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Usman Aslam, Farwa Muqadas, Muhammad Kashif Imran, Abdul Saboor,

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Emerging organizational parameters and their roles in implementation of organizational change

Usman Aslam and Farwa Muqadas
Department of Management Sciences, Superior University, Lahore, Pakistan
Muhammad Kashif Imran
Department of Management Sciences,
The Islamia University of Bahawalpur, Bahawalpur, Pakistan, and
Abdul Saboor
Department of Management Sciences, Superior University, Lahore, Pakistan

Abstract

Purpose – The purpose of this paper is to investigate new emerging organizational parameters and their roles in successful change implementation. These organizational parameters are rarely investigated especially in the context of organizational change (OC) in private and public sector organizations.

Design/methodology/approach – In cumulative, 403 valid responses have been obtained randomly from public sector workers by using self-administered questionnaires.

Findings – The results reveal that knowledge sharing regarding incremental and radical changes can helpful for effective OC implementation. Findings highlight the significant role of emotional and social intelligence in managing resistance and bringing openness to change in these organizations. It is also found that social media has become an important emerging organizational parameter to foster effective communication and knowledge sharing during OC implementation. Apart from the direct effects, readiness to change has multiple effects coupled with emerging organizational parameters to implement change successfully.

Research limitations/implications – The results of the current study offer diversified implications for theory, practice and global society. The theoretical base is taken from the well-known theories of management (i.e. Lewin's three-step model, field theory, intelligence theory, cost-effective theory, social exchange theory, social network theory and social penetration theory). Emerging organizational parameters that have a potential impact on effective change implementation are identified. The findings suggest that global organizations should have to initiate effective networking structure using social media applications and social intelligence skills to remain connected and get positive responses about change formulation and implementation decision.

Originality/value – A majority of studies have presented the research model on OC implementation in the context of developed countries, which form 30 percent of the world's population, mostly the Americas and Europe. It is observed that a developing country, such as Pakistan, has a culture that is based on power distance, collectivism and more political influence as compared to developed countries. Triandis *et al.* (1980) argued that any theoretical contribution without considering the cultural aspect can lead to bias findings. There is limited research available in the world that is conducted to examine the interactive effects of readiness to change on the relationship between effective change implementation, knowledge sharing, intelligence and social media. These findings are useful to plan and execute OC using new emerging organizational parameters.

Keywords Social media, Knowledge sharing, Intelligence, Effective implementation of change, Employee readiness to change, Organizational parameter

Paper type Research paper

Introduction

A large number of researchers have investigated the negative consequences of planned organizational change (OC) such as the detrimental effects of organizational cynicism (Aslam *et al.*, 2016a), employee turnover (Aslam *et al.*, 2015), low level of commitment to

change (Aslam *et al.*, 2015; Bernerth *et al.*, 2007), low level of job satisfaction (Aslam *et al.*, 2016a), resistance to change (Stanley *et al.*, 2005) and employee stress (Dahl, 2011). Various studies have investigated the causes of failures of OCs (Amburgey *et al.*, 1990; Aslam *et al.*, 2015, 2016a; Attaran, 2000; Beer and Nohria, 2000; Decker *et al.*, 2012; Lally, 2004; Probst and Raisch, 2005). However, more specifically, OC processes and implementation are researched in the context of traditional management literature such as resistance, cynicism, politics, injustice, job insecurity, power, stress, anxiety, fatigue, support, improper information, rewards, influence, commitment and withdrawal. Furthermore, the extant of literature is available on traditional OC parameters such as trust in management (Aslam *et al.*, 2015), employees' participation (Aslam *et al.*, 2016a), information about change, job security, organizational rewards (Oreg, 2006), change-related self-efficacy, personal impact, social support (Wanberg and Banas, 2000), justice (Bernerth *et al.*, 2007), openness to change (Axtell *et al.*, 2002), affective response to change (Jack Walker *et al.*, 2007), readiness for change (Madsen *et al.*, 2005), organizational culture, organizational climate and management support (Martin *et al.*, 2005). The above-discussed traditional OC parameters have already been widely studied. On the other hand, several studies have given planned approaches for OC implementation such as three-step change model, field theory, group dynamics, action research, complexity theories and eight steps of transforming the organizations (Kotter, 1996; Lewin, 1947a, b; Mathews *et al.*, 1999). In the presence of these OC approaches, some studies have yet stated that 28, 30, 40, 70 and 93 percent of OC initiatives are unsuccessful (Balogun and Hope Hailey, 2004; Beer and Nohria, 2000; Bridgeforth, 2000; Burnes, 2000; Cândido and Santos, 2008; Greiner, 1967; Kotter, 2007; Wong *et al.*, 2005). On top of that, some researchers documented that there are limited successful organizational parameters found yet (Aslam *et al.*, 2016a; Hrebiniak, 2006; Hutzschenreuter and Kleindienst, 2006; Lally, 2004). Therefore, this study aims to unfold emerging organizational parameters that have not been widely studied yet, such as the role of emotional intelligence, social intelligence and social media in the successful implementation of change.

Over time, all dynamic organizations that operate in the private or public sectors, and in the manufacturing or service sectors, and that are either for profit or non-profit, focus on fostering knowledge sharing to implement OC and to endure the competitive nature of the dynamic business environment. Knowledge is increasingly being and becoming the essential ingredient of growth and success in both the context of the economy and society as well as an antecedent and corollary of growth theories, policies, practices and politics at the macro, meso and micro levels. Knowledge sharing has become necessary to ensure ongoing OC while also ensuring the survival of dynamic businesses. However, limited knowledge about the productive benefits of OC can provoke the onset of stress, depression, uncertainty and insecurity among employees (Aslam *et al.*, 2015; Oreg, 2006). A few studies have conducted to explore the role of knowledge management in the context of OC (Fehér, 2004; Michael, 2007; Park and Kim, 2015). However, these studies did not analyze the problem in real context and focused on the analyses of previous literature. Until recently, scant literature has been found which explores the role of knowledge sharing for effective OC implementation, especially in the context of developing countries and Asian culture. Park and Kim (2015) suggested that future studies can explore how knowledge sharing contributes to different types of OC. Therefore, this study attempts to address the knowledge gap and explores how knowledge sharing can establish a favorable and resistance-free environment for OC implementation.

OC can cause stress, depression, uncertainty and insecurity in the workplace (Oreg, 2006). Previous literature highlights that negative employees' reactions are harmful for OC planning and implementation (Scheck and Kinicki, 2000). The negative employees' reactions are detrimental because these negative reactions lead to harmful outcomes. Generally, most employees react negatively to OC, whereas only a few may support and accept OC (Burke *et al.*, 2008; Dent and Goldberg, 1999). Employees give opinions regarding change

initiatives in offensive language, angry, