change management, they should be considered collectively and special attention to a specific component would ultimately result in imbalance. (Nadler & Tushman 1997)

3.3 Factors Affecting Change Management

Näslund (2013) reviewed some factors affecting organizational change, namely critical success factors (CSF) in different organizational change processual methods, and found that there is little to no difference of CSF's between different methods. In addition to this, CSF's do not change much over time and that the CSF's mostly concern change approaches (in other words, they are not specific for *one* method). Lastly, Näslund (2013) writes that the most important critical success factors are organization culture and managerial support. This implies that factors affecting the outcome of change are of similar nature or the very same for different methods, and that the most important affecting factors are independent of trends over time. (Näslund, 2013)

Factors affecting change management differ in relevance and importance depending on the organization's operations and surrounding business environment (Dempsey et al., 2022). This adds a new dimension to Näslund's (2013) reasoning of factors. Dempsey et al. (2022) advocate dependencies on surrounding environment and operations which in fact are not constant over time. Regardless, affecting factors are important to consider for all change management activities. Dempsey et al. (2022) highlights the importance of not neglecting factors affecting change initiatives in order to reach the wanted results. They continue by stating that both factors with positive and negative impact are important to appraise in organizational changes.

The result from the literature review on key factors during a reorganization has been summarized and are illustrated in table 4. The factors have been grouped into the cluster factors that were previously created in the literature review. The cluster factors, described in section 2.3.3, are: *Communication*, *Employee Change Readiness & Attitude*, *Change Engagement*, *Experience & Knowledge* and *Organizational Change Structure*. As a subgroup to each cluster factor, there are two (or more) key factors. The key factors are important building blocks within their respective cluster factor, and describe a specific topic mentioned by change management models.

Table 4: Mapping of the factors found in the literature plotted against the models mentioned. Explanation of the abbreviation in this table, A – ADKAR, B – BCG's Change Delta, BP – Best Practice Model, BR – Bridge Model, C – Congruence model, K – Kotter's 8 Change Phases, L – Lewin Three Step model, M – McKinsey 7's.

Cluster Factor	**Factors**	**Models**							
		A	B	BP	BR	C	K	L	M
Communication	Communicating	●	●	●	●	●	●	●	●
	Create a vision		●				●		
	Need to change	●			●		●	●	
Employee Change Attitude & Readiness	Change Ambiguity		●		●			●	
	Change Confidence	●			●		●		
	Change Readiness	●	●	●	●		●		
	Change Attitude	●	●	●	●	●	●	●	●
	Change Expectations						●	●	
	Change Beliefs				●	●			
	Change Resistance	●						●	
Change Engagement	Interactions			●		●	●		
	Change Culture	●	●		●		●	●	●
	Organizational Commitment		●	●	●				●
	Organizational Participation	●	●	●		●	●	●	
	Management Engagement	●	●	●	●		●	●	●
Experience & Knowledge	Skilled Change Leaders	●	●				●	●	●
	Knowledge Creation	●					●	●	●
Organizational Change Structure	Change Ability			●					
	KPI Measures		●						●
	Organizational Structure		●	●			●	●	●

3.3.1 Communication

Communication is a factor with many implications. It can be explained by *how* things were communicated and *what* is communicated. Communication can also be part of other cluster factors, and often when communication is double-barrelled, it can give negative implications in other areas. The reason behind the change must be clearly communicated. *Communicating* the 5W: why, what, when, who and where throughout the reorganization is important as it seeps out over many of the factors found. Having a clear and well defined *vision* for the change, and having it communicated effectively to the whole organization decreases the risk of meeting resistance throughout the change process. Explaining the reason behind the reorganization, what is going to happen, what the timeline is, who is affected and where the change is happening and being transparent about the change work is the foundation of a good organizational change. (Dempsey et al., 2022)

Furthermore, it is important to communicate a *Clear Need To Change.* Because without a comprehensive understanding of why change is needed, there is significantly more reluctance to change. Successful change is more likely when a clear need for change is uncovered and that the discovered needs are then described considerably more significant than they would objectively seem in order to create the sense of a (upcoming) crisis or serious opportunity which must be acted upon within a set timeframe. This creates a collective motivation in the organization to change, if the immediate need for change is improperly communicated it is more likely that the change will not be initiated at all. (Kotter, 1995)

3.3.2 Employee Change Attitude & Readiness

Addressing and meeting the employees *Change Attitude* towards the change is an important part of a reorganization. By being open towards the employees feelings and beliefs about the changes increases the chances for change work success. A committed personnel not only affects the outcome of the change, but also affects the attendance, work performance, even the health and well-being of the employees. (Choi, 2011)

Bojesson & Fundin (2021) describes that spreading a good energy and making the employees have positive *Change Beliefs* of the change is an important factor to consider during reorganizations. The focus should shift from financial and time-related topics to a minimum, and instead paint a clear, positive picture of the thought outcome. By doing this, the *Change Resistance* from the employees can be reduced. Kumar et al. (2015) describes that change in one of the following factors: job demands, culture, structure or leadership adds to the stress of the employees and are often the reason for resistance. The stress can also be caused by lack of C*hange Confidence* or when there is any *Change Ambiguity*, when there are two or more possible outcomes to an event. Not dealing with ambiguity can risk management not having the courage to follow through on a plan, but also cause unnecessary stress to the employees (Kumar et al., 2015).

When employees are being open and *Change Readiness*, as well as employees being committed and engaged on the changework, the chances are that new opportunities are captured and the staff often perform at a higher level (Albrecht & Roughsedge, 2022). The level of readiness for change determines if the staff is going to be resistant or open towards the change and readiness can occur on both individual level and collective level. Often the collective readiness can spill over and influence individuals within a team of the organization, and change hesitant individuals (Milovanovic et al., 2022). As a reorganization causes stress and ambiguity for employees, it is also important that the changework is expected to have *Change Expectations* (long term results) (Dempsey et al., 2022).

3.3.3 Change Engagement

To better motivate employees and to make change possible, top *Management Engagement* is needed (Dempsey et al., 2022). Engaged top managers who engage in change will make sufficient resources available and be supportive to the change efforts which in turn showcases the importance of change to the organization's members. Similarly it is important that not only top managers are participating in the change, active *Organizational Participation* at all levels is of great importance. All of the organization's members that are affected by the change need to be able to partake in the efforts and to be included. By making sure that the involved people have access to sufficient information, feel that they have a say, and that their contributions are cherished and valued, their engagement in change will increase and resistance decrease. Furthermore, Dempsey et al. (2022) highlights that by involving more people the change drivers and top management will accumulate a broader understanding or knowledge base, as well as get end-user feedback.

To increase the success of change efforts it is beneficial if there is a sense of *Organizational Commitment* amongst employees. Being committed to an organization in terms of having an emotional attachment to the organization itself and to colleagues makes the person reluctant to resist change efforts because of being positive about it and happier to overcome challenges. Organizational commitment can originate from a person's feeling towards an organization, a sense of belonging, pride, or simply from feeling obligated. Nevertheless is it important to nurture and cherish such commitment as it severely eases the pain of change and posits great adaptivity. (Milovanovic et al., 2022)

Furthermore, when considering the engagement in change is it important to consider the engagement in meaningful *Interactions*, which is another important factor. This twofold factor can on the one hand imply interactions between individuals and the other within the organization (the interaction between operations and change activities). The interactions between employee's are beneficial in the way that they can dampen the negative effects of change by limiting the grievance of losing past responsibilities. Meaningful interactions can stimulate change processes by providing individual feedback and encouragement (Huflejt-Łukasik et al., 2022). The other type of interaction, namely between other changes, is important to allocate resources in a balanced way that adheres to the needs of the organization and the change efforts (Clarke & Garside, 1997).

Organizational *Change Culture* is by Orji (2022) viewed as the employees' intermediate trust in relationships to be open for changes, and their willingness to take the risk of dealing with uncertain outcomes related to organizational change. Jaaron et al., (2022) emphasizes that change culture can be expressed as mistrust of doing things in a different way than it has always been done in the organization. Clarke and Garside (1997) views change culture as a part of the mindset of the people who work at the company and is almost like a measurement on how committed the employees are to the change. It includes how they are involved from the start, that the change is seen as vital throughout the organization, that the impact of the change on individuals is fully addressed, teamwork and team spirit is high.

3.3.4 Experience & Knowledge

Knowledge management is defined by IBM (n.d) as "*the process of identifying, organizing, storing and disseminating information within an organization*". Striving for a learning culture in an organization can reduce the risks of unsuccessful change efforts. By driving learning initiatives through *Knowledge Creation,* employees and managers can adopt a more open-minded approach to changes and become more willing to change. It is noted that there is a high importance in allocating sufficient time to learn aside from the other resources, especially in regards to changes as individuals need more time to also discard the former ways of doing things. Furthermore, knowledge creation is broader than the individual's learnings as it includes external and internal organizational learning in terms of lessons learned, knowledge sharing and knowledge development. Which is important for organizations to adapt to a changing environment by changes within the organization. Therefore, knowledge creation is a key factor for change management as it affects the adaptability and developeness of an organization and its members. (Oxtoby et al., 2002)

To drive and succeed with organizational change, *Skilled Change Leaders* are necessary. It is important that change leaders (agents and managers) have sufficient knowledge and experience in different change approaches and methodologies that are suitable for the organization's situation and change process. This is because change leaders play an essential role in many aspects regarding successful change management in order to manage employee's change process. The changing needs require changing skills for leaders, and therefore continuous learning and skill development is important. (Albrecht & Roughsedge, 2022)

3.3.5 Organizational Change Structure

Oxtoby et al. (2002) underpins that organizations should measure against goals by having suitable *KPI Measures,* to continuously manage the direction of a change effort in order to achieve desired results. It is therefore important to translate the ambitions or goals with the change initiative to relevant quantifiable measures in line with the organization's needs. By measuring against goals it is also possible to motivate people to change or support change as they are rewarded by their progress. (Oxtoby et al., 2002)

An *Organizational Structure* explains how interactions and processes happen within a company. The organizational structure can be seen as the design of the organization, which interferes with the communication and collaboration within the company. If an organization is divided into strict functional areas, similar to silos, the cross-functional team work will be affected, and can give rise to sub-cultures within the company. For a successful organizational change, the silos need to be broken down and make sure that the flow of information within the company can happen easily. (Bojesson & Fundin, 2021)

Change Ability is important for companies to remain competitive and relevant in markets when their environment rapidly changes or evolves. Sopelana et al. (2022) describes that change is to continuously adapt and sustain organizational flexibility to cope with uncertainties. Albrecht and Roughsedge (2022) defines the ability to change as being able to effectively handle organizational change, and describes that it is crucial for sustaining competitiveness. To maintain an operating organization while undergoing change, the leadership structure must entail sufficient authority and leadership abilities to adapt the change process as circumstances change. Thus, change ability can be defined as the abilities an organization has to achieve desired outcome from a change initiative.

A summary of the cluster factors and key factors related to change management in organizations are illustrated in figure 13.

Figure 13: Key factors categorized according to the five cluster factors.

3.3.6 Culture As An Underlying Factor

Culture is a wide concept which affects the way humans learn and pass on knowledge to others. It spans from customary beliefs and social norms to values, attitudes and goals shared within a group or organization (Merriam-Webster, 2023). Wilson (2017) describes culture as a force keeping the existing state as it is, working against changes. It is a socially constructed concept flowing through a group of people, and is continuously shaped by the people in the group. Decisions made within this group are integrated into the company's norms, values and opinions – also called the organizational culture. Schein (2016) describes that cultures are present in three levels: in tangible objects, values and underlying assumptions.

The three types of culture discussed in this section are *occupational*, *organizational* and *national*. The national culture is the most rooted of the three, and permeates the other two cultural factors. The organizational culture is intermediate to national and occupational – the least rooted type of the three. This is illustrated in figure 14.

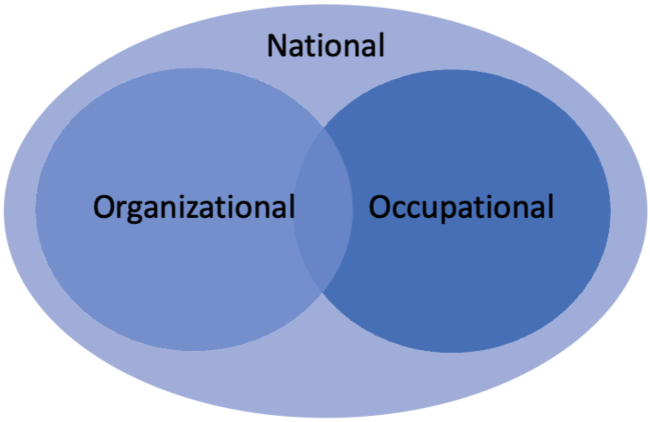

Figure 14: The three levels of culture discussed in this thesis.

Occupational Culture

The occupational culture is the culture shared by people with the same educational or professional background. It has been identified that within groups of people with the same education there is a certain linguistic, belief and tradition shared amongst them. This affects the work processes and the conversation around the coffee table. For example, people with an engineering background are generally more focused on solving a problem and creating functioning work processes. In contrast to this, someone from human resources has a more human centered approach, thinking about how people are affected during change and thinking about the group composition. (Wilson, 2017)

For example, the four main characteristics of an Human Resource (HR) professional is having strong communication skills, strong ethics, strong conflict management skills and strong organizational skills. These characteristics are tools they can use in their profession to carry through change within a department or organization and reach an understanding between opposite parties. (The University of Southern Carolina, n.d.)

Organizational culture

Organizational culture is defined by Schein (2016) as the fundamental beliefs of the people within an organization. It acts unconsciously and sets the tone on how the organization views itself and its environment. The forces which a culture can have are powerful, and if a culture is not understood, they cannot be explained (Schein, 2016).

Jacobsen (2005) describes organizational culture as informal structures which are constructed by the people working within it. The author continues by describing that organizations can have one large, homogeneous culture or many smaller, local subcultures. The homogeneous culture is considered to be more deeply rooted and the subculture is often considered to be less rooted. How deeply rooted a culture is affects change work in an organization, as it can result in employees resisting change, which can interfere with the vision for the new organizational structure (Jacobsen, 2005).

Wilson (2017) has identified that efforts made from top management to change the culture through an organizational change is often met with mixed emotions. Schein (2018) explains that managers often experience resistance when trying to change organizational structures, ways of working or behavior. Some parts of an organization are more prone to fight these changes, which is often caused by miscommunication or misunderstanding. These emotions need to be met and it has been found that successful organizations have the following common elements in their culture: the organization has the ability to quickly act and take decisions involving innovation; there is a close relationship to the customer, and lastly; the organization values innovation. In addition to this, the organization continuously works with positive reinforcement for a "correct" behavior or when a goal is achieved (Wilson, 2017).

National Culture

Hofstede (1984) explains that scholars within organizational theory have realized that organizational theory is not universal. Instead, organizations should reflect the national culture in which they operate. The research done by Hofstede was conducted at the multinational organization IBM, and aims to identify what cultural dimensions related to national culture can affect organizations. The cultural differences affect the level of implementation a management technique or philosophy has, and the differences vary between countries and cultures. The conclusions from organizational theorists is that a universal management method cannot be used as a standardized model, and activities should be adjusted to the country in which they are implemented.

To lead, coordinate and manage people requires an understanding of their values, beliefs and behavior. The behavior between colleagues, customers and managers at the workplace is a result of the behavioral configuration from birth to present time, and has been influenced by parents, friends, teachers, authorities etc. The cultural differences between countries can, according to Hofstede, be represented by four dimensions: *individualism vs collectivism*, *power distance*, *strong vs weak uncertainty avoidance*, *masculinity vs femininity, low vs high long term orientation* and *indulgence vs restraint* (see figure 15). These dimensions are the foundation of societies and can be used to position and order countries to get an understanding of different cultures. (Hofstede, 1984)

Figure 15: Hofstede's six cultural dimensions. (Slidemodel, n.d.)

Masculinity is connected to achievement, assertiveness and material success and *femininity* is its opposite; it stands for relationships, modesty and quality of life. This dimension describes social roles, not biological characteristics and relates to people's self-perception. Some societies are maximum level masculine or feminine in their social structure. However, there has been no evidence that a more masculine or a more feminine social culture drives profit and/or success in a better way. What has been identified is that management should lead in accordance with the culture of the society in which it operates. This is often forgotten and is an issue management experts encounter when working abroad. (Hofstede, 1984)

Uncertainty avoidance is how comfortable society, in general in a country, is towards uncertainty and ambiguity. Having a strong uncertainty avoidance is connected to resistance against new beliefs, behaviors and deviating ideas and events. Weak uncertainty avoidance has a larger tolerance towards changes and has a more relaxed attitude. This cultural dimension affects how organizations are built to meet an uncertain future. In this dimension, elements such as rules, standardized processes, punctuality and showing of emotions are included. (Hofstede, 1984)

Power distance is the level of acceptance of how power is distributed in institutions and organizations. For societies with large power distances it is more accepted to have a hierarchical order, and status achieved through work is admirable. In the opposite end, in societies with small power distances, the society almost demands equality and motivation for power inequalities. Hofstede (1984) has identified that there are smaller power distances in developed countries compared to less developed countries. It has also been identified that parents in countries with smaller power distances encourage their children to be more independent from an earlier age, whilst in countries with larger power distances the children are taught loyalty, respect and devotion towards their parents. These attributes are then refined through life and brought into worklife. (Hofstede, 1984)

The preference of the level of how society expects families to take care of themselves, and not get involved in other issues is called the degree of *individualism*. Furthermore, individualism reflects on a person's self actualization, and how closely a person identifies itself with their work and accomplishments. The more a person accomplish, the need for getting to the next level grows. The opposite of individualism is *collectivism*, and can be described as the level of unquestioned loyalty and achieving harmony within their group. Hofstede (1984) has identified that less developed countries have a higher degree of collectivism compared to developed countries, and when managers move between different cultures, they need to have an understanding of the level of individualism-collectivism, as this is what motivates the people in a certain culture. This also reflects on what priorities are set at work – tasks or relationships. In collectivism there is a higher focus on the group, building relationships and achieving goals together. (Hofstede, 1984)

The cultural dimension *long term orientation* describes how connected a group, or society, is to its past. Hofstede (1984) describes this dimension as a trade-off between keeping old traditions and embracing future possibilities. A low score on the long term orientation relates to expectations of short term results and honoring traditions. In contrast, a high score relates to traits such as persistence and personal adaptability. Adapting traditions to new situations and a belief that important events belong to the future is nothing unusual for societies scoring high on the long term orientation. (Hofstede, 1984)

The last dimension, *indulgence vs restraint*, describes how a society allows for humans to have fun and enjoy their life. A low score on this dimension belongs to a restraining society with strict social norms (Hofstede, 1984). A table with the dimensions and how 50 countries scored on the dimension can be found in appendix C.

3.4 Theoretical Framework

A change process can from a high level be explained as three phases – prior, during and after the organizational change. During these phases, different steps and processes can be used to manage different aspects in an organization. The findings from the theoretical research is that the cultural aspect influences all these aspects of a change work. It is a factor existing both internally and externally, and can be brought in by new additions in staff. It can also arise and exist as small cultural islands within a company.

During the three phases of an organizational change, factors affecting it were identified and mapped from an extensive literature research. These factors were grouped into five cluster factors, and it was identified that these factors were present in all phases of the change.

From these findings, the framework presented in figure 16 was constructed as a hypothesis to explain the factorial effect on reorganizations in multinational organizations.

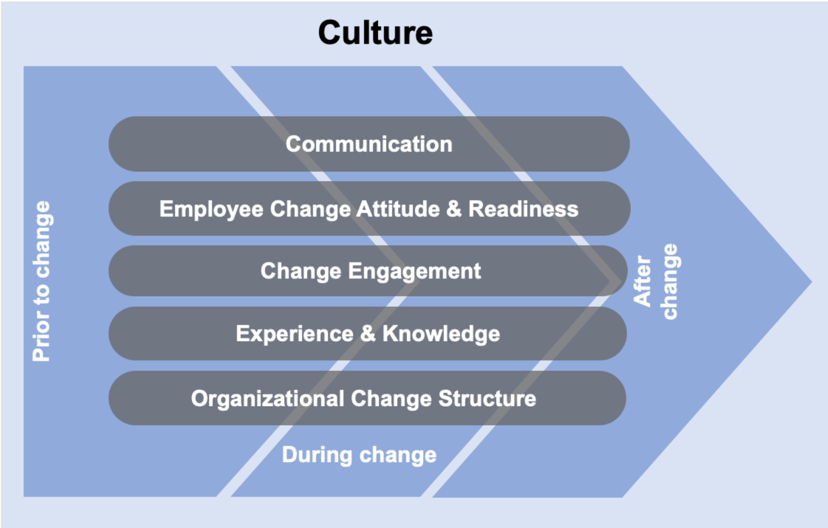

Figure 16: An illustration of how the five factor clusters are present in an organization during all phases of a change process, and how culture is underlying.

The hypothesis of this framework is that culture acts as an underlying factor in organizations. Change is considered in this model to consist of three phases: prior to change, during change and after change – where culture is believed to be present in all phases. Furthermore, the five cluster factors *Communication*, *Employee Change Attitude & Readiness*, *Change Engagement*, *Experience & Knowledge* and *Organizational Change Structure* are believed to span over the three phases and have various degrees of importance through the respective phases.

4 Case Company – Tetra Pak

This chapter aims to provide a detailed insight into the change management work at the case company Tetra Pak. By reviewing secondary data, a theoretical foundation of how Tetra Pak manages change is laid out. Furthermore, a description of the background to the latest reorganization together with the theories used by the top management team are presented.

Tetra Pak launched a new global strategy in 2019 to become more customer focused. This strategy was called *Strategy 2030*. It consisted of multiple objectives in different areas, which are believed to be valued by their customers, and include economic growth, sustainability, quality and way of working. (Tetra Pak, n.d.b)

To improve organizational effectiveness and set the organization on the course towards fulfilling *Strategy 2030*, a reorganization was set in motion. This was called *The Next Chapter* (TNC), bringing a new operating model and a new reorganization structure. TNC is believed by Tetra Pak to be crucial to successfully execute *Strategy 2030* in time, as the main purpose of the initiative is to accelerate the progress. (Orive, 2021)

4.1 The Next Chapter

TNC is the latest reorganization of Tetra Pak with the objective of simplifying the way of working. The reorganization aims to provide the employees with the tools and processes needed to be able to make "*quicker decisions, deliver better outcomes and achieve Strategy 2030 goals faster with more quality for the best customer experience*" (Tetra Pak, n.d.b).

In 2018, prior to TNC, a reorganization called *One Company* took place. The purpose of this was to unite the packaging and processing parts within the company, which prior to *One Company* was experienced as two separate companies – both internally and externally. However, shortly after the new organizational structure was in place after *One Company*, the previous president retired from service. This, in combination with a changed competitive environment and the new objectives presented in *Strategy 2030*, resulted in a need for another way of working.

In the year of 2021, Adolfo Orive (current president and CEO of Tetra Pak) announced a four-fold purpose of TNC and the reorganization of Tetra Pak. These four purposes are: *working simpler* within the organization and with customers; becoming more *customer centric*, by listening closer to the customers throughout the organization through more powerful marketing teams that act quickly and flexibly to changing needs; become more *flexible and faster*, through giving teams more responsibility to make decisions, perform key activities, deliver the strategy, while providing superior customer experience; become more *empowered and productive*, through clear responsibilities and faster decision making. These four purposes are believed to allow Tetra Pak to collaborate efficiently locally and globally.

The restructure impacts people on different organizational levels, with Tetra Pak having seven managerial levels in their hierarchy (see figure 17). A layer is defined as "*the reporting line layers*" in the company, whereas level three reports to level two, and two to one, and so forth. Level one is the company President & CEO, level two are the Executive Vice Presidents (EVP) which are heads of the different divisions (units) of Tetra Pak.

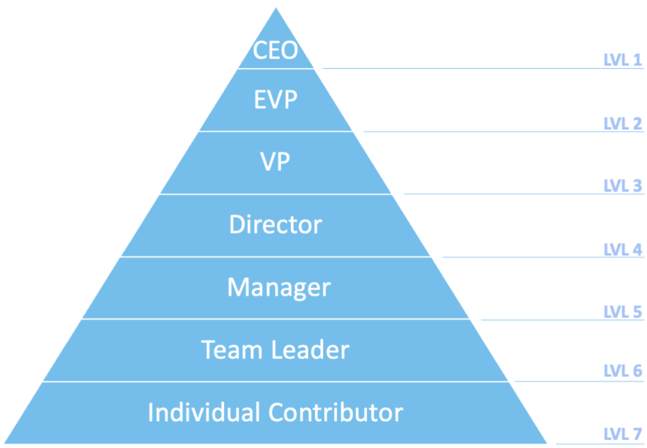

Figure 17: Tetra Pak organizational managerial hierarchy.

Together with the new strategy, a new operating model was released. It is a combination of lessons learned from the previous reorganization, combined with new ideas on how to work towards *Strategy 2030*. It translates the strategy into the daily operations of the organization. The new operating model (see figure 18) is purposely designed to prioritize customer needs and simplify ways of working. The model is designed to collaboratively drive success, with teams in the center and responsibility areas around. The goals of TNC are concluded to the three keywords *Dynamic*, *Productive* and *Capable*. The new process is believed to benefit their product quality, sustainability work, customer satisfaction and innovation. The organization aims to measure against these goals by using quantitative KPIs and qualitative data collection from customers and employees. (Tetra Pak, n.d.b)

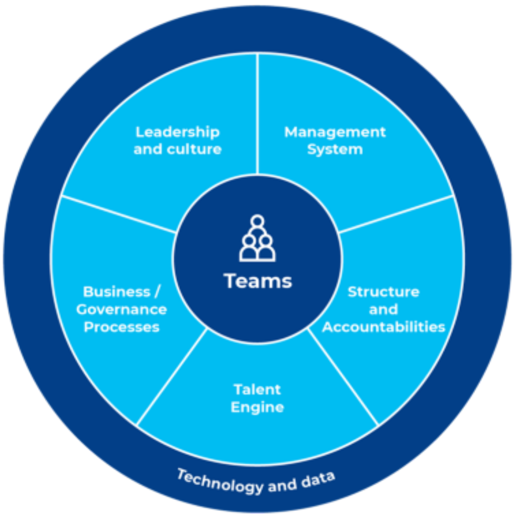

Figure 18: The new operating model. (Tetra Pak, n.d.b)

4.2 Rollout of The New Organization

TNC was initialized in 2021 by reorganizing the HR department. Once this was done, the HR department had a key role during TNC to support top management with new contracts for employees with changed roles, and set up arrangements for the employees who were not going to be a part of the new organization.

The reorganization for the other departments at Tetra Pak began after the HR department was fully in place. Thereafter, Tetra Pak announced the change by a company wide email in August 202. In this email, Tetra Pak CEO Adolfo Orive, together with EVPs, presented the new structure for the top two layers of the hierarchy. Starting the change of the organization, global meetings, called *webinars,* were held on a continuous basis. After the first global webinar, EVPs had their own webinar, specifically directed to their respective department of the organization. These meetings had more details about what the new structure would mean for employees within that department.

The reorganization for the rest of the company was rolled out level by level, with a global webcast announcing the purpose of reorganization, the new set-up of managers and a Q&A session. The reorganization was carried out level by level in order to allow the appointed leaders to be part of the organizational design and staffing of their units. When the respective level is announced, and what happened in each level is illustrated in figure 19 and figure 20 respectively.

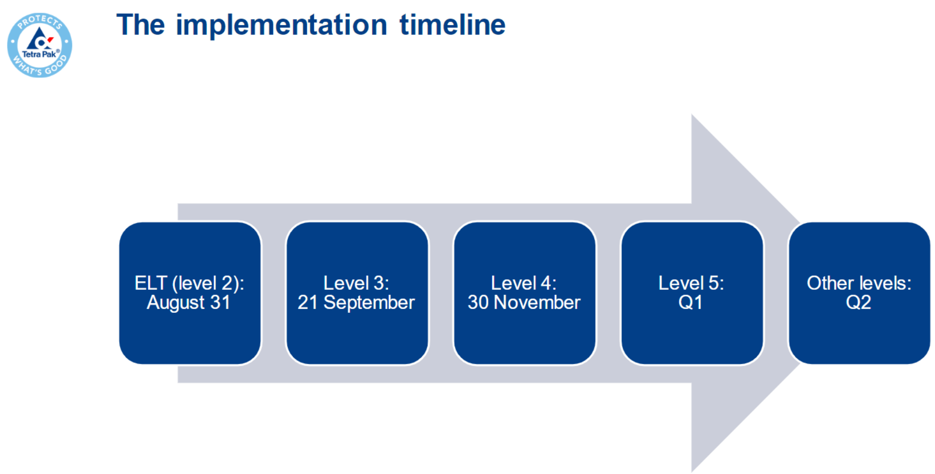

Figure 19: The timeline for TNC announcements (2021-2022). (Tetra Pak, n.d.b)

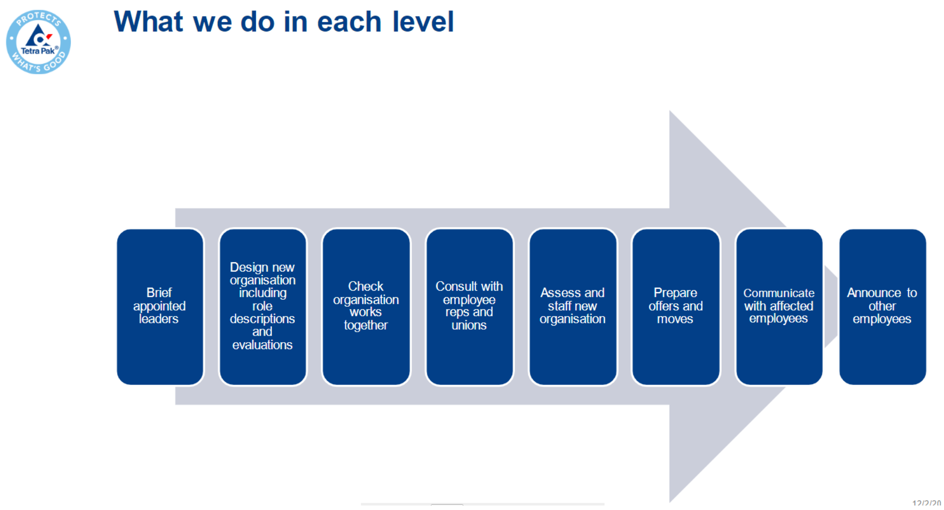

Figure 20: Description of the change process for each level. (Tetra Pak, n.d.b)

Understanding the Change Journey

In the beginning of the organizational change, the Executive Leadership Team (ELT) consisting of the company CEO and EVPs at Tetra Pak presented the change curve to their employees. The change curve refers to the Kübler-Ross change curve, and was a tool used by the Tetra Pak management team to humanize change in an organization. The curve was used by lower-level managers to understand their subordinates' feelings and thoughts throughout the process. It was also used as a tool for all individuals in the organization to understand themselves and where in the change process they, or their closest colleagues, were. (Tetra Pak, n.d.b)

The Kübler-Ross curve explains a person's morale and confidence over time during change, and consists of seven stages. It was originally created by Dr. Elisabeth Kübler-Ross in the 1960s to explain the five stages of a person's emotions when going through loss. Since then, the model has been further developed and the applicability of the theorem has been used in various situations and by multiple organizations. (Elisabeth Kübler-Ross Foundation, n.d.)

The Elisabeth Kübler-Ross Foundation (n.d.) describes that the seven stages of change are *shock*, *denial*, *frustration*, *depression*, *experiment*, *decisions* and *integration*.

During the shock phase, the individual has a difficult time to process the fact that change is occurring, and needs time to adjust. During this stage, the role of the manager is to help the employees to understand the reason behind the change, and illuminate why the change might be helpful. In other words, communication and transparency is necessary during this stage. In the second stage, denial, the seriousness of the change has started to settle, and fearness gains momentum. To get out of their current comfortzone and adapt to a new normal causes anger. During this stage, it is important for leaders to continue with good communication and build an understanding for why change is happening. This way, chaos in the organization can be avoided.

Reaching the third stage, the morale at the employees has started to decline, but acceptance for the change has started to settle. Bargaining on what needs to be changed starts and it is important that the organization gives the employees the time to fully adapt to the changes. Before this happens, the employees reach the "*valley of despair*". Here, the morale and energy amongst the employees is low, and learning the new ways of working might take longer than planned. During this stage, management has to understand that this stage is difficult and that exciting training can help the employees to the next stage.

The last three stages, experiment, decision and integration, explains when employees start to build morale and the energy in the organization increases. Here, it is important that management recognizes that their own and the employees hard work has paid off, and celebrates when important milestones are reached. All stages in the Kübler-Ross change curve illustrated in figure 21. (The Elisabeth Kübler-Ross Foundation, n.d.)

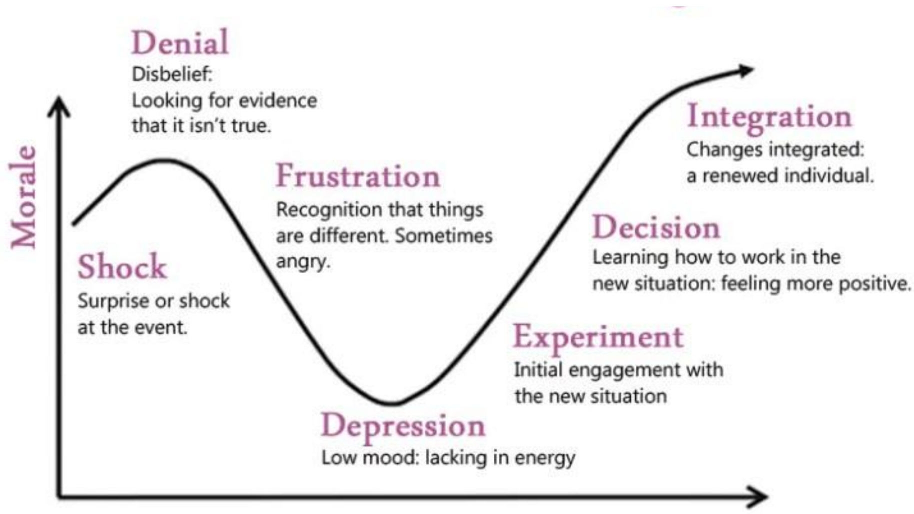

Figure 21: The seven stages a person goes through during change. (Elisabeth Kübler-Ross Foundation, n.d.)

Q&A During Change

During reorganization the ELT held global webinars where the employees received information about the next steps in the change process. At the end of every webinar, there was a Q&A session where the employees, anonymously or by name, had the opportunity to ask questions regarding the reorganization. (Tetra Pak, n.d.b)

A specific page on Tetra Paks intranet was also created where a summary of all information regarding the reorganization was collected. On this page, the employees also had the opportunity to ask questions by posting a non-anonymous comment. The comment will then be reviewed and considered for action. The possibility to ask questions regarding the reorganization by posting a comment on the intranet was closed on 31st of December 2022, approximately six months after the new organizational structure was fully implemented. If employees had further questions after this date, they were advised to ask their closest manager directly. (Tetra Pak, n.d.b)

Knowledge Management
Tetra Pak works actively to manage their knowledge and competencies within the organization in multiple ways. Lessons learned is a widespread approach for capturing and sharing knowledge within the organization as the information is stored and easily accessed in their intranet. Through structured and well established internal information forums called *Orbis*.

Tetra Pak strives to efficiently share knowledge with all of the organization's members. Such forums have been key during the reorganization as it has been the predominant channel for distributing information and knowledge in the different phases and activities in TNC.

4.3 Customer Issue Resolution Organization

The four purposes of the change initiative are derived from the belief that Tetra Pak needs to become better at offering a system solution for customers in local markets and adapt to locally changing needs. Tetra Pak aims to be able to quickly adapt to changing customer needs that vary in different local markets. Hence, becoming closer to the customers to achieve better value creation and capture.

During TNC, a restructure of the organization was conducted. The new organizational division structure now consists of nine global units (see figure 22), which is a reduction of four departments. Before TNC, the organization had 13 divisions, and the main difference is that the geographical clusters as responsible units have now been removed. (Orive, 2021)

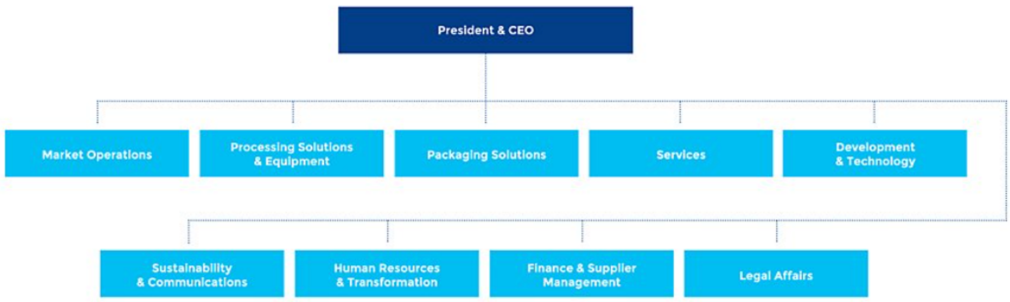

Figure 22: The nine divisions within Tetra Pak after TNC.

Customer Issue Resolution (CIR) is one department out of eight within the Services division of Tetra Pak. It is a new addition to the company after TNC, and this department has the main objective of solving issues at customer sites and handling claims in a swift manner. Globally, this organization is made up of 600 people. The key message for the whole organization is that the customers are of the highest priority and their needs pervades all units and teams.

5 Results & Analysis

This chapter aims to present the results and analyze the data collected from the interviews. The qualitative data is presented in a descriptive fashion to answer RQ1 and RQ2 by a structured approach that presents the interviewees' insights in relation to the cluster factors. This approach aims to depict the variation in the collected data and provide the reader with a comprehensive presentation of data. Lastly, a summary of the data is presented, where the identified key factors are listed underneath respective cluster factors in a table format.

This section will follow the structure of how the cluster factors and key factors were introduced in chapter 3. Below each cluster factor, key factors identified in the interview results are presented and analyzed. In addition to this, key factors found from the interview material, which were not found in the literature study, are presented under their corresponding cluster factor.

5.1 Communication

This section aims to present and analyze the findings from the interviews which have been categorized as the cluster factor *Communication* with the approach of structuring it by key factors.

5.1.1 Clear Need to Change

The key factor *Clear Need to Change* has two main characteristics identified from the interviews: a clear reason to change being communicated in the organization and the underlying reason to change identified by the employees. Kotter (1995) explained in section 3.3.1 that communicating the reason behind a change improves the chances of having a more successful change. From the interviews, the need to build an understanding at employee level and at the lower-level managers was mentioned by multiple interviewees.

Interviewee 1, 6 and 7 believed that explaining why the change is happening and the reason why it is done is important. By doing this, the organization can create a sense of urgency amongst the employees, and the attitude towards the change becomes more positive – leading to a quicker understanding of the change work amongst the employees. This is in line with the theory mentioned by Kotter (1995) in section 3.2.2, who explained that creating a sense of urgency helps change work past its initial stages.

Interviewee 6 and 7 described another need for change in the company, and discussed how the old work processes interfered with the daily day-to-day work for many of the employees. Employees had issues with the, of the time, processes and were in need of a change. Interviewee 6 and 7 described that the change was necessary to get quicker decisions and have a more agile organization, and not let the internal processes affect their customers while adapting to the new business environment.

Prior to the change, interviewee 8 (i8) saw a need for change in the business model, as it was not fit to meet the requirements set by both internal and external factors. The internal factors included meeting the objectives in the case company's *Strategy 2030* (described in section 4.1), whilst the external factors were related to the customers and the change in the competitiveness within their industry. Interviewee 9 explained how the ELT had identified further internal factors e.g. markets lacking behind in certain geographical areas, and therefore change was necessary.

The interviewees understood the need for change, or had themselves an idea of need to change, before the change work happened. They regarded change as something natural, almost necessary, and said that there is no such thing as a perfect organizational structure. The understanding for change was expressed by i1 in the following quote:

"*[...] you can have the perfect process design or [the] perfect structure. But if you forget that at the end it's the people who are going to implement it [the new structure] or make it happen. So I think equal time, effort and energy has to go into how you would make them understand why we are doing it.*"

– Interviewee 1

From the results of the interviews, an overview of how the key factor *Clear Need to Change* affects other key factors is illustrated in figure 23.

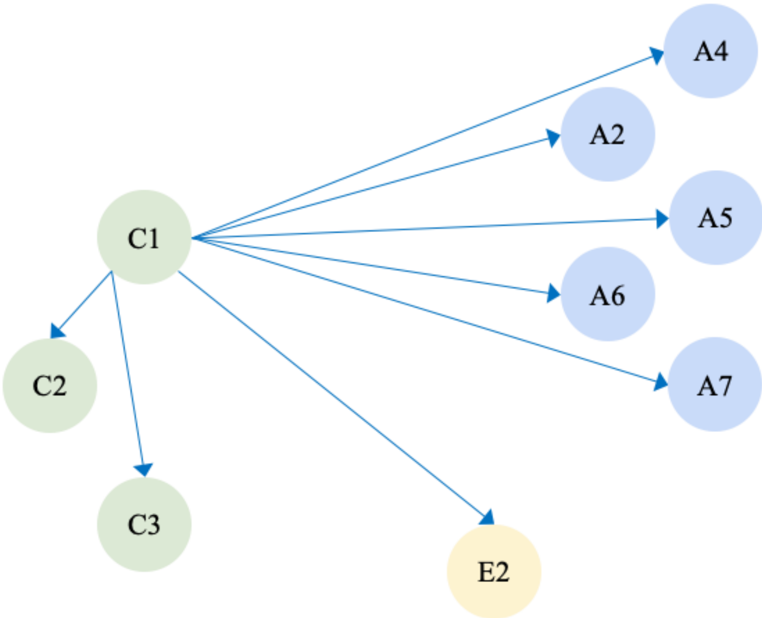

Figure 23: How the key factor C1 – Clear Need to Change affects other key factors. C2 – Communicating, C3 – Create a Vision, A2 – Change Attitude, A4 – Change Confidence, A5 – Change Expectation, A6 – Change Reaction & Readiness and A7 – Change Resistance.

5.1.2 Communicating

Communicating is a key factor within the cluster factor *Communication* and has three main characteristics identified from the collected data: transparent communication, leadership communication and quality of communication.

Transparent Communication

Dempsey et al. (2022) explained in section 3.3.1 that transparency in change work is of importance for an adequate change transformation. In that sense, i9 believed that the communication could have been more open, as the employees initially received limited information about the change. Being at level 5 in the hierarchy, with no direct active involvement in the change process, the interviewee explained that when first hearing about the change, the reaction was: "*What? Where is this coming from?*". This indicates that the communication was very limited, and once it was delivered, it was initially a surprise to the receiver.

Interviewee 9 experienced how other employees reacted to the announcements, and explained it as “*[...] [top management] sent an email with a communication. All of a sudden, everyone is afraid of losing their job*”. As the change process lasted for almost one year with limited communication, the employees were unclear of what to do while waiting for more communication about their potential future role. Some leaders were more transparent compared to others, and tried to communicate with employees on their matters of interest. Some employees received more detailed information, and as a result, they were generally more positive. Although it is one interviewee’s observation, it correlates with Dempsey et al. (2022) what outlined in chapter 3 about the importance of being transparent during a change process.

Interviewees 5 and 12 agreed on the same note, that clearer and sharper communication would help employees with their individual change process. Demspey et al. (2022) who described that communicating what is going to happen and when in the change process, is important for the change to be successful – resonating with the interviewees’ answers. The lack of communication can be a result from experiences described by i5, who initially had many questions and speculated about future roles, job security and employees experienced injustices. This was described by i5 in the following quote:

“*There were a lot of questions like [...] why do you get it [the position]? Why does this person get to stay [in the team or company] and not that one? And why am I not remaining and why are you remaining [in the team or company]?*”

– Interviewee 5

This quote from i5 indicates that there could have been more transparency regarding the change, an opinion also expressed by i8 who believed that transparency is important for helping people to understand the change and the need for it. Interviewee 5 further explained that "*[...] people need to understand why someone does not stay and someone else comes in*".

Interviewee 8, who experienced change within an organization for the first time, expressed positivity and curiosity towards the change. Despite the previous concern about the transparency on staffing. Interviewee 5 and 9 both reflected that some information needs to be confidential during organizational change, though by doing so, i5 meant that much more strain is put on the employees that do not receive any information. As i5 expressed *"it's a balancing act [communication] and sometimes you can not say everything either [...]".* This quote demonstrates that it was challenging for the interviewee to withhold information. Even though i5 agreed with i9 about the necessity of confidentiality, i5 also expressed worryness and anxiety of not knowing about the future. This may be because i5, similar to i9, was pro-change and had a change oriented mindset. This mindset was believed to contribute to an understanding amongst the employees of possible side effects of the change process.

In contrast to this, i7 expressed that the transparency in the leadership communication has been very good in the terms of not hiding or withholding information about major changes. However, it is important to not neglect individuals' need for transparent communications, as people going through change have different personal situations. The theory, explained by Kotter (1995) in section 3.2.2, described that it is necessary to fully understand why the change is needed to limit the change reluctance. To do so, the needs of individuals should be considered. As i7 was involved in planning and implementation of the change, the interviewee might be colored by the occupational background and leading position. This implies that the interviewee could be both more expected to speak positively about the leadership's communication, and also be used to a certain degree of transparency common in organizational changes.

Looking at transparency from another perspective, where white collar and blue collar workers retrieve different information. Interviewee 6 described that if the communicated information is not accessible for everyone, blue collar and white collar workers included, it can be experienced as not transparent. This is because blue collar workers are not working daily with computers, or with the English language. This resulted in the majority of the blue collar workers could not participate in the live webinars, and for the workers that could, they did not fully understand the information shared during the meetings.

To be transparent is to make information accessible for everyone within the company. Full transparency might require translating information to local languages. Related to this, both i8 and i12 experienced some language barriers during the announcements and referred to the Japanese office. Interviewee 8 explained that the official language in the company is English, but most of the day to day work is in Japanese. For that reason, when the announcements during the webinars were in English, some employees did not comprehend all of the information. The solution at the Japanese office was to translate the communication to the local language by local managers, which caused some time delay and (unconscious) filtration of information.

However, i8 expressed that, in Japan, there is trust in the person doing translation. This relates with Hofstede's (1984) identification of Japan being an individualistic country where employment is something they chose themselves and take pride in. This results in employees having high loyalty towards their employer and trust towards their superiors, which results in translated material being trusted amongst the employees. In addition to this, i8 described that *"[...] in Japan we had a really strong demand [for information about the change]"*. Barriers such as language and communication accessibility can be seen as transparency limiters. This is something important to consider when communicating with different geographies and workforce groups.

In conclusion to this, the interviewees expressed that transparency in the change process and communication of it is important. While different perspectives of transparency or in what sense it is more necessary was noticed, the main theme was that clear, accessible, and open communication contributes to better change work.

Quality of Communication

Communicating in a qualitative way that enables people to comprehend, digest, and adopt the changes is essential for the change work to be effective (Dempsey et al., 2022; Kotter, 1995). Interviewee 5 agreed in that sense and believed that through clarity in the communication, the goal can be reached faster. The quality of communication throughout the reorganization was good, both in regards to formal and informal information. The interviewee participated in all of the webinars to receive information, both due to personal interest but also feeling a responsibility being a team manager.

Interviewee 10, who also attended the webinars, described the communication style as *"fantastic"*, when talking about the two way communication during the Q&A sessions. This was almost a game changer, and i10 compared it to other meeting formats where questions are only saved for the last ten minutes. As a brief reflection, the positive attitude towards the communication might be a consequence of otherwise inadequate top management communication and visibility. During the change process, the communication efforts both surprised and excited employees, working in advantage for the change process and its outcome. Even though the information had fine quality to it, i5 experienced that it declined as the reorganization progressed.

Interviewee 7, described that the webinars' format was appreciated amongst the employees, and believed it was because the meetings had a special format. The meetings had a one-to-one ratio balance in time between information from management and questions from employees. The purpose (from the ELT) was to avoid one way communication, and be open to dialog. The company CEO has throughout the reorganization been a front figure during the majority of the webinars. Interviewee 7 believed that it is important, as an organization leader, to be consistent in the communicated message, regarding the reason for change and what they want to accomplish. The active participation of the CEO can give credibility to both the change efforts and the communication – resulting in a rigorous feeling of seriousness amongst the employees. This aligns with Kotter's (1995) message about creating an urgency and significance of the change to collectively motivate people. The reason for a visible ELT was to showcase the top management support, and to further create the sensation of absence of distance to top management. This is believed to be appreciated amongst the low level employees as it might be the first time they got the opportunity to speak directly with the people in the highest positions in the organization.

Leadership Communication

In TNC, the change started from the top and information was shared at regularly held webinars. These webinars were led by the top management team, either by the CEO or by the Executive Leadership Team. Interviewee 1 described that the webinars were important for helping employees to understand the reasons behind the change. This is aligned with the theories by Dempsey et al. (2022), who highlight the necessity of explaining the reason behind the change for successful change.

All interviewees explained how the communication from top management followed the timeline illustrated in figure 19, and that the information from the top management team was an important part of the change process. The interviewees described how these meetings were consistent in information, independent of who in the ELT answered the question. Comparing reorganizations at other companies, i6 expressed it as "*[...] almost revolutionarily good in comparison*". This mainly refers to the webinars where the whole ELT were present and ready to answer questions during Q&A sessions. However, i9 experienced that during some meetings, the leadership communication was not good. Instead of calming and explaining, the information was retrieved as more confusing, increasing the anxiety amongst the lower level employees. Interviewee 6 reflected on the declining quality as a result of the ELT moving on too quickly. They had started to talk about measuring results from the reorganization, even though the lower level employees structures were not fully in place. As a result of wanting to measure the outcome of the reorganization, their mindset was past the change process. It is important to follow through on thorough information throughout the process, as it shows that all levels of employees are valued in the same way.

Due to the new organizational structure, including changes in employees roles and responsibilities, restaffing processes were required. The restaffing process, and the communication related to it, was performed according to a top-down approach. From the first announcement from the ELT to the last announcement, there was a time period of almost 12 months. Between each announcement, no communication about low level employees' future roles were communicated until the very end. Interviewee 5 and 12 described how their colleagues raised opinions in regards to the time between announcements. The employees felt that there was too much time in between announcements, contributing to uncertainty and anxiety at the lower level employees. Interviewee 6 explained that the reason for the long time periods between the announcements was due to HR arranging new employee contracts and negotiating with unions. However, this could have been communicated in a more detailed manner to gain a better understanding amongst the employees. This would probably also reduce the chances of repeating questions during the Q&A sessions, giving more time to other types of questions.

Figure 24 illustrates how the key factor *Communication* affects other key factors. All arrows previously pointing from key factors towards the key factor *Communicating* have now been replaced with red arrows illustrating influence in both directions.

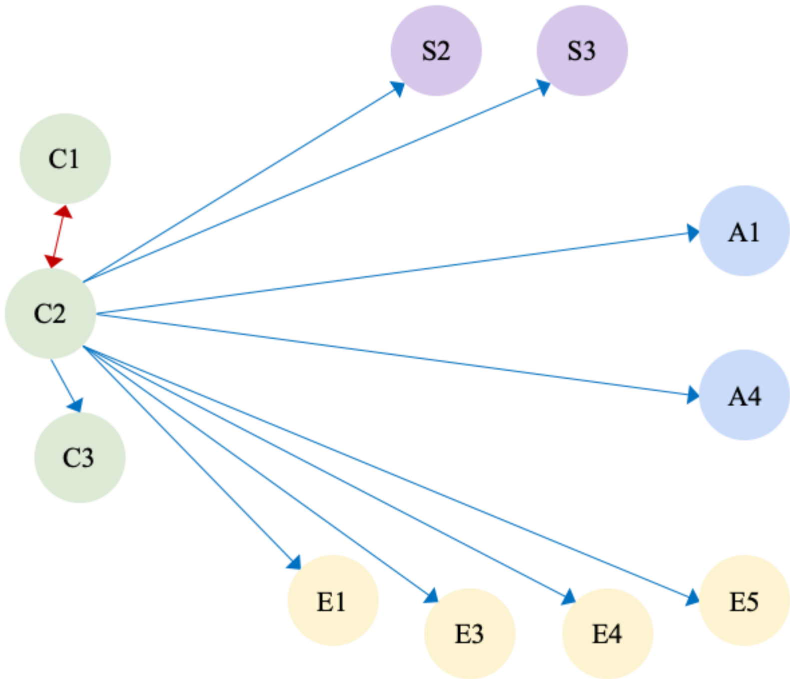

Figure 24: How the key factor C2 – Communicating affects other key factors. C1 – Clear Need to Change, C3 – Create a Vision, A1 – Change Ambiguity, A4 – Change Confidence, E1 – Change Culture & Risk, E3 – Interactions, E4 – Employee Involvement and E5 – Organizational Commitment.

5.1.3 Create a Vision

Creating a vision for the organizational change can, according to Dempsey et al. (2022) in section 3.3.1, reduce the risk of resistance within the organization. Throughout the reorganization process, *Strategy 2030* and the main objectives for the reorganization were communicated thoroughly by the ELT. Interviewee 6 explained that the new leadership behaviors and the new processes were discussed in the organization long before the reorganization took place.

"The global ambitions[the 4 priorities] became the engine of the entire change."

– Interviewee 7

Interviewee 7 believed that the most meaningful thing for the reorganization was when the company CEO has constantly been at *"the frontline"* at every announcement throughout the change. It is beneficial for the organization to have clearly stated goals. This, together with a common transparency regarding the reorganization, and having the leaders of the organization presenting it can lead to a quicker acceptance of the change – and making the employees journey through the change process smoother and quicker. Furthermore, the faster the employees can reach an understanding and acceptance for the change, a common agreement on the need can be reached – resulting in more energy being put towards the future state of the company.

Interviewee 11 explained that the ELT held many webinars explaining the purpose to change and what they wish to achieve through this change. Interviewee 12 further developed this and highlighted that confusion amongst the employees is inevitable if a vision is not created and the strategy is unclear. By creating goals and fragmenting these to understand how to achieve them can create both clarity and motivation amongst the employees, increasing the chances of a successful organizational change.

Figure 25 illustrates how the key factor *Create a Vision* affects other key factors. All arrows previously pointing from key factors towards the key factor *Create a Vision* have now been replaced with red arrows illustrating influence in both directions.

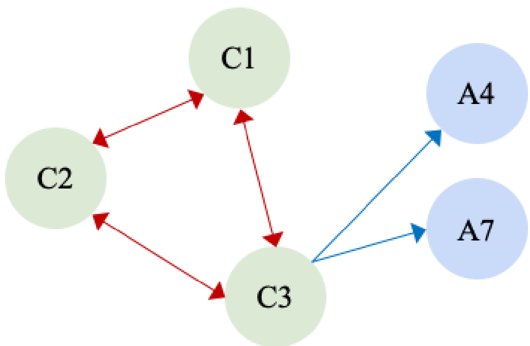

Figure 25: How the key factor C3 – Clear Need to Change affects other key factors. C1 – Clear Need to Change, C2 – Communication, A4 – Change Confidence and A7 – Change Resistance.

5.2 Employee Change Attitude & Readiness

This section aims to present and analyze the findings from the interviews which have been categorized as the cluster factor *Employee Change Attitude & Readiness* with the approach of structuring it by key factors.

5.2.1 Change Ambiguity

The key factor *change ambiguity* has two main characteristics identified from the interviews: uncertainty of individual roles and job security and uncertainty about changing processes and new ways of working.

"Everybody was walking on eggshells because they didn't know if they had a job"

– Interviewee 2

Individual Job Change Ambiguity

During the change process, the interviewed employees experienced a lot of uncertainty, predominantly regarding their position and job safety. Interviewee 9 explained that the announcement of the change was sudden, and quickly putting people in the first stage in the Kübler-Ross curve, shock. The change announcement surprised most employees in the global setting, over 20 000 people, and that *"all of these people at the same time, were afraid of losing their job"*. This uncertainty underwent for almost 12 months for some employees according to i4, resulting in anxiety and negative feelings for people. Interviewee 9 clearly remembered noticing a lot of tension from a lot of people because of being afraid if they were keeping their jobs, or not.

Interviewee 4 explained the general mindset amongst the employees at the beginning of the reorganization was that the people who had been with the company for a long time will keep their position. However, after the first levels were announced, they noticed employees with close to 30 years in the company being let go. This acted as a trigger for more anxiety and stress as everyone was uncertain of what to expect. Interviewee 2, being at the hierarchical level 4, explained that managing employee's worryness about job security and future positions was the biggest challenge from any human or managerial perspective. In other words, the company struggled to manage the uncertainty among employees, and very likely did not manage to do it very successfully according to interviewed people.

Interviewee 6 compared this reorganization to the previous, and concluded that this time they were not able to be as clear with their intentions and what would happen in the change. If the ELT could have answered the employees’ questions, it would have caused less anxiety. When reflecting upon the change, it seems that much of the uncertainty was due to the limitations of clear communication as interviewees expressed insufficient informative communication. Which, after the interviews, could potentially be strategically planned to keep more doors open while negotiating with local unions.

Employees’ experienced a lot of stress due to uncertainty. This reasoning is aligned with what Kumar et al. (2015) explained in section 3.3.2 – that by not dealing with the ambiguity it causes unnecessary stress to the employees. This was described by i5 as *“[...] I can’t do this. I felt that not knowing if I had a job or not affected me so negatively”*. The majority of employees were unaware of where they would be positioned or even if they had a future job at all, which was a very big challenge and not easy for employees. Interviewee 5 meant that it was caused by the significant time duration of the change ambiguity combined with most employees not initially having any information about their future role.

The stress caused by change ambiguity was shown in different ways. Interviewee 9 observed a steep decline in the motivation amongst employees and the loss of productivity as a consequence. Interviewee 10 noticed a lot of anxiety caused by the uncertainty among colleagues, and that some employees even left the company on their own initiative due to this. People would rather leave the company, than to wait for the message about their future job to come. Those who accepted the ambiguous situation and persisted, explained that the uncertainty was expressed in terms of job security and potential individual impact. To soothe the anxiety, i10 followed the mantra “*just attend the webinars and you'll get most of the answers*”.

Change processes may be very individualistic and for each, a unique experience. The uncertainty in an organizational change was noticed to affect people differently in various aspects, one aspect noticed during the interviews was the role of an employee's personal situation outside of the company. This was highlighted by i5, who believed that much of the anxiety was the result of a combination of uncertain job security and personal situation. Interviewee 10 described that people were worried for their families if the change would be disadvantageous for them. Even though the company can not take every employee's personal situation into account when implementing change, it is evidently a contributor to how people experience change and the uncertainty that follows. Smith et al. (2020) described in section 3.2.1 the different levels of change, also explained that insight into how people experience change and that they are given appropriate support should be of highest priority. People handle uncertainty in different, unique ways. Some of the employees waited to see what happened, others left the company. Making an effort to understand the individual change experience is therefore important.

Uncertainty With New Ways of Working

Interviewee 10 observed a pattern from the questions asked during the webinars. The further into the change process it went, the more the questions began to change from being about job security and emotions, to a more technical term, reflecting new processes and customer benefits. As employees became more intrigued by the change, their questions and change ambiguity began to reflect work-related processes. Interviewee 8 experienced this shift from initial unawareness and nervousness of the change taking place, while still being excited for experiencing a first organizational change.

Deviating from other interviewees was the interviewee 8's focus on the customer, and was explained as *"[...] we had so many confusions at first, right, but on the other hand, we cannot show off that kind of confusion to our customer."*. The answer indicates that i8 seemed more concerned about customers than the effects the change could have on the personal situation. This may be because the interviewee is customer-oriented, or it could be a language barrier due to the interviewee being located in Japan, characterized by a strong local language culture. It could also be a result of growing up in Japanese culture. The interviewee has earlier described that the customers in Japan demanded detailed continuous information about the changes. It could be that customer power is particularly strong in Japan, and therefore a customer-centric approach is both the norm and the most suitable priority.

Another contributor to the experienced change ambiguity is changes in leadership. When employees get a new leader, or even a whole new chain of command, they encounter a lot of uncertainty in terms of responsibilities and work processes. Interviewee 10 described that within the interviewees team, they had experienced uncertainty regarding their team leader, as they did not know who would be their manager. Interviewee 5, being at a leader position, experienced this to a high degree and said "*after all, I actually lost all managers upwards and very many managerial colleagues*". Interviewee 2 experienced the same situation, and also remarked on the ambiguity caused by switches in leadership culture as quoted below.

"*It was not only the uncertainty of being through a change because the old chain of command was changing. It was also that it was changing to unknown people from an unknown place and they were a bit scared also about the cultural bias that they had.*"

– Interviewee 2

Indicating that the leadership change ambiguity was versatile. Being that employees were not only unaware of who their future leader, or their leaders' leader, they were also uncertain of their leaders' leadership style, how big of change the new leader would impose, and the distance to their leadership. Last of which, i5 described how their leader's geographical location changed from Sweden to Italy, causing them to feel more distanced from their leader and the flow of communication. Conclusively, change ambiguity is a very broad key factor, portraying individual and collective uncertainty experienced during an organizational change. It is important to consider and manage change ambiguity, and supporting employees during the change, and according to Smith et al. (2020) in section 3.2.1, should be of highest importance.

Figure 26 illustrates how the key factor *Change Ambiguity* affects other key factors.

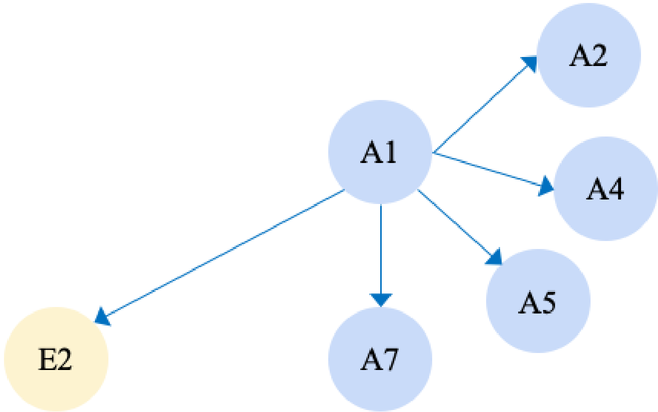

Figure 26: How the key factor A1 – Change Ambiguity affects other key factors. A2 – Change Attitude, A4 – Change Confidence, A5 – Change Expectations, A7 – Change Resistance and E2 – Organizational Change Engagement.

5.2.2 Change Attitude

The main characteristics for the factor *Change Attitude* are general attitude against change work, attitudes and concerns towards the change culture in the company, the individual change journey and lastly loyalty and trust. It is described by i11 as:

"Attitude could be reactive, you know, as inertia. [...] If you push somebody, they will resist."

– Interviewee 11

When going through change, the attitude towards it goes through different phases. This was explained by the different stages of the Kübler-Ross change curve. Interviewee 9 explained that going through change is similar to losing a relative and compares the emotional journey in loss with the emotional journey through a reorganization. Interviewee 11 described that coworkers had been anxious about the change in the beginning – an experience shared with i12 who pointed out that at the beginning of the change was feeling disappointed towards the change. As soon as i12 began to accept that change is happening, the interviewee also started to have a more positive attitude towards it.

Feelings affect the daily job activity and i7 witnessed how the insecurity of employment has affected how motivated the employees in Lund, and said "*if you do not know if you have a job at the end of the organizational change, and you know that the processes are going to change, how can you still try to engage yourself in 'business as usual'?*". A phenomenon also witnessed by i4's local office in Switzerland. In addition to this, i12 noticed in the middle of the change in Indonesia, that there was a tendency of employees not wanting to embrace the four priorities (being productive, dynamic, capable and empowered) and that they had a negative attitude towards it.

Choi (2011) described in section 3.3.2 how having a committed personnel affects both the change, and the attendance, work performance – and that all this affects how successful the change work is going to be. This is something i2, director within the company, reflected on. The interviewee described that it is important that, as a manager, to put yourself in the employees' situation, to understand them and to make them believe in the change. Explain without creating expectations or scaring them further.

Attitude Towards Company Change Culture

Change is happening on a regular basis at Tetra Pak. To what extent the changes affect the organization varies between every change, but the interviewees all witnessed how TNC has been the biggest they have experienced. Even amongst employees who have been at the company for many years. Interviewee 5 even expressed this change as "*of another dimension*", and described how there is a change culture in the company – that the company wants to stay current and competitive. Interviewee 3, 5, 8, 9, 11 described how they are prone to change, and saw change as something exciting. Interviewee 8 was nervous when the ELT announced TNC, a feeling soon replaced by excitement. This as the interviewee saw that change takes the current state of the organization and changes it to something better.

Interviewee 6 believed that the attitude towards change depends on how prone to change a person is. If a person likes changes, then the attitude towards it will be positive and vice versa. Interviewee 7 agreed with i6, and further explained that the attitude towards change also changes if a person has previously experienced change. The attitude towards change can be affected by both how much an individual likes change, and its previous experience of change. However, the previous experience of change may not always be positive, and therefore might affect future changes in a negative way. If an employee's previous experience is being dismissed or repositioned to an unwanted job position, they will naturally have negative experiences related to change. The feelings and thoughts regarding negative change experiences will be brought up to surface when a new change is happening – even if the experience comes from another company. This can cause an employee to look for patterns and events related to their previous experiences. In worst cases, an employee might over analyze and make connections where there are not any, causing more stress than necessary. Therefore, is it important for a manager to have unofficial chats, to talk about feelings and thoughts throughout the change. This can reduce the stress amongst the employees at individual level, but it might also prevent chaos from spreading within the organization.

Individual Change Experience & Attitude

The past change experience and attitude amongst the employees was believed by i6 to affect how long it took to accept the change. If a person is more negative towards change, it will take longer for that person to reach acceptance. The interviewee continued to describe that, from HR perspective, it never gets emotionally easier to handle that people have been laid off. Even though the company tries to do what they can to ease the process from having employment to being unemployed, i6 added that it would feel better for the conscious if the reorganization happened during an economic expansion. Aside from that, the interviewee had a positive attitude towards the change, and believed that the change process and the final organizational structure has been beneficial for the company.

All of the interviewees spoke about emotions when going through change, and referred to the Kübler-Ross curve. During the interviews when asking about the rearview feelings against the change process, interviewees explained their feelings and humorously referred to the "*depression valley*" (figure 21 in section 4.2) when they felt the most uncertain. This way, the employees got the opportunity to understand and explain their own feelings, but also understand their coworkers. Using the change curve, the employees could more easily speak about the change occurring and handle the stress caused by the change. The attitude towards the change can affect change work in many ways. It is almost like a force, invisible to the eye, and often not present in every situation – but can have a major impact. The attitude spills out on other factors such as the *Change Readiness*, *Organizational Change Engagement* and the work performance. If the attitude amongst all levels of employees is not given sufficient attention, it may undermine the change work. A negative attitude towards the change can cause employees to become unmotivated to implement the new structure, processes or teams in an adequate way. Therefore, it is important that the closest managers frequently touch base with their closest subordinates, to talk about the change, understand their feelings and help them through their individual journey through the change curve.

The main attitude amongst the interviewed people was positive towards the change. This is due to the conception amongst them that change is something good, bringing the company to the future. Even though some might have been nervous at the start, they are also excited about the changes and are waiting to see how much impact the change will have on their daily work. Interviewee 5 believes that most of the employees have tried their best to keep their positivity at a high level, and make the best out of the situation at hand. Interviewee 9 believes that the change will contribute to better collaboration, increasing the productivity in the company. The interviewee further elaborates that once the large mass of the employees sees the benefits, the positive benefits will increase exponentially.

An employee who has a negative attitude towards change will not be committed, and an uncommitted employee will not engage in implementing or developing new work processes. In contrast to this, interviewees expressed that they were happy about the work the ELT did. This is partly due to employees (prior to the change) feeling that the organization was too complex. However, this is caused by continuous and clear communication throughout the process.

Figure 27 illustrates how the key factor *Change Attitude* affects other key factors.

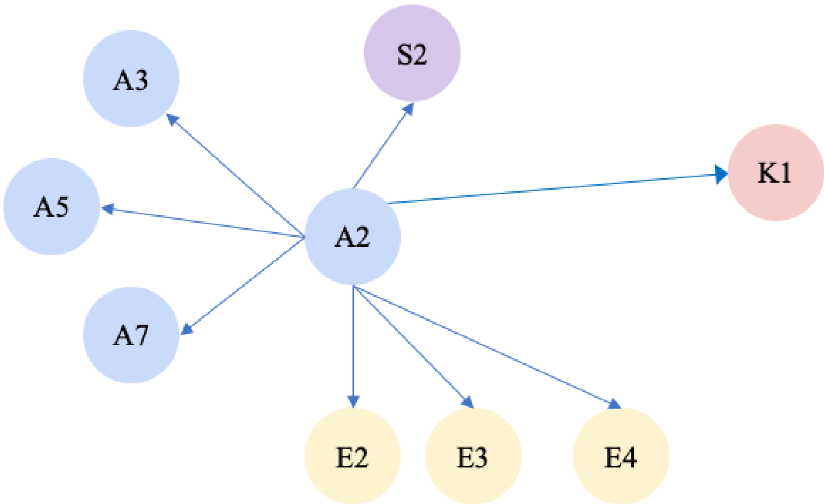

Figure 27: How the key factor A2 – Change Attitude affects other key factors. A3 – Change Beliefs, A5 – Change Expectations, A7 – Change Resistance, E2 – Organizational Change Engagement, E3 – Interactions, E4 – Employee Involvement and K1 – Change Experience & Knowledge Capturing.

5.2.3 Change Beliefs

This section presents the findings from the interviews related to employees' *Change Beliefs*, and can be explained as a level of acceptance for something yet to be proven. Bojesson & Fundin (2021) wrote in section 3.3.2 that a positive change belief is believed to prevent resistance towards the change growing within the organization.

Interviewee 8 described that the reorganization at the company was done wide and large, but also believed that this is only the beginning. The interviewee continued to explain that TNC is the first step towards downsizing and making the organization efficient, and that a future reorganization in the near future should be expected. Interviewee 9 also touched upon this and believed that downsizing on the upper manager levels was necessary. However, the interviewee continued by explaining that it was not made to the same extent amongst the lower level employees and finished by saying that it is necessary for the company to downsize even in the lower levels, believing it will happen in the near future.

Interviewee 2 experienced a bit of a puzzle phenomenon amongst the peers throughout the change process. In other words, the interviewee had noticed that when people found out about TNC and when each level during the change was announced, many began to imagine which person would fill what position. Similar to filling empty boxes in the organizational chart. Interviewee 7 continued on this and said that if there is too much focus on the organizational design, and not so much focus on creating new work processes, then the employees will use their old ways of working – only with new managers and new co-workers. In addition to this, i1 shared an experience on how some people were not believing in the change. They thought that it was unnecessary and they did not understand it. The reason for this is that the reorganization did not affect their department to the same extent as some other parts of the organization. There was no direct impact for them.

The factor *Change Beliefs* is closely related to creating and communicating a clear vision. Both *Communication* and *A Clear Vision* was presented consistently throughout the change, and that this has made the employees believe in the change and believe in a positive future state of the company – which also Dempsey et al. (2022) thought about communication in section 3.3.1, and how it is a part of other factors.

Figure 28 illustrates how the key factor *Change Beliefs* affects other key factors. All arrows previously pointing from key factors towards the key factor *Change Beliefs* have now been replaced with red arrows illustrating influence in both directions.

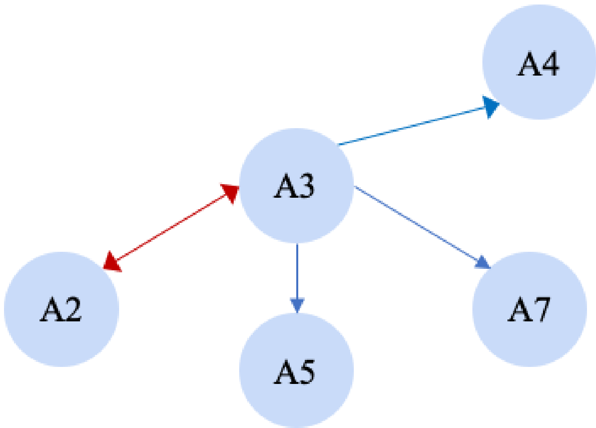

Figure 28: How the key factor A3 – Change Beliefs affects other key factors. A2 – Change Attitude, A4 – Change Confidence, A5 – Change Expectations and A7 – Change Resistance.

5.2.4 Change Confidence

Interviewee 1 witnessed that people within the organization believed in the change, and has not heard anyone questioning the purpose or method throughout the change process. Interviewee 10 described that the people who trusted the process are also happy and satisfied with its outcome. The interviewee expressed that the ELT will carry through with a reorganization, even though there might be negative feelings towards it – in other words – the employees do not have a say in the matter. This opinion was also expressed by i5, who believed that the ELT had decided to do the reorganization, regardless of what.

Looking at the opinion towards the executive management team, i9 felt proud about having them as managers, and happy about how the reorganization was done. This because i9 had during a period of time felt that the organization was somewhat inflated, and that downsizing was necessary to stay productive. In contrast to this, i4 felt that the reorganization was based on similar concepts as previous reorganizations, only with a few adjustments.

Concluding this section, it has been identified that people within the organization have confidence for their executives and their work. Even though some of the interviewees believed that the employees attitude cannot affect the reorganization, it can. This conclusion is supported by Choi (2011), who described in section 3.3.2 that committed employees will affect the outcome of the organizational change.

Figure 29 illustrates how the key factor *Change Confidence* affects other key factors. All arrows previously pointing towards *Change Confidence* have now been replaced with red arrows.

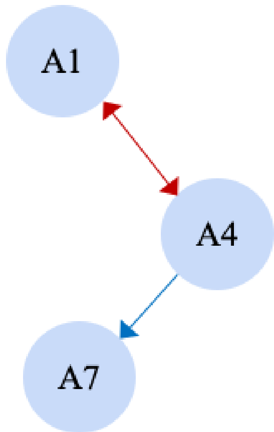

Figure 29: How the key factor A4 – Change Confidence affects other key factors. A1 – Change Ambiguity and A7 – Change Resistance.

5.2.5 Change Expectation

The key factor *change expectation* describes change from two perspectives: expectations during the change and the results after the change.

During the interviews, employees described their expectations towards the change work as both positive and negative. Interviewee 7, who has been through multiple changes at the company, has expected change since a new CEO was assigned to the company and was not surprised when the announcement came. The impact and degree of change exceeded the interviewees expectations, and they described it as being the largest so far in the company. Looking at the expectation of the time frame and how management communication was performed, i9 expectations were not fulfilled. The interviewee had expected more clear and direct communication from the ELT towards the employees, and believed that the communication did not go as planned.

The expected results of the change is what Demspey et al. (2022) advocated to be important for the changework. Interviewee 9 had noticed that there were many people expecting that the change would be personally beneficial for them. This caused dissatisfaction amongst those who did not get what they anticipated, resulting in a lower motivation and some people leaving the company. The interviewee also remarked that other companies exploited this, and recruited employees that were unhappy with their new position about the change. The reflections by i9 pinpoints the importance of managing employees' expectations of the change, to ensure that they are realistic and feasible in order to not cause lack of motivation and give employees reasons to leave the company.

From another perspective, i8 showcased positive beliefs of the expected result of the change. Being customer oriented, i8 expected better customer service and more efficient activities throughout the change process. It is difficult to say if the interviewees expectations are a reflection of the change purpose or the individual opinion. Interviewee 4 also shared the customer focus, having hopeful expectations of improved technical results – although believes it will be a couple of years until there are any visible results. This indicates that i4 expects positive long term results, which may contribute to the interviewees general positive view of this organizational change.

Figure 30 illustrates how the key factor *Change Expectation* affects other key factors. All arrows previously pointing from key factors towards the key factor *Change Expectation* have now been replaced with red arrows illustrating influence in both directions.

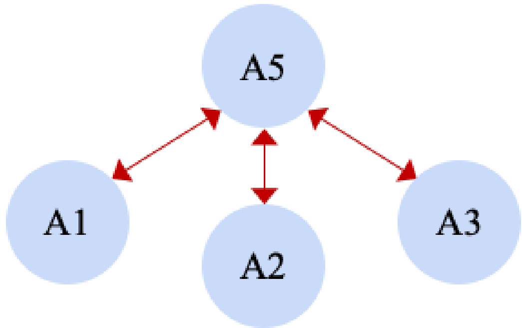

Figure 30: How the key factor A5 – Change Expectation affects other key factors. A1 – Change Ambiguity, A2 – Change Attitude and A3 – Change Beliefs.

5.2.6 Change Reaction & Readiness

Change Reaction and *Change Readiness* are two factors closely related. These key factors describe how the employees react to certain announcements and the change process. It also includes how ready a person is for a possible change, where the reaction to some extent is related to the level of readiness. The reaction is also closely related to the key factor *Change Attitude*.

Change Readiness

Change readiness can be viewed from different perspectives. One perspective is from the employees point of view, and explains how ready and prepared employees are on an individual level. Another perspective is from the managerial side, and relates to how prepared and ready managers are for their new position, and lead a team through the reorganization onwards. It can also be seen from a perspective of the organizational as a whole, and to what degree there is a need to change to adapt to the current, and future competitive environment.

"*So I think that in terms of readiness, it was like a bomb for us!*"

– Interviewee 9

The quote from i9 provides a perspective of how ready the employees were in regards to the change when the announcement came, that the general readiness in the company was limited. In contrast to this, i12 believed that all employees should be prepared for change at any time, but highlighted that there should be an understanding towards everyone not being at the same level of readiness at the same time. Interviewee 6 believed that readiness for change, and how well an individual copes with it, is related to what type of person you are, and not how much experience about organizational change you have.

To get employees ready for change, it is important to communicate clearly and well in advance that change is happening. This way, the employees get the time to prepare and process. During this process it is important that a well established support system exists. The support system should consist of managers and/or non-partial people to which the employees can discuss their concerns or to get answers from. During the change process, workshops, continuous information and a supportive system will help employees on their journey to become ready for the change happening.

Readiness from a managerial perspective describes how well the managers are emotionally prepared for the change and their new tasks. Interviewee 7 described that the difference in maturity amongst the leaders has affected how well they have handled the changes. Experienced people who are used to handling issues of different kinds, automatically took care of their subordinates and led them through the change. The people with less experience were in need of more support from internal support systems to enter and drive change. The interviewee finishes by saying that it was "*very clear*" if the manager's manager was present with follow-up discussions and keeping the momentum up. Where this was not the case, i7 noticed that those departments were falling behind in the change work. Interviewee 2 had also noticed that promoting an employee to a manager position for their first time was frightening to some people, even though the very same person has asked for it previously. By being a supportive manager when going through change will help the change work forward. This reflection is supported by Albrecht & Roughsedge (2022) in section 3.3.2, who wrote that a ready workforce increases the chances of staff performing at a higher level. It is also important as a manager to support inexperienced leaders, to be good role models. By doing this, managers can implement and inform about the change in a better way, which gives effects in the next level in the hierarchy, resulting in the employees being more open to change.

The third perspective of readiness is when viewing the company as a whole. Interviewee 6 experienced an underlying need to change in the organization, giving an indirect readiness for change internally. The interviewee described it as "*The climate is changing and we need to organize ourselves and become faster for all the changes that happen in the world*". Even though external factors are delimited from this study they are important to consider. Having an external motivation for change can lead to an underlying change readiness amongst the employees, which in turn can lead to a quicker change acceptance within the organization

Change Reaction

Change Reaction is closely related to the *Change Readiness*, and includes both negative and positive feelings directly related to change. Interviewee 2 described that there is not a way to fully make everyone within the organization satisfied. Some people are offered what they want, and some are not. Interviewee 5 felt unhappy during the process about the colleagues lost due to restaffing, but also emphasizes that it is fun to receive new colleagues and managers. When the time of announcements was closing in, i10 witnessed anxiety growing amongst the employees. The anxiety was then followed by surprise for some of the changes, which when the reorganization was finalized, had settled in happiness.

A person's readiness for change affects how a person experiences and handles change, and is therefore closely related to the *Change Reaction*. If a person is more ready and almost anticipates a change, they often reflect on how the change will progress. However, being prepared does not eliminate the possibility of employees being surprised by the change, and also does not reduce the different phases a person goes through when changing. Being prepared can reduce the reaction towards major changes, leading to a quicker acceptance in regards to the change.

Figure 31 illustrates how the key factor *Change Reaction & Readiness* affects other key factors.

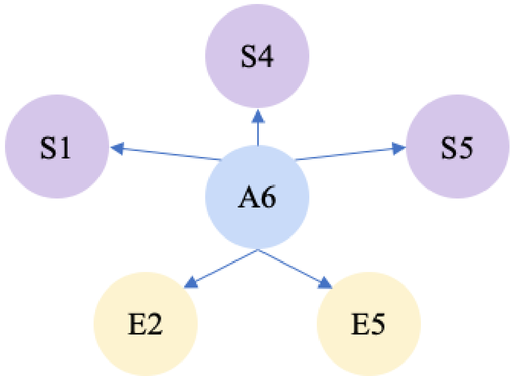

Figure 31: How the key factor A6 – Change Reaction & Readiness affects other key factors. E2 – Organizational Change Engagement, E5 – Change Expectation, S1 – Change Ability, S4 – Change Duration and S5 – Organizational Structure & New Responsibilities.

5.2.7 Change Resistance

The key factor *Change Resistance* is predominantly characterized in the interviews to be either active or inactive resistance from employees. Meaning that people may be unwilling or unhappy with the change, while not doing anything to hinder it, while some people may try to work against the change. Nevertheless, changes in leadership, headcounts, structures and culture, are often a reason for resistance towards organizational change as explained by Kumar et al. (2015) in section 3.3.2.

"With any change, resistance initially would come."

– Interviewee 1

Interviewee 1 expressed that an organizational change requires equal time, effort, and energy for helping employees understand why they are changing as to actually changing. The interviewee meant that focus should be on making it easier for employees to adopt the change. As resistance will occur, i1 advocated for a striving to quickly overcome this stage by helping people adapt to new ways. Interviewee 1 continued by saying that often in changes, this is overlooked or not given sufficient effort. Explaining that sometimes in change, it can be easily forgotten to take this into consideration, as changemakers will implement something and afterward believe it is done. Though in reality, it is not. The interviewee believed that in an organizational change there are *"[...] people who need different time to* *understand and digest [change]"*. Meaning that the change management was not undermined and the different stages of change people experience, as well as supporting them at each stage in the organization. Being a HR professional actively involved in the change process, i1 had a people oriented perspective and it was observable that the interviewee had a leading position in the way of speaking about how change management should be focused. When interviewing i1, it was noticeable that the interviewee held deep knowledge in change management and is likely well experienced in that area. This is because of i1's coherence with what Smith et al. (2020) wrote in section 3.2.1 as being insightful of peoples' change experience and supporting them for successful change. What was interesting was that i1 spoke of *Change Resistance* in a neutral sense, neither active or inactive. In other words, i1 did not point at any actual cases of it taking place, rather that it is a natural occurrence in organizational changes.

On another note there were other interviewees that noticed resistance. Probably because of them not being as people oriented change managers as a HR professional. Interviewee 2, who had a leading position, explained being tasked with designing the own team, as was the approach in the change where each level of managers selected their direct reports. When i2 explained the process, the interviewee had experienced that when selecting employees for the team, people were safekeeping their own talent pool, while some were open to sharing. Interviewee 2 described how some people did not want to let go of their responsibilities and employees, and that "*they wanted to kind of resist a little bit to the change or shape the change in a way that was for them better*". It is likely that the interviewee experienced this to a higher degree as i2 was promoted and was new to the department, implying that the interviewee had no network or familiarity with the people working there. This may have caused other employees to experience i2 as bold when trying to lay hold of their employees, leading them to be more protective.

Interviewee 7 described the situation in a similar way by saying that it can be easy to be protective of the organizational structure and the way of working when facing organizational change. Interviewee 7 had similar to interviewee 1, a leading and active change management position, which is reflected in the interview responses being more distanced and descriptive of the situation rather than personal experiences. Interviewee 11 who did not have a leading position in the change process described hearing people during the change, sometimes say that they did not want to change their way of working from the past ten years and indirectly resisted the change. These employees were therefore inactive in the change as they did not want to change their old ways. *Change Resistance* can originate from people not wanting to change their ways, as described by i7 and i11. Managing the individual change can be well linked to the difficulty in unfreezing in Lewin's model (in section 3.2.2).

Interviewee 9 and 12 outlined another form of *Change Resistance*, one being well connected with people not being satisfied with their individual new situation or actively opposing the change implications. Interviewee 12 stated that not everyone got along with the change because of them not getting what they want. Though i12 did not describe that it was an active resistance, rather that they opposed it because of a reluctance toward changing into something inferior to what they expected or wished for.

Interviewee 9 observed that some leaders who were not prepared for this kind of change were against the implications. The interviewee explained that they resisted the change in the terms of opposing layoffs, cost reductions and other new policies such as limited travel. Interviewee 9 meant that such changes are necessary and resisting them would not contribute to the survival of the company. The interviewee expressed a change-oriented mindset and is the reason for having that perspective. The interviewee stated that peoples' mindset is the most difficult to change. Compared to i1 and i7 who worked closely with change management, i9 did not depict the same attitude of managing peoples' change experience. There could be an interlinking connection between being familiar with change management theory and how the viewpoint of change resistors' behavior is expressed and should be regarded.

Conclusively were the interviewees aware of *Change Resistance* taking place in the organizational change because of multiple reasons depending on their experience and position within the company. As Smith et al. (2020)

advocated in section 3.2.1, supporting people in their change experience is of great importance for succeeding with change. Bojesson & Fundin (2021) meant (in section 3.3.2) that *Change Resistance* can be well linked to the *Change Beliefs*, reflected in some interviewees experiences as people were opposed to change because of their expected outcome of the change.

Figure 32 illustrates how the key factor *Change Resistance* affects other key factors. All arrows previously pointing from key factors towards the key factor *Change Resistance* have now been replaced with red arrows illustrating influence in both directions.

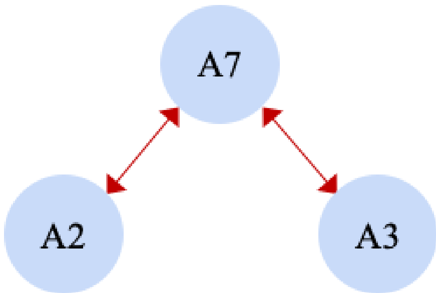

Figure 32: How the key factor A7 – Change Resistance affects other key factors. A2 – Change Attitude and A3 – Change Beliefs.

5.2.8 Level of Individual Change Degree

The key factor *Level of Individual Change Degree* refers to how much individual employees changed in the organization. This includes different aspects of change such as changing roles, departments, processes and ways of working. That combined constitutes the level of change degree.

"Although I have been involved in many large reorganizations. This is of a completely different dimension."

– Interviewee 5

This change's degree

When describing the organizational change, i2 assumed that about 70 percent of the company employees did not undergo a significant change. In other words, they received similar or same responsibilities as prior to the change, often only with a new title. The remaining 30 percent changed their responsibility area. Interviewee 2 belonged to the 30 percent who received changed responsibilities, and described the situation as a "*double change*". This as the interviewee received both a new role and was moved to a new department. Interviewee 2 was still positive and excited about the change, having an uplifting feeling during the interview reflected in the answers. It is most likely because of i2 being promoted as well as having a change oriented mindset, happy to start with a clean slate.

Several interviewees received new titles, i8 described having almost the same task after the change, only at one level higher in the hierarchy. This was recurrently explained as being a pure strategic approach to empower employees, one of the main purposes of the change. Interviewee 4 described the change as complete structural changes, similar to i8's description. What sets interviewee 4 apart is that i4 did not have any role changes, i4 explained keeping the exact same position as before, which the interviewee meant was lucky.

Interviewee 4 felt happy to not be affected by the change to a high degree because of having worked there for many years and not having to change a lot previously. That is what i9 hinted at when explaining that previous changes during the past ten years *"had zero impact on their daily job"*. The interviewee described how this change impacted everything, while other changes had not changed peoples' mindsets. Meaning that the change was an outlier in the organizational culture. Jacobsen (2005) previously described organizational culture (in section 3.3.6) that deep rooted culture can affect the change resistance, relating to i4's answer. Interviewee 6 explained how this change was the most significant in a "*very, very long time*" at the case company. This points at employees not being used to change, or more importantly, a high degree of individual change.

Interviewee 4, who was happy about not changing, differed from i9. Interviewee 9 moved between two continents and received new responsibility, though with the same tasks. The interviewee has not been at the company as long as i4, expressing a pro-change mindset. It demonstrates that the change attitude is connected to the interviewees' level of change degree, as people who are not change-oriented are satisfied with minimal changes. On the other hand, change-oriented employees are very positive towards major individual changes. Interviewee 5 who has worked in the company for more than 10 years and experienced changes previously, showcased a strong will for change. Yet, i5 described it as a big challenge for everyone – although some functions endured limited changes. Meaning that the individual change degree varied significantly depending on employees' function, responsibility and position.

Interviewee 6, having a HR perspective and being actively involved in the change, concluded the change to be the most significant change for many employees for a long period of time. The interviewee compared it to previous changes, describing them as being frequently occurring, and that this change was so significant and pervasive in the approach. Interviewee 6 was more distanced from the change that took place and explained that the HR function and the interviewee's work were quite untouched. The interviewee described that change of that degree in an organization has consequences for employees in many different aspects, both in terms of their individual need for change and as well how it is implemented, pointing back at the confidentiality necessary in the implementation process.

Conclusively there is a pattern between peoples' mindsets towards change and how they manage their level of individual change. In an organizational change everyone is affected uniquely and each employee undergoes their emotional journey. It is important to consider the employees' individual change that occurs when undergoing organizational change for a successful organizational change, as described by Smith et al. (2020)'s in section 3.2.1.

Figure 33 illustrates how the key factor *Level of Individual Change Degree* affects other factors.

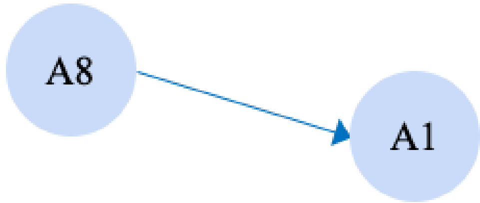

Figure 33: How the key factor A7 – Level of Individual Change Degree affects other key factors. A1 – Change Ambiguity.

5.3 Change Engagement

This section aims to present and analyze the findings from the interviews which have been categorized as the cluster factor *Change Engagement* and includes the key factors: *Change Culture*, *Organizational Change Engagement*, *Interactions*, *Employee Involvement*, *Organizational Commitment* and *Organizational Participation*.

5.3.1 Change Culture & Risk

Change Culture is a key factor underlying the cluster factor Change Engagement. It includes how the employees' engagement is related to risks connected to change work. It also includes how committed the employees and leaders in a company are to making changes.

Change Risk

The results of a reorganization and how well the change work is received in the organization is never guaranteed. Interviewee 1 explained "*[when] you implement something you can never be 100% sure it is perfect*", describing how that in itself has been a learning experience from the different organizational changes the company has been through. Throughout the reorganization, younger (compared to how it has been historically) leaders without previous experience on a certain level were assigned to these positions. This is a risk the organization takes to acquire new perspectives in new positions, taking the company to its future. By assigning less experienced leaders, the company is risking longer implementation time. However, the lack of experience does not automatically mean that things will take longer time, or be implemented differently. It might instead be that the new leaders want to prove themselves capable, and get the job done.

Interviewee 10 described how the engagement from the company CEO and the rest of the ELT had been good, and i10 was impressed by the "*bold move*" of doing such a large reorganization which TNC was. By breaking down the work into smaller fragments and carefully going through the small pieces, possible risks and shortcomings can be identified. This results in the total risk for the whole reorganization being reduced. Communicating the different steps to the affected people within the organization will also reduce the shock amongst the employees, and the change will land more smoothly.

Change risk taking can also be seen as a risk of safeguarding good employees. Interviewee 9 described how people were emotional about the organization, and that a reorganization is a risk on an individual level. It was witnessed by i9 how peers were worried about potentially losing their employment and the consequences for their private economy. This resulted in some employees looking for new jobs at other companies, terminating their employment as they did not want to take the risk by waiting to find out if they had a job or not when the announcements reached their level. This risk related to organizational change is also mentioned by Orji (2022) in section 3.3.3, and that the willingness of the employees is almost an integral behavior in the change culture at a company. Reorganizations will always come with the risk of losing employees that are competent. However, this is not an argument for a company to not go through change. Instead, if a company wants to keep talented people within the company, and are aware of who they are, the company should approach those employees early on. Even though it means deviation from potential plans on releasing it level by level, or any other strategy.

Change Frequency

Clarke & Garside (1997) described in section 3.3.3 how change culture is a part of the mindset of the people working at a company, and how it affects the way change is viewed upon. Interviewee 6 described how change happens continuously within the organization, but to what extent varies greatly. Interviewee 11, with more than ten years of experience at the company, described how changes have come and gone over the years, and that the way the company is structured is similar to a pendulum. During some periods, when the pendulum is at one of its turning points, the organization prefers local presence and gives authority to the local offices. During other periods a global consensus and a slimmer organization is preferred. The new ways of working, according to i11, are not new. Only that the pendulum has shifted back to a previous state with new leaders and updated ideas. This relates to what Jaaron et al. (2022) wrote about change culture in section 3.3.3 , and how mistrust of doing things differently is part of it, which could describe the cynical attitude towards the change work expressed by i11.

On the other hand, i11 mentioned that the organization is changing often, and believed that change is good. The interviewee likes a change oriented company and described it as "*[change in a company is] like [a] living organism. Some parts of the cells die, but then you grow a new cell. So it's a living organism all the time*". Interviewee 12 agreed with change being good and beneficial for the company, and that it has become more frequent over the last 10 years. The interviewee also reflected on this by explaining "*[...] if they change all too fast or too frequently, we cannot follow.*", meaning that it is important to let a new organization fully fall into place and let the results of a reorganization become visible. In regards to the latest change, i9 thought that the company is going in the right direction, but disagreed with i11 and i12 on how the company has historically been change oriented. Change needs to happen on a recurring basis, getting new work processes and procedures in place. Disruptive change, such as TNC, where change affects all hierarchical levels is considered as something good by i9. The interviewee explained from previous work experience from Brazil, where large reorganizations are common, how a much more aggressive approach towards reorganizations and adjusting a company to its competitive market is preferred. In contrast to this, i8 described how reorganizing companies in Japan is rare, and how people within the organization began to realize that there was a need for change when the ways of working were quickly changed during the Covid-19 pandemic.

The different views on how often change should happen, and the opposing opinion on how change oriented the company has been can be related to the national culture by Hofstede in section 3.3.6 and the different change approaches by Meyerson in section 3.1.3. An existing change culture in the company was discussed by i11 and i12, who originate from Germany and Indonesia respectively. This was dismissed by i9, who believes that change is seldom happening within the company.

Interviewee 9 comes from Brazil, which is by Hofstede (1984) explained as a country with a high score on power distance and medium on the long term orientation dimensions. This translates to, in general terms, people believing in hierarchy where one person takes full responsibilities for everything happening within a company. In addition to this, Brazilians do not strictly follow tradition, nor do they make an effort to adapt to the future. Indonesia also scores high on the power distance, where Germany scores low. However, both Germany and Indonesia score high on the long term orientation factor. This indicates, in general, that people from these countries are pragmatic, and think that traditions can be adapted if the situation requires it.

The difference in opinion regarding when change is occurring can be explained by the long term orientation factor from Hofstede's model. How people define change and changing activities might originate in the culture a person is brought up in. Both i11 and i12 explained how they think change is happening frequently within the company, they refer to both larger reorganizations (such as TNC) and smaller change activities (implementing new work processes or merging teams). In contrast to this, i9 saw only larger reorganizations affecting the structure. This resonates with Meyerson (2001) theory on drastic change action in section 3.1.3 often being driven from the top and downwards – which seems to be a preferred style by i9. While the evolutionary adaptation grows and evolves and is driven by its participants. It is important for people within an organization to define change in the same way, and it is important to explain continuously (both between and during structural reorganizations) that change can occur on different levels and different places.

Figure 34 illustrates how the key factor *Change Culture & Risk* affects other key factors.

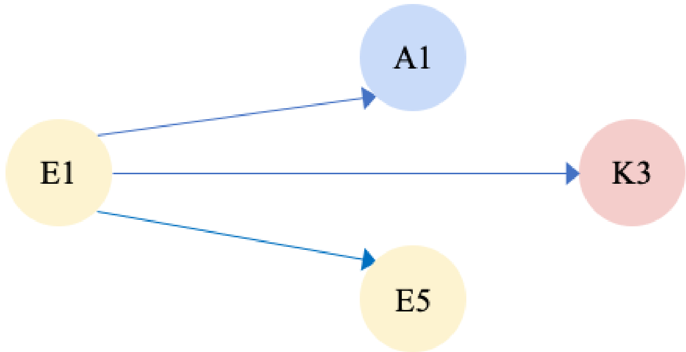

Figure 34: How the key factor E1 – Change Culture & Risk affects other key factors. A1 – Change Ambiguity, E5 – Organizational Commitment and K3 – Skilled Change Leaders.

5.3.2 Organizational Change Engagement

The key factor *Organizational Change Engagement* has three main characteristics identified from the interviews: engaged top management, engaged low level managers, and engaged employees. This key factor changed name from *Management Engagement* in table 4, to *Organizational Change Engagement*. This as the results from the interviews revealed that engagement involved the three levels top management, low level managers and employees within the organization and not only top management.

Engaged Top Management

Interviewee 7 explained from a HR perspective that it is necessary to try to engage the whole organization to drive the change, and not be passive while waiting for the corporate management to *"tell them what to do"*. Explicitly, change needs to be driven on all levels with all employees. Interviewee 7 described how, in that sense, it is important to engage everyone to be part of the change journey. The interviewee's understanding portrays a HR and change management expert perspective, motivated by the responses that were in the character of what needs to be done rather than what was experienced.

Interviewee 10 confirmed what i7 had described. Interviewee 10 explained that the CEO of the company took a very brave step, and was brave enough to open the doors for new alternatives. It is interpreted as the CEO was very engaged in the change, open to all options and deeply invested in it. Which further implies that the top management was, as i7 advocated, engaged and that is what i8 described as necessary for any change. Dempsey et al. (2022) stated in chapter 3 that engaged top leaders have several purposes and benefits for organizational change. One of which being that if top management are very engaged, similar to what i10 described, more weight and importance is given to the change itself. Interviewee 8 positioned the importance of top level engagement at the same level as a clear vision and communication in order to change. The experiences explained by i10 and i8 are well aligned with what i7 proclaimed. Being that i10 and i8 both are positioned further from the company's main offices, not being actively leading the change and not having a HR perspective, the company had an engaged top management and it has had a big effect on the change.

Engaged Low Level Managers
Interviewee 7 explained how the team managers drove engagement in their teams and without it, no changes would have taken place. The interviewee said that all leaders could work with engaging their teams in the change process as well as decisions they could make to improve their work and their collaboration with other teams. When describing this approach, i7 meant that such engagement is critical for changing ways of working. Compared to how information usually is spread in the company, there would only have been PowerPoints and communication from top managers, with no effect on daily work.

Interviewee 7's reasoning of what has been done and strived for was found to correspond with what i10 and i12 implied in their answers. Being that they have different roles and geographical locations, the company has attempted to distribute engagement incentives and involve all levels of employees. As previously stated (in section 3.3.3), Dempsey et al. (2022) meant that involving employees and listening to them contributes to people being less reluctant towards change. It can be concluded that the company had engaged low level managers in the change. It could be a strategic approach as described by the change management specialized interviewee (i7), to minimize and prevent change resistance.

Engaged employees

Interviewee 7 described that informed and involved employees are less likely to resist it as they are engaged, in line with what Dempsey et al. (2022) in section 3.3.3,. Interviewee 7 meant that employees who experienced being excluded from the change process and unaware of their future position were unlikely to be engaged in the change. Moreover, once the employee then got their new role, they were expected to suddenly engage in the change and *"go all in"* to try to make it work. It poses a challenge for employees to manage their uncertain situation, as described by i7, when being uniformed and not involved, whilst also being expected to be engaged.

Interviewee 12 elaborated on this subject when describing situations where employees that did not receive positions they were satisfied with, are also unlikely to be engaged in the change. Interviewee 8 concurred in the sense that *"without delivering the engagement until the bottom of the company the changing process cannot be fully installed"* and therefore should it also be required to engage people in change. Interviewee 12 and 8 were at the time of the interviews located in Asia, distanced from the central management in terms of geography and also hierarchical level. Nevertheless did they describe how engagement at all levels is not only important for, though required for change. Which is a result of them experiencing the effect different levels of engagement has on the change itself. Compared to i7 who participated in driving the change, the two interviewees experienced what took place in the offices distant from top management.

As the interviewees' responses correlate, from different perspectives, *Organizational Change Engagement* at all levels is important for organizational change. Managing engagement levels can however be a difficult task and failing to do so, can result in *Change Resistance* as Dempsey et al. (2022) meant.

Figure 35 illustrates how the key factor *Organizational Change Engagement* affects other key factors. All arrows previously pointing from key factors under the cluster factor *Employee Change Attitude & Readiness* towards the key factor *Organizational Change Engagement* have now been replaced with red arrows illustrating influence in both directions.

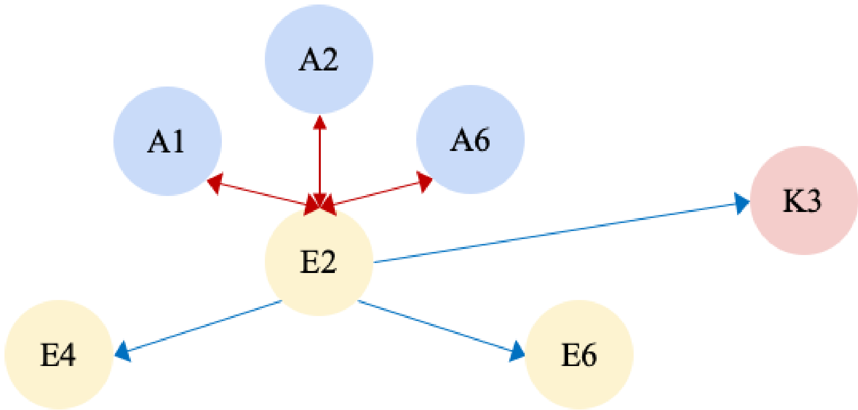

Figure 35: How the key factor E2 – Organizational Change Engagement affects other key factors. A1 – Change Ambiguity, A2 – Change Attitude, A6 – Change Reaction & Readiness, E5 – Organizational Commitment, E4 – Employee Involvement, E6 – Organizational Participation and K3 – Skilled Change Leaders.

5.3.3 Interactions

The key factor *Interactions* has three main characteristics identified from the interviews: interactions with managers, interactions within the team, and interactions between teams.

Interactions With Managers

Interviewee 5 described that proximity to managers is beneficial when undergoing change. When employees are geographically close (e.g. share the same office space) to their managers, they are able to interact more and are therefore closer to the communication flow regarding the change. Even though there were many webinars and meetings, employees located further away from their managers miss out on the informal and outside-of-meetings communication. Huflejt-Łukasik et al. (2022) stated that (in section 3.3.3), by interacting with other employees can the negative effects of change dampen. It could also include interacting on a more personal level with managers, meaning that when interviewee 5 experienced a shift from having closeness to a distance to managers, not only information was lost, also symbiotic value from daily interactions was lost. Interviewee 5 was given the impression of enjoying interactions with other employees which could have amplified the experience of losing the daily interactions with the manager.

From the conducted interviews there was a pattern in the responses, all interviewees spoke of the webinars and informative meetings held by top managers. Interviewee 7 spoke proudly and confidently of the meetings held frequently where all employees were invited, explaining that it was something they did very well. It is well aligned with the role i7 posits, being within the HR department as a change leader, the interviewee again was very positive towards one's own work. However did the other interviewees concur on that note, although the interactions were limited being that the meetings were participated by many and it was most often in digital format. Interviewee 5 who had participated in all of the webinars or meetings did still, as mentioned, experience insufficient daily interactions with managers. Something that signifies that the meetings held by top management were not sufficiently interactive. This could have been because of the meeting being digital and periodic, and most likely not possible to always have physical in a multinational organization.

Interactions Within Teams

Interacting with other employees have benefits when undergoing change (as described in section 3.3.3). By interacting with colleagues, grievances can be reduced as well as employees encouraging one another. Interviewee 6 described how the team often *"met up by the pump"*, and referred to the coffee machine, when encountering problems or unexpected events as something important for their teamwork. In addition to this, the team had an ongoing chat where they often asked questions. Even though i6 works within HR and has been actively involved in the change, the interactions within that team have been very advantageous for encouragement and managing the negative effects linked by the change that they encountered.

Several interviewees described having meetings and discussions in their teams on a regular basis. Interviewees 8 and 12 who were located in Asia were positive about having weekly discussions to apply feedback and to ask questions or for help. Interviewee 8 meant that by interacting with the team with focus on the change helped capturing and sharing information. Furthermore, during uncertainties or when encountering difficulties, the interviewee valued the possibility to interact with colleagues to ask for help or advise. Those, by the interviewee, described as meaningful interactions could have stimulated and benefited the change process, as described by Huflejt-Łukasik et al. (2022) (section 3.3.3), when feedback is shared and employees help each other.

Interviewee 12 spoke of having additional, less formal, meetings which were encouraged to let employees speak their mind. The interviewee's manager had encouraged them to capture the opportunity and to not be worried about speaking openly. Interviewee 12, who is a manager at team level replicated this and arranged for meeting times for the employees without the presence of managers.

Some informal "*chats*" without the manager present were by some employees experienced as unfriendly or impolite, as described in the interview. When reflecting on the scores Indonesia has in Hofstede's cultural dimensions (Appendix B), the culture for interviewee 12 environment is that negative feedback is not shared while there also is a tendency to pessimistic, meaning a clash when employees are left without their manager present in a otherwise hierarchical culture. The culture being to generally withhold feelings and remaining polite could mean that informal interactions can when genuine feelings or thoughts be experienced as unfriendly or impolite as described by interviewee 12.

On the other hand did interviewee 11 have a positive attitude towards their informal interactions. The interviewee described how the team can criticize and discuss what is good or bad. If there was a topic they agreed upon to be important, they lifted it to the director to be handled. When reflecting on i11's answers compared to i12's, there is a distinction between the cultural norms. As for Germany's score in the Hofstede cultural dimensions, direct and honest communication is the normative, as well as leadership is challenged. The conclusion can be drawn that some criticizing interactions within teams can vary a lot between countries and cultures, whereas in some countries can interactions dampen negative effects from change and in some cultures can the interactions themself cause even more negative feelings.

Interactions Between Teams

From the interviews it was identified that there were interactions taking place between different teams, especially during the change. The company strived to implement changes by arranging workshops for employees to learn new ways of working. Interviewee 12 mentioned that there has been focus group discussions. Interviewee 7 proclaimed, from a HR perspective, that it is not only about driving change in the teams, but also how to drive and make the change work across the teams as well. Interviewee 7 was well aware of the enterprise change management difficulties. This was described by Smith et al. (2020) in section 3.2.1, where they describe how managing change in an entire organization across different teams and functions is a complex task.

Figure 36 illustrates how the key factor *Organizational Change Engagement* affects other key factors. All arrows previously pointing from key factors towards the key factor *Organizational Change Engagement* have now been replaced with red arrows illustrating influence in both directions.

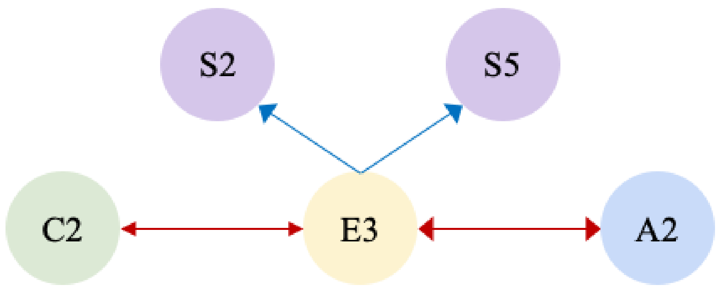

Figure 36: How the key factor E3 – Interactions affects other key factors. C2 – Communicating, A2 – Change Attitude, S2 – Change Fairness and S5 – Organizational Structure & New Responsibilities.

5.3.4 Employee Involvement

The *Employee Involvement* key factor is a factor identified from the results of the interviews, and can be explained from two perspectives. The first is how the employees were directly involved in the change work and creating possibilities for everyone to be involved. The other perspective is how employees can get involved through feedback.

Employee Involvement

Involving employees in the change is a way to make them a part of the change. It could also mean that the employees get the opportunity to affect the change occurring. Interviewee 1 described how appreciated it has been amongst the employees to feel that they have been part of the process. Even though employees are not involved in every step throughout the process, it was appreciated that the employees knew that they can be a part of a large change and have influence on it. Interviewee 5 received an invitation to be part of a workshop together with other employees with the same role and their managers. During this workshop, i5 and the other invited employees had the opportunity to bring forward issues related to work processes they had during the past years. The interviewee explained that, independent of the manager's previous knowledge of the issue, it was positive to list pros and cons on different topics and reflected on how the meetings in a way showed how leaders "*stepped up*" to their responsibilities. Outside of these meetings, i5 described how their new leader put a lot of effort towards getting the new team together, building a team spirit. The manager also stepped up by being available, letting the employees know that they could get involved by sharing thoughts and feelings easily. Interviewee 6, working at the HR-department and having a supportive function to the change work, described that the objective for implementing the change was to not have a top driven approach. It should rather be inclusive and discussed on all hierarchical levels. Interviewee 10 was involved by contributing with data about KPI's and other information requested by the managers.

To have people throughout the organization involved in the change work requires people knowing what is happening. To know about something is to have access to information, and i6 explains how the employees almost expected to receive information directly and quickly from the source.

Interviewee 2 experienced how the subordinates did not fully understand everything that happened. This resulted in employees not getting involved or committing to the change. The ELT must ensure that relevant information is given at the appropriate time. Interviewee 5 believed that even though some of the information is not being communicated throughout the organization, it does not automatically mean that the information does not exist. It might mean that the information is considered sensitive, or that the top management team is not sure on what consequences it might give by releasing the information at the wrong time. Withholding information could affect the level of involvement from the employees. If they are under the impression of not being well informed about the change work, it could give a sensation of hopelessness. This results in employees not feeling that their contribution is worth their while, and that the time could be spent better elsewhere.

In addition to being actively involved in the change work, employees can also be passively involved. This by participating in informational meetings and Q&A sessions. Here, the employees received information directly from the ELT and further information when other employees asked questions. Interviewee 8 and 12 described how these meetings occurred on a frequent basis, and it was well visited by many employees around the global organization. In some cases, questions were not answered. This was, by i5, believed to be because the ELT did not want to disclose the information at that time.

Involving employees can be done in different ways, and can be either through open forums or through workshops where employees can be a part of setting the new work structures. Involvement can also be done by asking employees to fill in questionnaires. The format of which the employees are involved can take many forms, and the most important is to be transparent and inclusive. By doing this, the change work will be seen as a collective thing – and not a motion driven by the top management regardless of the employees feelings towards it.

Feedback Mechanism
The Q&A sessions held during the change were, according to i7, a good and direct feedback system for the ELT. For a leader to take the time to get questions and feedback through these sessions indicates that the leader appreciates and values the employees' involvements. The interviewee also believes that it was appreciated by the employees as well, to be allowed to be involved.

Employee Involvement could also be seen as a post-change activity. The information during such activity could include input on how the strategy during the change was, reviewing the implementation and giving other inputs. Involving employees through post-change activities requires a mechanism. Interviewee 1 explained how this mechanism should be consistent and available for all. Such a mechanism could be an employee engagement survey or open, internal discussion forums.

Figure 37 illustrates how the key factor *Employee Involvement* affects other key factors. All arrows previously pointing from key factors towards the key factor *Employee Involvement* have now been replaced with red arrows illustrating influence in both directions.

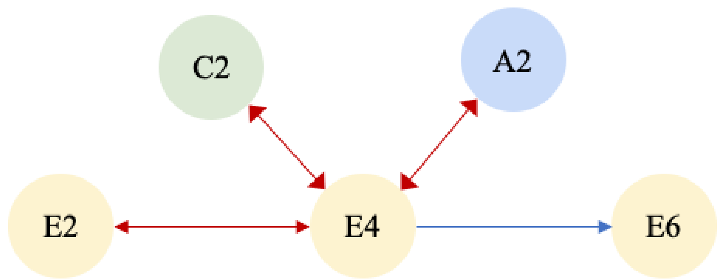

Figure 37: How the key factor E4 – Employee Involvement affects other key factors. C2 – Communicating, A2 – Change Attitude, E2 – Organizational Change Engagement and E6 – Organizational Participation.

5.3.5 Organizational Commitment

Organizational commitment is a key factor including different factors who work together in symbiosis. Milovanovic et al. (2022) highlighted in section 3.3.3 that if employees are committed to an organization, the likelihood of successful change efforts increases. This was noticeable when interviewing i8, who stated that the team tried their best to support the change. The interviewee expressed positive beliefs about the change in the same context as well as expecting positive long term results. Interviewee 8 was committed to the organization and therefore also the change, presumably because of a sense of obligation, pride or feelings toward the company.

Organizational Commitment is a combination of other key factors belonging to the cluster factor change engagement, as well as key factors from the four other cluster factors. As it is a combination of many factors, it is not directly visible from answers given in the interviews, it appears as the cumulative sum.

Figure 38 illustrates how the key factor *Organizational Commitment* affects other key factors. All arrows previously pointing from key factors towards the key factor *Organizational Commitment* have now been replaced with red arrows illustrating influence in both directions.

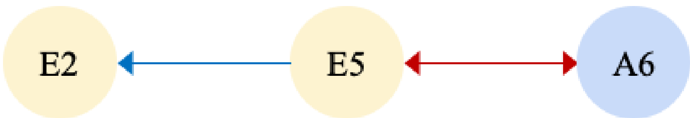

Figure 38: How the key factor E5 – Organizational Participation affects other key factors. A6 – Change Reaction & Readiness and E2 – Organizational Change Engagement.

5.3.6 Organizational Participation

The key factor *Organizational Participation* is a factor with two sides. One side being the managers' participation and the other being the employees' participation in the change process. The participation can be different degrees of activeness, whereas active participation was most commonly described by the interviewees.

Managers' active participation is important for change to be implemented and actualized as stated in section 3.3.3 by Dempsey et al. (2022). Interviewee 7 explained in similar tones, that if top leaders did not participate in the change while actively pushing it forward, nothing happened. On the other hand, i7 explained that *"[...] in organizations where* *your boss's boss was very active and reinforced how important it is to work with the organization and try to bring about the changed way of working. It works better there."* Conclusively, it signifies that inactive or disengaged participation of managers results in lost change efforts, while active participation is favorable for achieving change. Interviewee 7 was active in the change process from a leading HR role which increases the validity of i7's reasoning, because of the employee having a distanced perspective and comprehensive understanding of the whole organization.

Interviewee 5 shared the same reasoning of managers' active participation, although from a different viewpoint, when explaining that *"[...] it also requires that you as a leader step up and that you are active in your own development and with the development of other people."*. This indicates that i5 noticed different levels of active participation among managers, which would explain the reflection. It is difficult to conclude otherwise as i5 was not involved in leading the change. It could also have been a personal reflection of what the interviewee saw important as a team manager, who is pro-change and has a lot of experience of changes.

Employees' active participation is important for the change to take effect as organizational change involves all levels of employees as mentioned in section 3.3.3. The active participation was well demonstrated in i5's response. The interviewee explained that the team tried to contribute wherever they could and were invited to participate. Interviewee 5 expressed that it is not always possible to actively participate as everyone can not be part of all processes, and some of which are not open for all levels or employees. Furthermore, i5 continued in a positive way with a hopefulness of being able to influence changes and raise ideas or suggestions during meetings or webinars. This indicates that i5 has a strong will to actively participate in order to be able to have a say or contribute to the change work, and that i5 noticed the same amongst colleagues.
Other interviewees, namely i11 and i12, spoke of being actively participating in all of the webinars. The two interviewees are not located in the main offices in Sweden or Italy, limiting their possibility to participate in the change to digital meetings. Interviewees 11 and 12 responses reflected a wish for acquiring more information and knowledge. This demonstrates a

lower level of participation compared to i5, as a result of no explicit significant interest in contributing to the change process was expressed during i11's and i12's interviews. It could be that i5 was unique in the sense of wanting to participate on a higher level. As for the rest of the interviewees, there was a pattern that most employees participated in the webinars with the ambition of gaining knowledge rather than influencing the change process. Some interviewees, for example i8, expressed positivity for being able to apply feedback to the process, which means more active participation in the change process.

Conclusively, active participation from different levels of managers and employees is important for organizational changes. Active participation can vary in both degree and in what way it is exercised as identified in the different interviewees answers. Therefore, as stated by Dempsey et al. (2022) in section 3.3.3, should all of the organization's members be able to participate in the change and be encouraged to do it actively.

Figure 39 illustrates how the key factor *Organizational Participation* affects other key factors. All arrows previously pointing from key factors towards the key factor *Organizational Participation* have now been replaced with red arrows illustrating influence in both directions.

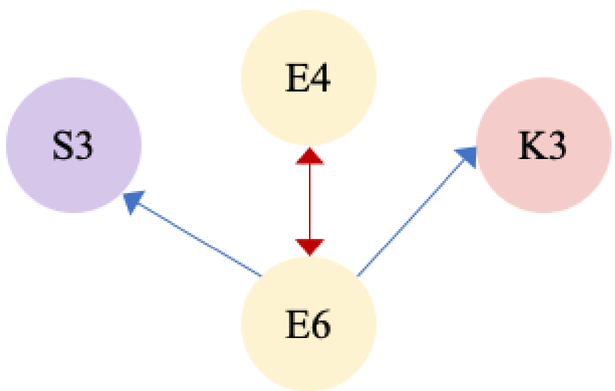

Figure 39: How the key factor E6 – Organizational Participation affects other key factors. E4 – Employee Involvement, K3 – Skilled Change Leaders and S3 – Change Strategy & Implementation.

5.4 Experience & Knowledge

The cluster factor *Experience & Knowledge* includes key factors: *Change Experience & Knowledge Capture*, *Knowledge Creation* and *Skilled Change Leaders*.

5.4.1 Change Experience & Knowledge Capture

The key factor *Change Experience & Knowledge Capture* is a factor found from the results of the interview material, and is a new addition to the key factors found in the literature study. This factor includes the organization's and employees' experience in reorganizing companies, and how these experiences were used in coming organizational changes. It also explains how experiences from previous changes are captured, and how the knowledge from these experiences has value for the organization.

Interviewee 7, working within HR with business transformations, explained that the latest reorganization was built on the experiences from the reorganization before (One Company), and that the lessons learned from this was the seed of inspiration to the objectives set in the latest reorganization (The Next Chapter). By doing this, an approach in regards to the change work was set. Interviewee 6, also working within HR, agreed with i7 and believed that the whole organization learned from the experience of the One Company reorganization.

To help the change work, i10 suggested that a company can take inspiration from other companies, almost like "*space exploration*". These companies could be competitors within the same industry, inspiration could also be found at companies working within a completely different industry. Interviewee 7 explained that the ELT hired external consultants to analyze the current organization and propose future states.

Change experience can also be seen from the employees point of view. Interviewee 8, being from Japan, has not previously experienced, or heard from friends and family, about organizational change. The interviewee explained that it is a rare thing in Japan, and only occurs every 40 years. This can be connected to Hofstede's (1984) long term orientation dimension, described in section 3.3.6, where Japan was one of the countries scoring the highest. This translates to the country valuing steady, long-term results in everything from financial results to family related topics. It also means that organizations rarely make large reorganizations, but prefers smaller tweeks which has an effect over longer time periods. On the contrary, i9 explained how companies in Brazil change frequently. Looking at Hofstede's (1984) long term orientation dimension once again, Brazil scores half of what Japan scored. This explains why i9 is more experienced in change and less worried about it compared to i8.

Change Experience & Knowledge Capturing from experience is important when going through a reorganization. The change experience can be on different levels such as the organization's experience, the change leaders experience and the employee's experience. Experience can also have different sources. It can come from the current company, but also from previous companies. An employee's previous experience of change, and the culture which they have grown up in, influences the attitude towards change. Furthermore, an organization's experience in change should be the foundation during new reorganizations, and that it is important to capture and preserve the experience and knowledge from previous work. This to avoid repeating previous mistakes, but it also gives an opportunity to improve what were good ideas previously, but were implemented in a wrong way.

Figure 40 illustrates how the key factor *Change Experience & Knowledge Capture* affects other key factors.

Figure 40: How the key factor K1 – Change Experience & Knowledge Capture affects other key factors. K2 – Knowledge Creation.

5.4.2 Knowledge Creation

Knowledge Creation is a key factor found from the literature study, and is included in the cluster factor experience & knowledge.

"*Activities like competence development are about strategic workforce planning, in a way.*"

– Interviewee 1

The quote above from i1 explains the importance of continuously creating knowledge within the company. This is also mentioned in section 3.3.5 by Oxtoby et al. (2002), who emphasized the importance of having enough time to learn from different sources. These sources can be both internal and external, and highlights the importance of how the knowledge is shared and developed. Interviewee 7 described how the company, prior to the change, studied change work at other companies. These studies created knowledge about change work within organizations, and i7 explained how a similar case was a great source of inspiration when planning TNC. In addition to external sources for creating knowledge within the organization are internal sources. Interviewee 7 explained how the company has captured feedback about TNC's reorganization process from the employees through a survey. The answers from the survey resulted in "*solid lessons learned*", according to i7. From the lessons learned, it was identified that some areas needed further activities to fully implement all new change processes.

Knowledge about a topic can sometimes come from a mistake, and making mistakes as long as you learn from them, is a philosophy of i11. The interviewee explained that continuous development is important. Through training and honesty, acceptance of the change will come. Interviewee 6 described how education is an activity done more frequently within the organization over the past years, and how it was a natural part of TNC.

Creating knowledge within the organization is necessary for continuous development. Glitches or misunderstandings can be fixed if a continuous development mindset already exists within the company. Learning should come from both internal and external sources, and bring the company forward. By having continuous learning, employees are used to taking in and processing new information. This helps when announcement of changes comes, making it easier for the implementation – also identified by Oxtoby et al. (2002).

Figure 41 illustrates how the key factor *Knowledge Creation* affects other key factors. All arrows previously pointing from key factors towards the key factor *Knowledge Creation* have now been replaced with red arrows illustrating influence in both directions.

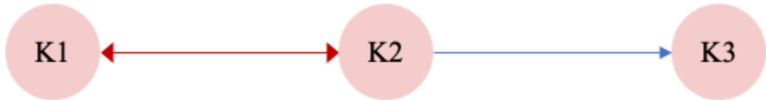

Figure 41: How the key factor K2 – Knowledge Creation affects other key factors. E1 – Change Experience & Knowledge Capture and K3 – Skilled Change Leaders.

5.4.3 Skilled Change Leaders

The key factor *Skilled Change Leaders* was in the interviews described as leaders being generally experienced and knowledgeable in change or the interviewees themselves being experienced and knowledgeable in change.

Interviewee 7 explained that leaders' varying leadership maturity has affected how skilled they have been when managing changes within their teams. Some leaders who were new to a leading role encountered difficulties when taking on new responsibilities in the midst of the ongoing change. Leaders who have been part of previous changes may have acted more calmly in the change process, with more patience and understanding of the process. The interviewee pinpointed that new leaders sometimes experienced being overwhelmed by the responsibility of listening to and managing employees undergoing the change.

The interviewee indicated strong characteristics of being experienced in both leading and participating in many changes before. With interviewee 7 being part of the HR function at level four in the hierarchy, the person was found to be very comparative and having a big picture perspective of change leader skills and experiences. It was also possible to conclude that because of the change being top-down driven, the effective change leaders have been at a higher level, likely level one to three in the hierarchy. Therefore meaning that the detailed information may be outside of the interviewee candidate pool for this thesis. Although, from the insights gathered, namely from interviewee 7, it can be concluded that skilled change leaders are important for managing employees undergoing change and for handling unexpected problems related to change.

Figure 42 illustrates how the key factor *Skilled Change Leaders* affects other key factors. All arrows previously pointing from key factors towards the key factor *Skilled Change Leaders* have now been replaced with red arrows illustrating influence in both directions.

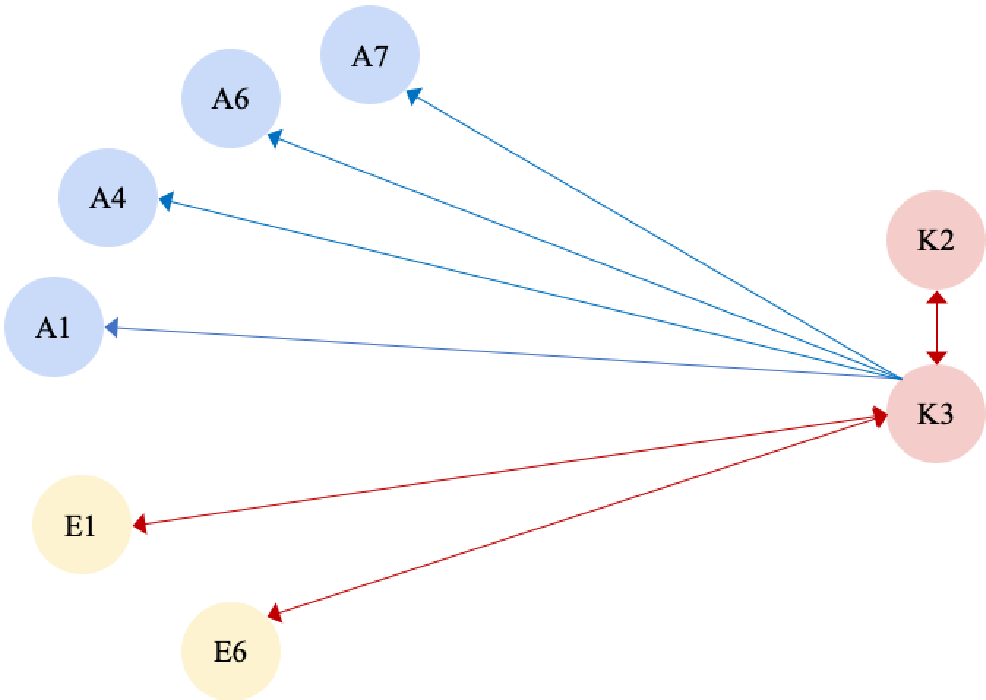

Figure 42: How the key factor K3 – Skilled Change Leaders affects other key factors. A1 – Change Ambiguity, A4 – Change Confidence, A6 – Change Reaction & Readiness- A7 – Change Resistance, E1 – Change Experience & Knowledge Capture, E6 – Organizational Participation and K2 – Knowledge Creation.

5.5 Organizational Change Structure

The cluster factor *Organizational Change Structure* includes the key factors *Change Ability*, *Change Fairness*, *Change Strategy & Implementation*, *Change Duration*, *Organizational Structure & New Responsibilities* and *Performance Management & KPI Measurements*.

5.5.1 Change Ability

The key factor *change ability* describes the abilities an organization has to reach the objectives of a reorganization. As a part of this key factor, organizational multitasking, supportive change functions and workforce competence are discussed as three building blocks.

Interviewee 9 described that during the reorganization, all changes made were directly supported by the top management. This indicated that the change was going to happen. This was an opportunity to implement new processes without pushback from others within the organization – as long as it was supported by the ELT. To implement the new ways of working, i7 was involved in creating tools and methods which could be used by the ELT.

During the reorganization, i4 experienced how productivity went down. This was believed, according to i5, to be a result of the ambiguity amongst the lower level employees related to their job situation. The employees worried about having an employment resulted in them being unmotivated. This could be avoided by a strong leadership, where an open discussion could help reduce uncertainty and create a reward system to keep the job motivation up, an idea supported by Roughsedge (2022) in section 3.3.2.

Organizational Multitasking

The ability to maintain "*business as usual*" while changing the organizational structure, and implementing new processes, require juggling with the organizational resources. Both i1 and i2 described that it was a challenging task during the reorganization, and described it as the biggest difficulty during the change work. Proceeding with the daily work during the change resulted in lower productivity, and i5 witnessed how informal sub-groups were created. These groups created their own work processes and did the best in that situation.

It is important for companies to maintain their operations during a reorganization. This is more important for larger companies, as reorganizations tend to take longer when more people are involved. To ensure good quality, there should be clear instructions on which procedures and workflows the employees should follow. This reduces the risk of mistakes.

Supportive Change Functions and Workforce Competence

The second subgroup found in the results from the interviews related to a company's ability to change was supportive change functions. These functions can be a department within the company, a tool in a software to be used by the change management team or having someone to talk to during the change.

Interviewee 5 expressed that having someone to turn to when in doubt or having questions regarding the change could be beneficial for both the employees and the company. If there is an assigned person within the company which employees can talk to reduce the chances of rumor spreading. It also gives the employees a better understanding of the situation and what is happening – helping them through their personal change curve and reach acceptance quicker. This will reduce the chances of resistance to the change, increasing the changes of a successful change implementation.

On an organizational level, i7 described how the HR department assisted the ELT with tools throughout the reorganization. For example, they created material which could be used by new managers when communicating the plans for each new level announced. Other material created was tools to help managers work with their new teams, helping them reach the objectives of the reorganization.

Tools originating from software or data as supportive functions were mentioned by i2, i9 and i10. Both i2 and i9 described how a talent pool could have been helpful for a new manager when setting up new teams, as it could reduce the network effect. A talent pool could be used to search internal candidates' skills and experience, staffing the teams with the most suitable people already existing within the company. Building on this idea, i10 suggested that companies could use artificial intelligence to make quicker decisions on designing teams and structures. On the other hand, i6 described a talent system where the performance of every employee is logged. A talent pool of some sort is a tool used by most companies today. However, it might not be accessible for everyone, and neither should be, as it can contain sensitive information. When reorganizing or setting up new teams, it is important for all leaders to know about this system and provide these leaders with the relevant information. Doing so, transparency within the company, and the possibility of getting an effective team increases. Keeping this talent pool updated with current information on skills also increases the probability of employees being staffed to a position most suitable for them (according to their background).

Figure 43 illustrates how the key factor *Change Ability* affects other key factors. All arrows previously pointing from key factors towards the key factor *Change Ability* have now been replaced with red arrows illustrating influence in both directions.

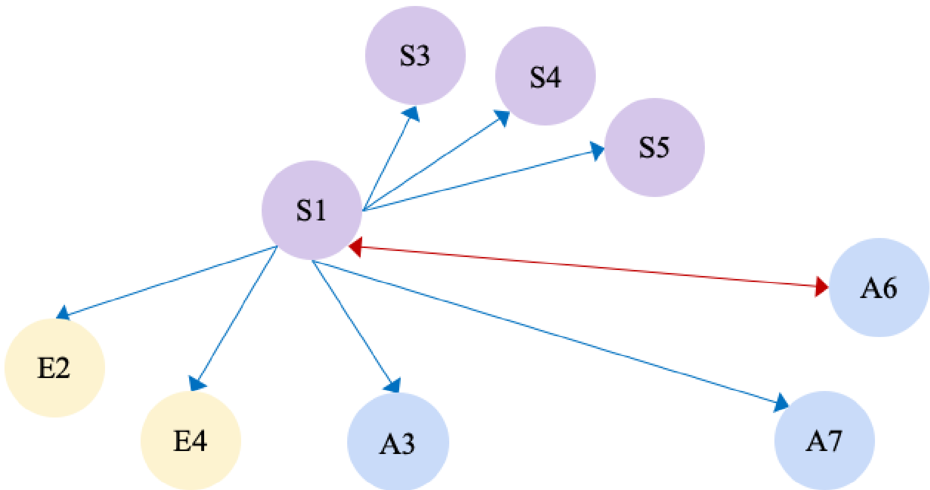

Figure 43: How the key factor S1 – Change Ability affects other key factors. A3 – Change Beliefs, A6 – Change Reaction & Readiness, A7 – Change Resistance, E2 – Organizational Change Engagement, E4 – Employee Involvement, S3 – Change Strategy & Implementation, S4 – Change Duration and S5 – Organizational Structure.

5.5.2 Change Fairness

The key factor *Change Fairness* is a new addition to the factors identified in the literature review. It was from the interviews characterized by how fair the change was experienced and intended. The differences originated in what position the interviewee had in the change.

Individual change fairness was in the interviews described from two perspectives. The first was described by i2, who is a director at level 4 in the hierarchy, that employees' networks in the organization were commonly used for when managers selected candidates and designed their teams. The interviewee described having no network as i2 was new to the role and therefore might have missed some opportunities. It was noticeable how the interviewee felt that the situation was unfair or difficult, i2 tried to do the best out of the situation. The interviewee further explained the situation as having to fill positions with people that might not have been the best suited for the position, though they were the only ones available when having limited network.

Interviewee 6 who was actively involved in the change from a HR perspective explained that every manager, layer by layer, had to choose and design their organization. The HR person meant that the change needed to be structured in such a way, otherwise the very top of management would have designed the whole new organization. The network culture has been described by other interviewees as well, seeming to be part of the organizational culture. Although it was found to pose challenges and unfair experiences as people who undergo change are also hindered by it.

Interviewee 1 and 6, both working in HR, explained the aspiration of making the change as fair as possible. Interviewee 1 who worked more strategically with the change meant that the change leaders influenced decisions related to change to make policies and guidelines fair to everyone. It is difficult to make change fair for everyone as some will not continue their position in the organization, and i6 explained how the company tried to make their situation more fair with a severance package and help people.

Conclusively, it is important to consider how change can be made as fair as possible to all employees being impacted by change. It could be interlinked to change resistance and to maintaining positive relationships with stakeholders – including unions.

Figure 44 illustrates how the key factor *Change Fairness* affects other key factors. All arrows previously pointing from key factors towards the key factor *Change Fairness* have now been replaced with red arrows illustrating influence in both directions.

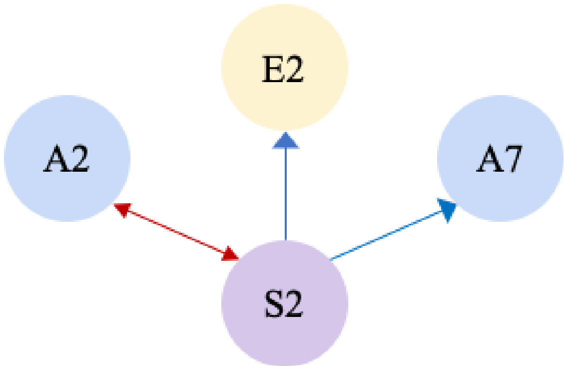

Figure 44: How the key factor S2 – Change Fairness affects other key factors. A2 – Change Attitude, A7 – Change Resistance and E2 – Organizational Change Engagement.

5.5.3 Change Strategy & Implementation

The key factor *Change Strategy & Implementation* was often discussed and reflected upon in the interviews. This is because of the change strategy and the change implementation relates to other factors which affect organizational change.

Change Strategy

Interviewee 7, specialized in change management within HR, explained a standardized change management strategy with a clear storyline to give reason for the change. Although this was only fixed once the change had reached level 4 in the hierarchy. The interviewee meant that it was very important for the change and pointed out that it should have been fixed from the very beginning of the change. Interviewee 7 thought the change was not well structured in the early stages as the interviewee is at level 4 and might have missed such a clear strategy as spoken of. Interviewee 9 explained that the change was "*super wide*" and there were interactions between many different functions, such as financials and HR. From the perspective that change impacts everything, it is most likely that the standardized change management strategy was set before the change began to impact a vast amount of people and could be too open for individual interpretation. Interviewee 7 said that the strategy was set at a level where already a lot of people were impacted.

Change Implementation

During the interviews several people highlighted the importance, and sometimes lack of, clear procedures in the *Change Implementation*. Interviewee 12 explained that the *Change Implementation* procedures must be clear and have step by step approaches. Interviewee 10 described that the *Change Implementation* had been broken down to small activities and steps, and therefore landed smoothly for otherwise a major change. Furthermore, i12 and i5 described the need for clear procedures of who can support employees when facing difficulties or uncertainties. Interviewee 5 also described how unclarity in intermediate responsibilities during the *Change Implementation* caused confusion.

The *Change Implementation* approach was as described layer by layer from a top down perspective. Interviewee 7 described it as a global approach whereas they tried to implement it in the same way across all countries. For example, i7 mentioned a global communication strategy in which top leaders could modify the communication to highlight specific information considered important for that region. Contradictory did the interviewee explain there being silo-effects in the early stages of the *Change Implementation*. This is because functions were very focused on their own function and trying to make it work for new roles and responsibilities.

Interviewee 10, on the other hand, experienced collective weekly meetings and discussions with other functions to together make decisions in order to avoid silos. The interviewee likely had this experience to share because of not having the more overlooking perspective, which i7 had from being a change leader. Although i1 concurred with i10 describing that there was a unity as *"all layers for all the units were together"*. Interviewee 1 and 7 both were actively part of the change at the same hierarchical level from a HR perspective, they also had two different viewpoints of it. When reflecting upon it, it is likely that i7 has had more proximity to the actual implementation of the change whilst i1 was more focused on planning or strategizing the change.

Interviewee 9 experienced that the *Change Implementation* approach could have been different, namely to shorten the time-frame of ambiguity. Interviewee 2, who was one level higher in the hierarchy than i9, described the *Change Implementation* beginning with making a new organizational design – focusing on the tasks and mission of the change. This by stepwise using a top-down approach, while still including leaders for respective layers. Interviewee 9 described a different story, where the design of the organizational chart can be done by the top management before announcing it. As a consequence, there would be more clarity in procedures and a clear change strategy from the start – allowing more focus on employees' individual change process with the overall ambition of reducing ambiguity. Interviewee 9 had previously spoken about the effects of change ambiguity and this made the interviewee prone to reflect on ways to avoid it. Going deeper into this, the fact that the interviewee is from Brazil, which is characterized as uncertainty avoiding and power distant according to Hofstede cultural dimensions – meaning greater tendency to feel threatened by ambiguous situations and respect hierarchical structures.

Interviewee 10 also spoke of possibilities to make the *Change Implementation* quicker by using more technology and smart software to help faster decision making. This again points at the uncertainty of undergoing change as the employees who did not lead it experienced as troublesome as they reflected on ways to make the implementation faster. This perspective originates from when looking at the answers by i1 who was part of leading the change. The interviewee described the *Change Implementation* approach as being applied in a consistent way. It had a step by step approach including workshops with leaders to create design principles and have a forward-looking approach to change. It seems that, as i1 said, there were additional synergetic values strived for with this approach, probably to capture more knowledge from the broader mass of employees. Interviewee 1 did on that note believe that help from low level managers should have been used to cascade the messages to respective layers more appropriately by explaining it from their perspective – adhering to their feedback of what to change.

When asking the interviewees of the *Change Implementation*, they were in agreement with it not being fully implemented as of this writing moment. In other words, change is an ongoing process that proceeds the last official changes. Interviewee 6 meant that this was not thought of by all change leaders as once the lowest levels in the hierarchy of employees were informed and underwent changes, top leaders were already speaking of results and expectations. Meaning that the change implementation is a long process which needs appropriate attention for all employees. Interviewee 6 explained from a HR perspective that there is still a long way to go, and that they still are in the implementation stage and it is where they should be in order to not make all of the changes only appear on paper.

Figure 45 illustrates how the key factor *Change Strategy & Implementation* affects other key factors.

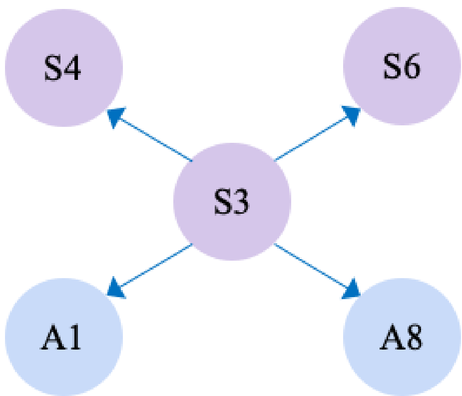

Figure 45: How the key factor S3 – Change Strategy & Implementation affects other key factors. A1 – Change Ambiguity, A8 – Level of Individual Change Degree, S4 – Change Duration and S6 – Performance Management & KPI Measurements.

5.5.4 Change Duration

Change duration is a key factor discussed during the interviews, and is a new addition to the key factors found in the literature study. This key factor refers to how long time the change work took in the eyes of the employee's.

The reorganization and the time it took from when the change work started to it was finished, was perceived amongst the employees as a long. In total, from the first announcement of TNC to the last level was in place, the reorganization lasted almost 10 months. Interviewee 5 believed that the reorganization was too long, and i2 believed that the reorganization could have been done faster. Thinking about the lower level employees, i5 believed that the wait was long and was a big challenge for them. Interviewee 10 experienced how the duration of the change gave the employees time to digest and absorb the change in between each level released. Interviewee 12 experienced frustration amongst the peers as a result of the change taking too long. Compared with other companies, i9 believes that the change could have been done both faster and be more productive.

On the other hand, employees from the HR department experienced the change as being somewhat quick. Interviewee 7 described how the company intentionally wanted the reorganization not to last too long. Interviewee 6 explained that the period between announcements was hectic, as this was the time when HR had to sit in on negotiations with unions and work out contracts for employees. Interviewee 11, not working at the HR department, also believed that the reorganization was done in a timely manner and that it was well planned.

Two interviewees from the HR department believed that the reorganization was done in a short time as it could have been done. This is in direct opposite opinion compared to the managers and employees interviewed. To avoid this discrepancy, it is important to be transparent about what is happening at every stage. By describing why certain things take time, and explaining it multiple times increases the understanding of the change. This could reduce the probability of resistance to the change. It could reduce the change anxiety amongst the employees, reducing the risk of employees looking for employment at other companies.

Figure 46 illustrates how the key factor *Change Duration* affects other key factors. All arrows previously pointing from key factors towards the key factor *Change Duration* have now been replaced with red arrows illustrating influence in both directions.

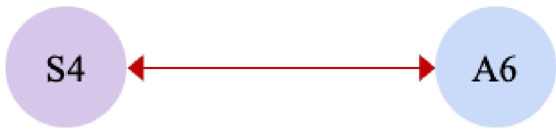

Figure 46: How the key factor S4 – Change Duration affects other key factors. A6 – Change Reaction & Readiness.

5.5.5 Organizational Structure & New Responsibilities

The key factor Organizational Structure is a factor found from the literature study. The key factor New Responsibilities is a factor found from the results of the interviews.

New Responsibilities
Once the new organizational structure was in place, the employees were thought to work according to the new operating mode. However, i5 described that there was a discrepancy between the idea and reality. Internal processes were not fully in place, causing friction in their daily job activities. Even though the company has made changes on the organizational chart, the way of working was still the same for a long time. Interviewee 2 described how, on managerial level, the creation of teams and new work processes was created from a blank canvas, and expressed it as:

"*Erase everything you know about this organization. It's a new person, new team, new approach, new way of working for the others. [...] I'm going to move that out. I'm still going to do this. I'm going to move this and that out.*"
– Interviewee 2

According to i2, it was easier to start fresh, and then build up the organization and work processes needed. This requires work from the members of the new team, and i6 recognized that this is often tough for some people to do.

It is important during implementation to have a period for detaching of the old process, the old jobs, the old organizations followed by a period to adapt to the new organization and new ways of working. In other words, change the organizational chart at the same time as the work processes are changed, and have a transition period between the old state and the new state of the organization.

Organizational Structure

Interviewee 7 and 9 explained that the organization was perceived as inflated and unhandy, and that the need for a quicker and more agile organization was well overdue. Interviewee 9 continued by saying that the organization needs to change to stay current in the industry, and mentioned that attracting new people and young talent is necessary for the future of the company. Interviewee 5 responses were in line with this and further developed it by saying that the company needs to be on the front edge in their industry, continuously finding new ways of working – all to stay relevant and remain as an attractive workplace.

Figure 47 illustrates how the key factor *Organizational Structure & New Responsibilities* affects other key factors. All arrows previously pointing from key factors towards the key factor *Organizational Structure & New Responsibilities* have now been replaced with red arrows illustrating influence in both directions.

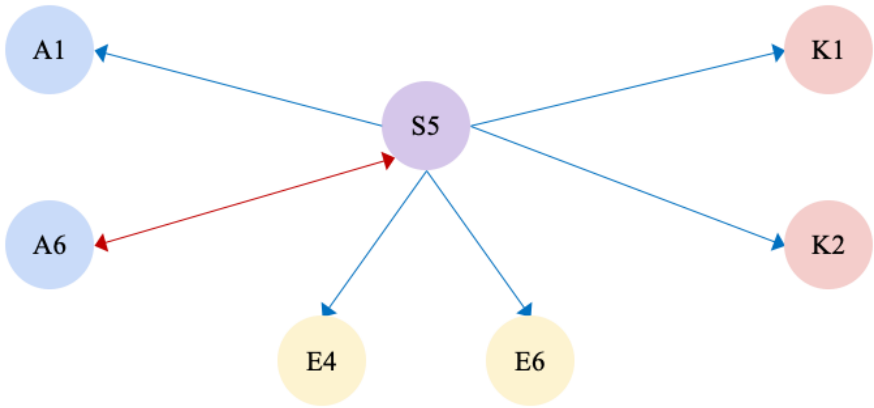

Figure 47: How the key factor S5 – Organizational Structure & New Responsibilities affects other key factors. A1 – Change Ambiguity, A6 – Change Reaction & Readiness, E4 – Employee Involvement, E6 – Organizational Participation, K1 – Change Experience & Knowledge Capture and K2 – Knowledge Creation.

5.5.6 Performance Management & KPI Measurements

The key factor *KPI Measurements* is a factor found from the literature study and is related to the key factor *Performance Management* found from the results of the interviews. The two factors correlate as both regard how performance is measured and managed.

Interviewee 8 reasoned that organizations continuously need to change for the better and pinpointed that *"any kind of change should have a strong target to achieve"*. This reasoning aligns well with the theory by Oxtoby et al. (2002) in section 3.3.5, which proclaimed that organizations should measure against goals to successfully manage change and to motivate employees or gain their support. Interviewee 8 provided further depth to the reasoning, meaning that the said target should consist of milestones and timeframes to be strived for. It is also argued by Oxtoby et al. (2002) in section 3.3.5 that continuous measurement and interconnected change management contribute to achieving desired outcomes of change. Interviewee 8 was found to be either well informed or well experienced in this aspect of change management. It could be that i8 is influenced by Japanese culture which is considered to be masculine according to Hofstede (1984) cultural dimension, described in section 3.3.6. The cultural norm is to be driven by achievement and success which is defined by a value system. It would explain i8 desire for clear targets and milestones as the interviewee's national culture is characterized by measuring and high performance.

Interviewee 1, who actively participated in the change from a HR perspective, described the performance management controlled by the HR function. The interviewee mentioned that HR influenced the change in a way of how the organization should be structured to achieve, for example, higher productivity, efficiency and collaboration. Furthermore, i1 described HR as having a key role in what people or type of leader they appointed at key positions. By mapping and managing employees' as well as functions' performances, relating to what Oxtoby et al. (2002) wrote about employees being rewarded by their progress – resulting in higher motivation to the change. Hence, it is important to have a comprehensive performance management in organizational changes.

Figure 48 illustrates how the key factor *Performance Management & KPI Measurements* affects other key factors. All arrows previously pointing from key factors towards the key factor *Performance Management & KPI Measurements* have now been replaced with red arrows illustrating influence in both directions.

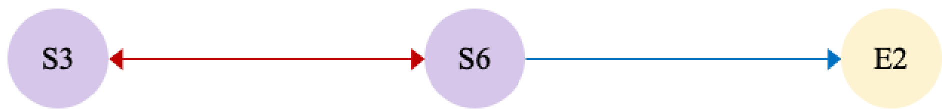

Figure 48: How the key factor S6 – Performance Management & KPI Measurements affects other key factors. E2 – Organizational Change engagement and S3 – Change Strategy & Implementation.

5.6 Culture As An Underlying Factor

The cluster factor *Culture As An Underlying Factor* includes the key cultural types *Occupational*, *Organizational* and *National*. The cultural factors were found in the literature study and affect the other above listed cluster factors and key factors to varying degrees. The results of the conducted interviews differed as interviewees had different occupations, organizational backgrounds and nationalities. As the different cultural aspects have to some extent been analyzed continuously in chapter five, this section will focus on the highlights of underlying cultural effects identified in the previous five factorial sections (5.1 – 5.5).

5.6.1 Occupational Culture

Occupational culture was predominantly differentiated by which employees were leading the change and the ones not actively leading. Furthermore, there were noticeable characteristic perspectives in the interview answers dependent on the current or past function, whereas HR and engineering were the most distinguishable. The HR perspective shared by interviewee 1, 5 and 7, was more people oriented and focused on how employees experience the change process or how it was managed, which is common for the occupation as explained in section 3.3.6. The three interviewees were as well all to different degrees participating in leading the change process. It likely coloured the interview answers in the sense of them being more aware and having an overall perspective of the change.

From the other perspective, employees having an engineering background or a technical role similar to engineering were as predictably described in section 3.3.6 very oriented towards problem-solving and processes. This was noticed from some interviewees who were focused on streamlining and optimizing processes or organizational structures. Beside their point of view, some linguistic differences were noticeable as interviews from HR used more terminology related to management and change management. In contrast to HR, interviewees with a technical role applied terminology associated with processes or machinery.

A third perspective in occupational culture is the differences dependent on what hierarchical level an employee has. As the interviews were conducted with employees ranging from level 4 to level 6 in the hierarchy in current or previous roles, a pattern could be observed. Answers from higher levels of employees corresponded primarily with a viewpoint of the change that was strategic, and demonstrated a sense of responsibility for their reporting employees.

From another standpoint, lower level employees focused more on their individual experience of the change. It was generally distinctable that interviewees of a higher level in the hierarchy were more positive toward the change and how it was implemented, while lower level employees tended to be more critical. This was most explicit in regards to time duration of the change, whereas higher levels in the hierarchy, often combined with active participation in the change, indicated an experience of the change being rapid. Although, the experienced time duration is also dependent on the fact that higher level employees were informed earlier in the stepwise announcements.

5.6.2 Organizational Culture

Organizational culture was from the interview answers found to relate to the case company organizational change culture and the networking culture within the organization. The change culture in the case company was described differently depending on the occupation and nationality of interviewees. It could be comprehended that this organizational change was the most significant during a long period of time as described by multiple interviewees. It was also described that the case company undergoes some changes on average every three years with varying extent in regard to change degree and change width. However, these regular changes were also outlined as not affecting the employees to a high degree and that this change shocked many employees who had been with the company for a long period of time. From the explanations in the interviews and the general content, it was observed that the case company did not posit a deep rooted change culture in which employees are affected to a high degree. As it applies to the majority of interviewees regardless of location, it is a homogenous culture as described by Jacobsen (2005) in section 3.3.6. Which also implies that it is due for more change resistant employees.

Organizational network culture was the second cultural aspect related to the organization. In the interviews it was often described that the strategy for implementing the change was a stepwise, level by level, implementation. Additionally, it was clarified that when each level of leaders were to select their teams or direct reports, their individual networks in the organization were often utilized to select and appoint employees to new positions. The interviewees also spoke of networks or networking opportunities in other contexts such as access to information. The network culture could affect the change as it influenced who was appointed what position and who was not.

5.6.3 National Culture

National culture is described in section 3.3.6 as the most rooted type of culture, and permeates both occupational and organizational culture. Hence, it should be considered to be of importance when changing a multinational organization. This is motivated by Hofstede (1984), who described in section 3.3.6 that cultural differences can influence what effect management techniques or philosophies have in different countries. Furthermore, it was concluded in section 3.3.6 that a universal management method can not be a standard method, and rather should national adjustments be made. This contradicts the approach of the case company as the organization applied an uniform strategy with no local adaptations. One exception being that leaders could highlight some areas in the communication dependent on region-specific needs. However, for an organization of this size that has switched strategy from being cluster to function oriented, it would be unfeasible to implement different changes within the same functions in different cultures as they strive for being united and collaborative. Although, the understanding from the interviews was that different cultures need different focuses and considerations in the change.

Hostede's cultural dimensions (1984) were traceable in the interviewees' answers. Culture influenced their interpretation of the change, their experience of the change and what their answers focused on. A distinction was between the interviewees in Europe and Asia, whereas European nationalities were more critical of the change whilst Asian nationalities were more damped in their opinions. A difference in attitude toward how the change was or could have been implemented was noticeable in the interviews as different cultures expected or wanted different approaches. It related well with the four dimensions by Hofstede, predominantly the masculinity and power distance aspects. National differences were visible from other perspectives. One perspective was that Japan is a customer oriented country. Another perspective was experiencing barriers in language.

5.7 Overview of Results & Analysis

The factorial findings from the interviews, in combination with the factors found in the literature study, illustrated in table 4, discussed throughout chapter 5 are presented in table 5. The new factors found from the interview results are highlighted with the respective cluster factor color. The interconnections between the factors are visualized in figure 49 where a connection signifies that an interlinking effect between two factors is found. A connection can be one way, meaning that one factor affects or influences another, or the connection can be two way mutual, meaning that both factors have an affect on one another.

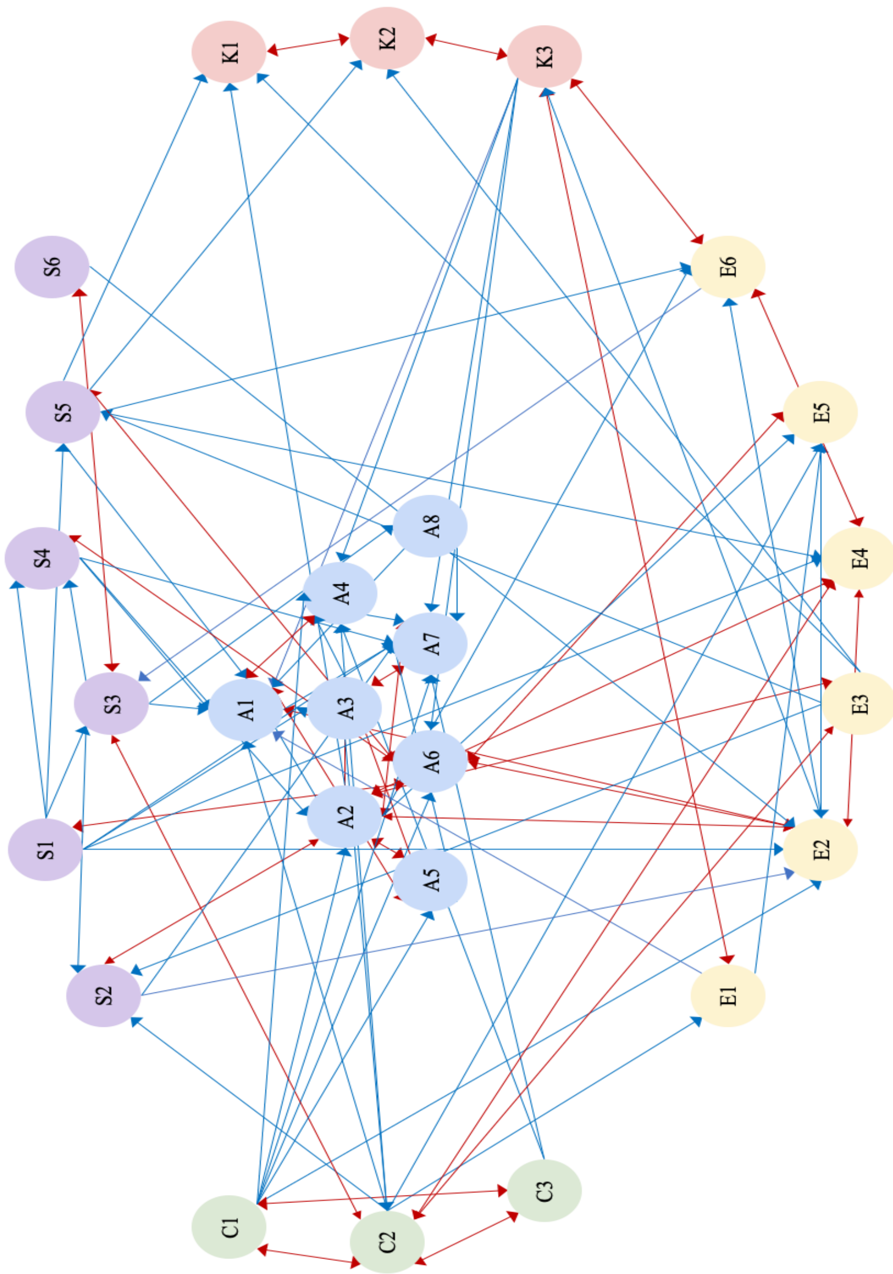

Figure 49: Visualization of interconnections between the factors. Red color connection clarifies two way mutual effect and blue color connection signifies one way exclusive effect.

Table 5: Factors found from interview analysis, mapped against cluster factors from literature study. The new additions from the empirical results are highlighted.

Communication	Employee Change Attitude & Readiness	Change Engagement	Experience & Knowledge	Organizational Change Structure
Clear need to change	Change Ambiguity	Change Culture & Risk	Change Experience & Knowledge Capture	Change Ability
Communicating	Change Attitude	Organizational Change Engagement	Knowledge Creation	Change Fairness
Create a Vision	Change Beliefs	Interactions	Skilled Change Leaders	Change Strategy & Change Implementation
	Change Confidence	Employee Involvement		Change Duration
	Change Expectation	Organizational Commitment		Organizational Structure & New Responsibilities
	Change Reaction & Readiness	Organizational Participation		Performance Management & KPI Measurements
	Change Resistance			
	Level of Individual Change Degree			

6 Discussion

This chapter aims to discuss the results and the analysis in relation to the research questions. The importance of factors during a reorganization will be presented on a cluster factor level, and connections to what phase in a reorganization these are present. Finally, the results and analysis is discussed in relation to the general change management theories found in the literature study.

To answer the research questions, the framework presented in section 3.4 (illustrated again in figure 50), will be used as a foundation to structurize the results from the interviews. The five cluster factors presented in the literature study are *Communication*, *Employee Change Attitude & Readiness*, *Change Engagement*, *Experience & Knowledge* and *Organizational Change Structure*. These factors were refined in the results from the interviews, with culture as an underlying factor. The cultural aspect is present in an organization before, during and after organizational change, and this study has made the limitations to investigate what internal factors affect an organizational change.

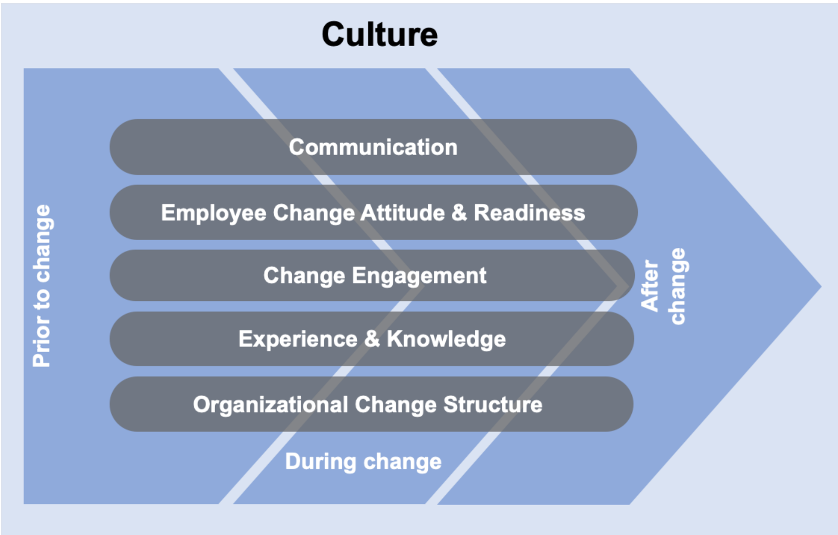

Figure 50: The framework created as a structure to answer the research questions.

6.1 Cluster Factors

This section aims to discuss the findings from the interviews and their relation with the findings from the literature review. Doing so while continuously considering the research questions, following the cluster factorial structure.

The full list factors identified from the literature are listed in Appendix A. Some discarded factors partially overlap the findings from the interview. These are *Comparable Experiences*, *Financial Capability*, *Learning Organization* and *Portfolio Management*. Previous research has not emphasized the importance of these factors, resulting in them being discarded. However, the interview results indicated that they are important and relevant when changing organizations, resulting in adding them (and renaming them to be more inclusive of more dimensions) to the list.

6.1.1 Communication

The cluster factor *Communication* is made up of the key factors *Clear Need to Change*, *Communicating* and *Create a Vision*. The three factors were initially uncovered during the literature review and were hence listed in the theory (section 3.3.1). No additional factors in this cluster were identified from the research findings, which seems logical as the key factors have wide definitions. From the findings, new perspectives or characteristics of the key factors were accumulated. These perspectives were not observed in the literature review and have been utilized to further develop the key factors.

The first of three underlying key factors, *Clear Need To Change*, was found to be important during all three phases of organizational change (in figure 50) and to be more critical in the initial phase of the reorganization. This is motivated by the fact that a *Clear Need To Change*, either as underlying awareness or communication of it, is important for engaging or convincing employees to change. The key factor *Clear Need To Change* was found to affect an organizational change, whereas establishing that clear need should be of high significance when initiating and implementing change.

The second of the three underlying factors, *Communicating*, was found to also be important during the three stages of change, of which it was perceived to be most critical in the second phase, during change. During the organizational change it was identified, in the results & analysis chapter, that the key factor *Communicating* was interlinked to many other key factors. It was found that the key factor could be characterized from the three perspectives: transparency, quality and leadership communication, where transparency was identified to influence the other two perspectives and found to be the most important out of the three. If the transparency was limited or experienced as insufficient, the results showed higher degree of *Change Resistance* and *Change Ambiguity*. Furthermore, quality of communication allowed for less uncertainties and contributed to more engaged employees. This overlap partially with leadership communication, which was found to give the organizational change a sense of importance and the sensation of proximity between employees and the top leaders. It can be stated that the results of the research implied that the key factor *Communicating* with focus on its three characteristics is essential for successful organizational change. Proceeding to the third phase of change (in figure 50) after the organizational change to ensure that the changes are long-term effective.

The third of the three underlying factors, *Create A Vision*, was found to be important during all three phases of the organizational change as it provides a clear direction for the change. Creating and communicating a vision can provide both clarity as well as motivation for the people affected by the change. Therefore is it key to *Create A Vision* that is comprehensible, with targets and goals to avoid confusion amongst employees in order to increase the likelihood of successful change.

6.1.2 Employee Change Readiness & Attitude

The cluster factor *Employee Change Readiness & Attitude* is made up of the key factors in the list below.

- *Change Ambiguity*,
- *Change Attitude*,
- *Change Beliefs*,

- *Change Expectation*,
- *Change Reaction & Readiness*,
- *Change Resistance* and
- *Level of Individual Change Degree*

An overlap between the seven key factors was found. However, they were too distinct on their own, justifying the separation of the cluster factor into the seven key factors. Out of the seven factors, six were identified from the literature study and one (*Level of Individual Change*) was found in the result from the interviews. The key factors that were observed in the empirics as the most important are (listed without mutual order) in the list below.

- *Change Ambiguity*,
- *Change Reaction & Readiness*, and
- *Level of Individual Change Degree*.

This, as the three key factors were found to be acting as the root cause of the remaining four key factors, and are therefore believed to be of higher importance.

Change Ambiguity affected the organizational change by subjecting employees to stress and anxiety. These feelings were found to result in employees becoming reluctant towards the change, affecting the motivation and productivity. In some cases it resulted in employees voluntarily leaving the company. The hierarchical level determined the duration of and the offset time for *Change Ambiguity*, as low hierarchical level resulted in more *Change Ambiguity*. From the findings it could be concluded that more transparent and qualitative information being communicated contributes to less ambiguity.

Change Reaction & Readiness was observed in the empirics as being related to *Level of Individual Change Degree* as the higher degree of change an employee underwent, the more reason there was to react and less likelihood of being ready for it. There was a similar correlation between *Level of Individual Change Degree* and *Change Resistance* as resistance increased when a person underwent a higher degree of change. By managing *Change*

Expectations it was found that *Level of Individual Change Degree* had less of a negative impact when reacted upon and that actively striving for being supportive towards employees undergoing change through informative and clear communication.

The *Employee Change Readiness & Attitude* cluster factor is a factor with multiple dimensions. It involves the employees emotions and thoughts throughout a change process, directly affecting other cluster factors such as *Change Engagement* and how *Experience & Knowledge* is created and shared within the organization. Attitudes and feelings sets the degree of readiness an employee has for change. It is a delicate topic and is important to handle. If not, other puzzle pieces in the change work will be affected – risking the success of the organizational change. The employee's emotions are important to handle during all phases of change, but was found in the results from the interviews to be most critical during the change work. By having an open discussion, in combination with a supportive system to which employees can turn, an understanding between the leaders of the change and the people affected by the change can be reached – leading to better organizational change.

6.1.3 Change Engagement

The cluster factor *Change Engagement* is made up of the key factors *Change Culture & Risk*, *Organizational Change Engagement*, *Interactions*, *Employee Involvement*, *Organizational Commitment* and *Organizational Participation*. Compared to the factors identified from the literature review, the key factors *Change Risk* and *Employee Involvement* were found from the empirical results.

Change Risk was found to be a twofold factor. One perspective being the risks that come with organizational change and how to manage them, the other being that the organization needs to be willing to take risks. It was observed in the empirics that undergoing organizational change entails several risks, foremost losses of competence and unintended or unexpected results of the change effort. The risks were recognized in the research findings to be manageable through strategic and proactive risk assessment, transparent communication and actively safekeeping competence.

The empirical findings related to *Employee Involvement* relates to direct involvement in the change work, and creating possibilities for everyone to be involved. Results showed that employees appreciate being part of change processes. Though, to be able to be involved, or have interest in being involved, sufficient information to understand the change needs to be available. If not, interviewees described a sensation of hopelessness or low motivation as a consequence. *Employee Involvement* can take many forms, such as workshops and forums. It should be appropriate for the cultural norms in which they take place, as ways of interacting vary in multinational organizations. It is important that change work is collective, not only driven by top management. A feedback mechanism was found to enable employees to sense appreciation and value for their contributions and involvement. Furthermore, employees can be involved after the change through involving employees in evaluating the change work, to again create a collectiveness in the change.

The importance differed depending on which of the three phases the six key factors related to. *Change Culture* was found to be most critical in the first phase prior to change. This, as *Change Culture* relates to long term behavior, a key factor also affected by national culture. *Change Risk* is a key factor found to be present from when the idea of a change was born, throughout the end of the change. The other key factors were found to be most important during the second phase (during the change).

6.1.4 Experience & Knowledge

The cluster factor *Experience & Knowledge* is made up of the key factors *Change Experience & Knowledge Capture*, *Knowledge Creation* and *Skilled Change Leaders*. Whereof the key factor *Change Experience & Knowledge Capture* was found in the results from the interviews.

Change Experience & Knowledge Capture includes the employees, leaders and the organizational experience of reorganizations, how to capture those experiences and what value they provide. Employees' change experience, from current or previous companies, combined with their national culture, was observed to influence their change attitude. The organization's change

experience can be employed to further improve old ideas that were implemented unsuccessfully and to avoid repeating mistakes. Hence, past experiences should act as the foundation for new changes. In order to do so it is crucial to capture, preserve, and to use the existing knowledge from previous change experience. *Knowledge Creation* was found to be necessary for continuous development and learning. It includes striving for an organizational learning culture with such a mindset that eases the change for employees. It was also observed in the empirics that skilled leaders are important for managing employees' change experience.
Conclusively, the cluster factor *Experience & Knowledge* is closely related to establishing an organizational culture that continuously learns and develops. Hence it is important to work actively and collectively to achieve such a mindset amongst employees. Efforts should consider the national culture as well as previous experience of employees in a multinational organization. *Experience & Knowledge* was found to be more important prior to and after an organizational change. The prior knowledge should be used as lessons learned, functioning as a foundation for new change works. Post to change, it is necessary to evaluate the change and share the learnings from these evaluations within the organization – minimizing the risk of repeating the same mistakes.

6.1.5 Organizational Change Structure

The cluster factor *Organizational Change Structure* is made up of the three key factors identified in the literature review: *Change Ability*, *Organizational Structure*, *Performance Management & KPI Measurements*. And the five key factors identified in the results from the interviews: *Change Fairness*, *Change Strategy & Change Implementation*, *Change Duration*, *New Responsibilities* and *Performance Management*.

The key factor *Change Fairness* was found in the empirical results to have two perspectives. Depending on the employee's role in the change work, it was regarded as either being experienced as fair or intended as fair. It was found that *Change Fairness* is connected to *Organizational Change Engagement*, *Change Attitude* and *Change Resistance*. As it is a result of other key factors, it is beneficial to regard and delicately discuss issues regarding fairness in the change and the results of it.

Change Strategy is another key factor observed in the empirics that refers to a standardized change management strategy set by the top change leaders. It was found to be important to have it fixed in the early stages of the change to provide the organization with a compelling change purpose and direction. Otherwise, it was found to result in a higher degree of *Change Ambiguity* amongst the employees. *Change Implementation* was distinguished in the empirics by the approach which the change was implemented, with cohering procedures and processes. This key factor was also found to be closely related to *Change Ambiguity*. When implementing change, it was recognized that clarity, transparency and time efficiency contributed to a better change. Furthermore, a standardized global approach comes with other challenges caused by different cultural norms.

Change Duration, uncovered from the empirics, implies the time duration of the organizational change, explicitly from first announcement until the last level was implemented. The time duration was observed to be viewed as either too long or hectic, depending on individual change role. It was found that longer duration allows for digestion and absorption of changes by employees, whilst also causing frustration for others. In order to avoid the frustration caused by long time duration, which was noticed to be interconnected with *Change Resistance* and *Change Ambiguity*, it is important with transparent communication of each stage in the change and to explain the reason for the time duration. This is because employees aware of the change work and the reason for longer time duration were less likely to have a negative attitude towards the *Change Duration*.

The key factor *New Responsibilities* is the final additional key factor found from the research findings. The factor covers how new work processes affect the daily work in an organization. It was found that, when organizational change includes changing the way the employees work, it is important to have a transitional period between the old and new work processes. This requires, prior to change, that the new work processes exist and are described in detail. During the implementation phase of organizational change, the new work processes can be implemented simultaneously as a new team is created – increasing the probability of fulfilling the objectives of the change.

Out of the three key factors identified in the literature review, *Change Ability* was found to be most crucial. This as it determined the overall likelihood of the organization being able to change. The ability to change is not related to a specific phase of the reorganization, but acts as an important component throughout the whole process. *KPI Measurements & Performance Management* was found to be advantageous in organizational change to be able to motivate employees and steer the direction of the change, implying a high importance during the change phase.

6.1.6 Culture as an Underlying Factor

Culture was outlined to consist of occupational, organizational and national culture in the theoretical framework. It was observed in the empirics that viewpoints and experience of every cluster factor was influenced to different degrees by the three cultural types. Culture was noticed to be expressed differently in the different change phases as different factors were more predominant in certain phases. Yet, the empirics concurred with the theoretical framework in the sense that culture poses as an underlying factor.

Occupational culture was found in the empirics to affect the factors *Change Attitude*, *Change Fairness* and *Communicating*. HR orientation was distinguished as more people-centric and understanding of human behavior in change when communicating. On the other hand, engineering orientations were more result-oriented. Higher hierarchical level, and other leading roles in the change, interconnected with more awareness and understanding of the strategic change process, also contributing to a more positive change attitude – whilst the opposite led to a more critical view of the change. It further correlated with how fair the change was experienced, as it could be observed in the empirics that employees with a leading role in the change experienced it as more fair than employees not leading.

Organizational culture was observed in the empirics to be perceived differently depending on occupational and national culture. It was found that the organizational change culture was not deeply rooted in the organizational culture, and a high degree of organizational change was uncommon. This particularly affected the feelings towards the change as people were not used to such significant change, which interconnects with numerous factors that might not have been as extravagantly predominant otherwise. It was also found that employees with experience in other organizational cultures shed new light on the effects of change culture. Whereas higher degree of change culture experience from other organizations corresponded with more positive feelings towards organizational change in general compared to employees with no prior experience of organizational change culture.

National culture was found to be permeating both occupational and organizational culture, thus should receive sufficient recognition when changing multinational organizations. It was observed in the empirics that the national culture of employees affected their attitude, experience and understanding of the change. It was determined that European cultures tended to be more critical and open about the change compared to Asian cultures. Differences in attitude toward organizational change and change implementation were uncovered in the empirics to be affected by national culture. It was distinguished in the empirics that employees in a multinational organization sometimes found standardization of global change approaches inferior. More regard to national differences could contribute to better change experience for employees as their cultural norms are adhered to.

Conclusively, the three types of culture are interlinked with each other and affect the five cluster factors in different ways. The cultural norms of employees will inevitably affect all aspects of organizational change as an underlying factor. Culture affects change in multinational organizations by employees with different cultures in terms of nationality, organization or occupation experiences and handles change differently. Through recognition of different needs and behavior each cultural type impose, change can be implemented with less resistance and a more positive attitude from employees. Resulting in superior change work for a multinational organization.

6.2 Organizational Change

Organizational change was found in the literature to be necessary for organizations to handle complex and evolving business environments. At the same time, organizational changes were distinguished in the literature study to have a success rate of 30 to 40 percent. By applying change management models or theories, factors affecting organizational change can be better understood and acted upon. However, they do not guarantee success. The research findings showed that numerous factors affect change in multinational organizations, many of which not identified in the literature study.

It was further found in the literature study that mechanistic organizations, such as the case company, tend to be less effective in a dynamic business environment compared to organic organizations. Organizational change occurs through drastic actions which also correlates with more resistance to change. Therefore, it is of importance to consider the individual employee in organizational change to help employees undergo change. It was found in the literature study that sufficient support to employees and management of change increased the acceptance of change and contributed to successful change. However, change management is also found in the literature study to be complex at enterprise level as it involves all functions and components, while the ability to manage change proves to be a strategic advantage.

7 Conclusion

In the seventh and final chapter, a discussion of the results from the interview will be presented. This chapter also includes a recapitulation of the research questions and the framework created after the literature study. The framework and the results from the interviews are used as a foundation to answer the research questions.

7.1 Research Questions

RQ 1: What factors affect organizational change in a multinational organization?
Reorganization of a multinational organization is affected by the five cluster factors *Communication*, *Employee Change Readiness & Attitude*, *Change Engagement*, *Experience & Knowledge* and *Organizational Change Structure*. The five cluster factors are explained in detail by 26 underlying key factors. In addition to this, culture was found to act as an underlying influencing factor, and can be described on three levels: occupational, organizational and national culture.

RQ 2: How and why do these factors affect organizational change in a multinational organization?
The identified factors affect organizational change in a multinational organization in terms of how it is received, handled and experienced by the organization's members – in extension affecting the change work. The factors affect a reorganization in a multinational organization to varying degrees and effects as different underlying cultures posit different needs and behaviors when undergoing organizational change.

RQ 3: How can multinational organizations benefit from the findings and act upon them?
Multinational organizations can benefit from the findings by acquiring a deeper and broader understanding of what factors affect organizational change. Furthermore, organizations can also benefit from the insights to

how these factors, and underlying culture, interconnect with and affect each other. Multinational organizations can act upon the research findings by recognizing how and why the found factors affect organizational change to enhance the results of future change work.

7.2 Research Purpose

The purpose of this master thesis project was to identify what affects organizational change in a multinational organization. The purpose has been fulfilled by identifying and investigating factors that are related to organizational change. The interviews were conducted with interviewees within a multinational organization which recently underwent a reorganization. What affects organizational change has been comprehended as different interconnected factors and how they are affected by underlying cultural dimensions.

7.3 Research Quality

This master thesis project has undertaken diverse considerations and actions to ensure higher research representativity, reliability and validity. Aspects to increase the research quality have been taken into account in terms of striving for generally applicable results, well established conclusions and that the study is relevant to the research purpose. However, the research quality is limited by being a single case study with a limited number of research participants.

Research representativity implies how representative the research sample is for the larger research population. If the selection process does not produce sufficient variation, the research may only be applicable for the sampled population and not generally representative. For the purpose of identifying and investigating what affects organizational change in a multinational organization, the research was designed to consist of a single case study to accumulate deeper insight. This is also a weakness of the research design as a single case study limits the generalizability of the findings to be representative of cases similar to this. To counter this weakness, greater variation of research subjects was strived for. As the research population originated from three different managerial hierarchical levels, two functions and eight nationalities, it strongly indicates a higher degree of representativity. Conclusively is the research design representative for multinational organizations similar to the case company that undergoes organizational change of comparable nature. The findings can be applicable and useful for other organizations, situations or contexts related to organizational change with consideration of the research design limitations.

Research reliability can be concluded to imply the research trustworthiness and biases, as well as research design errors are avoided. The reliability of the research design has been increased by transparent and traceable research methodologies, allowing the reader to draw their own conclusions. When selecting research participants there was a combination of sampling methods. To achieve a variation of participant nationality it was necessary to subjectively handpick the country and person of interest from the organizational chart, thus could the selection be affected by the authors' biases. The interviews were semi-structured in their design, meaning that the interviews differed to some extent as new questions arose in some situations which could have altered or biased the responses. Causing the interview answers to be of different nature and usefulness depending on the interview situation. Additionally is there a potential likelihood of the interviewees being biased in their answers and reflections.

To limit errors in the data apprehension, each conducted interview was transcribed by digital software that provided exact and detailed information of what was said. When analyzing the transcriptions there was a potential weakness of misinterpretation or misunderstanding by the authors when coding, implying that some findings could be far fetched or unsupported. To limit this effect, unaltered citations were used for better transparency and traceability. To further avoid misinterpretations, citations used were sent for confirmation to the interviewees. Overall, the reliability of research design is high as the transparent research methods allow other researchers to understand the method choices taken to reach the conclusions. Furthermore, traceable data methods have been used for developing grounded theories to avoid errors and biases.

Research validity can be achieved by ensuring that the research design studies the determined research purpose without making irrelevant connections. To ensure higher validity, this research was designed to be well connected with previous theories by structuring the interview questions with the theoretical framework as a foundation. This resulted in that the data collection was targeted toward the research purpose to contribute to higher validity. In addition to this, the analysis and conclusions made are grounded in the theory – avoiding rash conclusions and increasing the validity.

7.4 Contributions

This section aims to conclude what contributional theoretical and practical implications of this master thesis project.

7.4.1 Theoretical Contributions

The research findings contribute to the theories in organizational change and change management from four perspectives. Firstly, the factors identified in the literature study are mapped against common change management models which showcases their differences and similarities. Furthermore which of the factors identified from the literature study that the different models regard. Meanwhile, have the identified factors also been categorized strategically under cluster factors which contributes to the theory with a new perspective of what factors are more related to one another.

Secondly, from the empirical research findings, new factors affecting organizational change were identified which have not been observed in the literature review. These findings contribute to the organizational change theory with new viewpoints and considerations that are relevant for managing organizational changes. The findings correlated with RQ1 are presented in table 5 where the highlighted factors refer to newfound factors.

Thirdly, a multinational perspective has been attributed to the factors identified in the literature which complements their previous standpoint. The multinational perspective with respect to factors apprehended from the research conducted with participants with different nationalities complements other research and theories within organizational change. This is because organizational change in multinational settings were found to incur a new dimension to what contributes to successful organizational change.

Lastly, the research findings and the analysis contribute with new insight to how factors affecting organizational change in multinational organizations interconnect and affect one another. These insights demonstrate how some factors depend on specific situations or activities and how some situations or activities depend on specific factors. The studied literature did not provide detailed information about the connections between the factors, and as found in the empirics, the connections are of high importance to consider for successful organizational change.

7.4.2 Practical Contributions

The practical contributions of this thesis are closely related to RQ3, and consider how multinational organizations can refine their change work according to the factors found. The factors identified in the empirics (listed in table 5) in conjunction with the empirical analysis can be utilized in a practical way by organizations prior to, during and after organizational change. By doing so, a broader understanding of what can affect a change initiative can be gained, providing the possibility to not neglect or foresee any challenges and opportunities which may come with organizational change. However, the practical contributions are limited in the sense that no processual guideline of how to plan, or undergo, organizational change is created. This research does not present a strategy or optimal approach for change work and change management that an organization can follow to the point. The findings provide multinational organizations with new insight into what affects organizational changes in multinational settings according to different factors.

7.5 Further Research

To deepen the multinational perspective and the understanding of how different cultures and nationalities affect change work, the number of people interviewed could be increased. This, in addition to having people from additional continents will increase the understanding of the cultural aspect.

By increasing the number of interviewees with the same nationality, the results and conclusions could lead to a deeper, more generalized understanding of cultural variety.

To get a deeper understanding of how the respective cluster factor affects reorganizational work, further studies should focus on these separately. Focusing on one cluster factor could provide a deeper understanding of the topic. To retrieve a more generalized result, future studies could take a multi-case perspective.

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Appendix A: List of identified factors from literature review

Change Ability
Change Attitude
Bottom-Up Approach To Dynamic Capabilities
Change Ambiguity
Capacity Management
Change Accountability
Change Infrastructure
Communication
Comparable Experiences
Constant Process, Rather Than A Project
Create A Vision
Cynicism About Organizational Change
Do Not Use Standardized Concept
Emotions Of The Recipients

Change Readiness
Expected Consequences
Change Expectations
Financial Capability
It Competency
Change Confidence
Learning Organization
Interactions
Kpi Measures
Organizational Change Culture
Organizational Commitment
Organizational Participation
Portfolio Management
Positive Beliefs About The Change
Need To Change
Change Resistance

Sense Of Control
Skilled Change Leaders
Stakeholder Commitment
Stakeholders’ Requirement For High Quality
Organizational Structure
Management Engagement
Knowledge Creation
Universal Applicability (Not Constrained By Domain Or Function)

Appendix B: Cultural Dimensions

Hofstede's cultural dimensions and how the 50 investigated countries scored on the scale. (Hofstede, 1984)

EXHIBIT 1

Value of the four indices for fifty countries (with rank numbers) and three regions.

Country	Abbreviation	Individualism		Power distance		Uncertainty avoidance		Masculinity	
		Index (IDV)	Rank	Index (PDI)	Rank	Index (UAI)	Rank	Index (MAS)	Rank
Argentina	ARG	46	28–29	49	18–19	86	36–41	56	30–31
Australia	AUL	90	49	36	13	51	17	61	35
Austria	AUT	55	33	11	1	70	26–27	79	49
Belgium	BEL	75	43	65	33	94	45–46	54	29
Brazil	BRA	38	25	69	39	76	29–30	49	25
Canada	CAN	80	46–47	39	15	48	12–13	52	28
Chile	CHL	23	15	63	29–30	86	36–41	28	8
Colombia	COL	13	5	67	36	80	31	64	39–40
Costa Rica	COS	15	8	35	10–12	86	36–41	21	5– 6
Denmark	DEN	74	42	18	3	23	3	16	4
Equador	EQA	8	2	78	43–44	67	24	63	37–38
Finland	*FIN*	63	34	33	8	59	20–21	26	7
France	FRA	71	40–41	68	37–38	86	36–41	43	17–18
Germany (F.R.)	GER	67	36	35	10–12	65	23	66	41–42
Great Britain	GBR	89	48	35	10–12	35	6– 7	66	41–42
Greece	GRE	35	22	60	26–27	112	50	57	32–33
Guatemala	GUA	6	1	95	48–49	101	48	37	11
Hong Kong	HOK	25	16	68	37–38	29	4– 5	57	32–33
Indonesia	IDO	14	6– 7	78	43–44	48	12–13	46	22
India	IND	48	30	77	42	40	9	56	30–31
Iran	IRA	41	27	58	24–25	59	20–21	43	17–18
Ireland	IRE	70	39	28	5	35	6– 7	68	43–44
Israel	ISR	54	32	13	2	81	32	47	23
Italy	ITA	76	44	50	20	75	28	70	46–47
Jamaica	JAM	39	26	45	17	13	2	68	43–44
Japan	JPN	46	28–29	54	21	92	44	95	50
Korea (S)	KOR	18	11	60	26–27	85	34–35	39	13
Malaysia	MAL	26	17	104	50	36	8	50	26–27
Mexico	MEX	30	20	81	45–46	82	33	69	45
Netherlands	NET	80	46–47	38	14	53	18	14	3
Norway	NOR	69	38	31	6– 7	50	16	8	2
New Zealand	NZL	79	45	22	4	49	14–15	58	34
Pakistan	PAK	14	6– 7	55	22	70	26–27	50	26–27
Panama	PAN	11	3	95	48–49	86	36–41	44	19
Peru	PER	16	9	64	31–32	87	42	42	15–16
Philippines	PHI	32	21	94	47	44	10	64	39–40
Portugal	POR	27	18–19	63	29–30	104	49	31	9
South Africa	SAF	65	35	49	18–19	49	14–15	63	37–38
Salvador	SAL	19	12	66	34–35	94	45–46	40	14
Singapore	SIN	20	13–14	74	40	8	1	48	24
Spain	SPA	51	31	57	23	86	36–41	42	15–16
Sweden	SWE	71	40–41	31	6– 7	29	4– 5	5	1
Switzerland	*SWI*	68	37	34	9	58	19	70	46–47
Taiwan	TAI	17	10	58	24–25	69	25	45	20–21
Thailand	THA	20	13–14	64	31–32	64	22	34	10
Turkey	TUR	37	24	66	34–35	85	34–35	45	20–21
Uruguay	URU	36	23	61	28	100	47	38	12
U.S.A.	USA	91	50	40	16	46	11	62	36
Venezuala	VEN	12	4	81	45–46	76	29–30	73	48
Yugoslavia	YUG	27	18–19	76	41	88	43	21	5– 6
Regions:									
East Africa 1)	EAF	27	(18–19)	64	(31–32)	52	(17–18)	41	(14–15)
West Africa 2)	WAF	20	(13–14)	77	(42)	54	(18–19)	46	(22)
Arab Ctrs. 3)	ARA	38	(25)	80	(44–45)	68	(24–25)	53	(28–29)

1) Ethiopia, Kenya, Tanzania, Zambia
2) Ghana, Nigeria, Sierra Leone
3) Egypt, Iraq, Kuwait, Lebanon, Lybia, Saudi-Arabia, U.A.E

Appendix C: Interview Guide for Pilot Interview

Intro

1. Thank you for taking your time to meet us and wanting to be part of our study
2. Introduce the work and why we are doing this thesis.
   a. Master Thesis at Lund University Faculty of Engineering.
   b. Researching change management processes in multinational organizations.
      i. NOT EVALUATING PERFORMANCE
3. Can we record this meeting? The video will not be uploaded or shared with anyone else, it is only for us to be able to go back to see what we discussed.

Filter

1. Have you been actively involved in TNC?
   a. Planning?
   b. Execution?
2. To what extent have you been involved?
   a. Division?
   b. Geographical?
   c. Number of people?

Personal (10min)

1. About you:
   a. Would you like to describe your role at Tetra Pak?
   b. What background / roles did you have prior to joining?
2. About HR department:
   a. How many and where do you have HR offices?
   b. What types of HR offices do you have?
   c. What formal & informal influence does HR have on other units?
3. What was your role in TNC?

TNC

1. What date was the idea first initiated and TNC finalized?
2. Can you describe the whole TNC initiative from the very start until now?
    a. Any critical points?
3. Do you know if Tetra Pak took advice from any external source?
    a. For example consultants or other sources.
4. What do you believe has been the most important for the TNC?
    a. Something that should have been done differently?
5. What are the main differences between this organization and the one before?
6. Is there anything that you would like to add or that we have missed?

Outro

1. Do you have any questions or anything that you wonder about?
2. Do you know people you would recommend to be part of our interviews?
    a. Send email with names?
3. The information from this interview will be used for our personal use to write our master thesis and then recordings will be deleted.
4. Are you available for follow-up interviews and other contact?
5. Thank you very much for participating in this interview and our master thesis work!

Appendix D: Interview Guide 1

Intro

1. Thank you for taking your time to meet us and wanting to be part of our study
2. Introduce the work and why we are doing this thesis.
   a. Master Thesis at Lund University Faculty of Engineering.
   b. Researching change management processes in multinational organizations.
      i. Not evaluating performance

3. Can we record this meeting?
   a. The video will not be uploaded or shared with anyone else, it is only for us to be able to go back to see what we discussed.

Filter

1. Have you been actively involved in TNC?
   - ☐ Planning?
   - ☐ Execution?
   - ☐ Ongoing?

Personal

1. Would you like to describe your role at Tetra Pak?
   - ☐ Responsibility
   - ☐ Position

2. Can you briefly describe what background / roles you have prior to joining?
   - ☐ In Tetra Pak
   - ☐ Before Tetra Pak
   - ☐ Education
   - ☐ Previous experience as a leader

3. Have you experienced / taken part in any change work prior to TNC?*
    - ☐ If yes, can you briefly describe it?
    - ☐ Difference to TNC?

If filter Q1 is not fully answered, ask:

4. Describe your role in TNC?
    - ☐ Activities
    - ☐ Influence
    - ☐ Insight

TNC

1. Can you describe your experience of TNC initiative from the start until now?*
    - ☐ Important moments / steps /
    - ☐ Something that did not go as planned or you believed
    - ☐ Attitude before
    - ☐ Attitude now

2. How do you experience the main difference between this organization and the one before?*
    - ☐ Key goals of TNC
    - ☐ Better / worse & why

3. What do you believe has been the most important for TNC?
    - ☐ For the success
    - ☐ For handling problems or unplanned events
    - ☐ Examples / situation
    - ☐ Something that should have been done more or less

4. What do you believe has affected the change process and results?*
    - ☐ Positively
    - ☐ Negatively
    - ☐ Example
    - ☐ Mentions factors:

- ☐ communication,
- ☐ attitude/readiness,
- ☐ engagement,
- ☐ experience/knowledge,
- ☐ org change structure

5. Is there anything that you would like to add or that we have missed?

Outro

1. Do you have any questions or anything that you wonder about?
2. Do you know people you would recommend to be part of our interviews?
3. The information from this interview will be used for our personal use to write our master thesis and then recordings will be deleted.
4. Are you available for follow-up interviews and other contact?
5. Thank you very much for participating in this interview and our master thesis work!

** Question added or updated from pilot interview guide.*

Check box is meant to guide the interviewer to ensure that the sought information is collected. If the interviewee does not answer the check box in the open question, the interviewer asks targeted follow up questions.

Appendix E: Interview Guide 2

Intro

Thank you for taking your time to meet us and wanting to be part of our study. My name is XX and with me is XX, we are writing our master thesis at Lund University in collaboration with Tetra Pak. And we are researching change management.

We hope that you can contribute with insight into the latest reorganization at Tetra Pak. We are especially interested in the change process and what has affected it. And we are not focusing on evaluating the results of the change, only what affects the change.

1. Can we record this meeting?
    a. The video will not be uploaded or shared with anyone else, it is only for us to be able to go back to see what we discussed.

Filter

1. Explain your part of the latest change process (the next chapter)?
    - ☐ Have you been part of …?
        i. Planning?
        ii. Implementation?
            1. If no:
                a. Way of working in a team?
                b. Choose team members?
        iii. Following up the results of the change process?
        iv. Managing any ongoing activities or consequences of the change?

Personal

1. Can you briefly describe your background?
    - ☐ In Tetra Pak
    - ☐ Before Tetra Pak
    - ☐ Education
    - ☐ Previous experience as a leader

2. Have you experienced or been part of any organizational change work before?
    - ☐ If yes, can you briefly describe it?
    - ☐ Difference to TNC?

TNC

1. Can you describe your experience of the next chapter from the start until now?
    - ☐ Have you noticed any important events in the change process?
    - ☐ Have you noticed something that you feel did not go as planned?
    - ☐ What was Your Attitude towards the change before it happened?
    - ☐ What is Your Attitude towards the change now after it happened?
    - ☐ Describe your experience of the change work afterwards (outcome)
        - ☐ Solve cooperation issues?
        - ☐ Only changed names on things?

2. What do you believe has been the most important for the change process?
    - ☐ For handling problems or unplanned events
    - ☐ Examples / situation
    - ☐ Key activities
    - ☐ Something that should have been done more or less

3. What do you believe has affected the change process?
    - ☐ No answer:
        - ☐ What do you believe has affected the change process in a positive way?
        - ☐ What do you believe has affected the change process in a negative way?

4. In what way do you believe Communication has affected the change process and the outcome?
5. In what way do you believe employee change attitude and employee change readiness has affected the change process and the outcome?

6. In what way do you believe change engagement has affected the change process and outcome?

7. In what way do you believe peoples' experience from earlier changes and knowledge about change processes has affected the change process and the outcome?

8. In what way do you believe the change structure and change strategy has affected the change process and the outcome?

9. What local or regional differences have you noticed in the change process?
   - ☐ No answer:
     - ☐ Were there any differences between different countries?
     - ☐ In the way it was implemented?
     - ☐ In the need of work after the change?
     - ☐ Other cultural differences

10. Is there anything that you would like to add or that we have missed?

Outro

1. Do you have any questions or anything that you wonder about?
2. Do you know people you would recommend to be part of our interviews?
3. The information from this interview will be used for our personal use to write our master thesis and then recordings will be deleted.
4. Are you available for follow-up interviews and other contact?
5. Thank you very much for participating in this interview and our master thesis work!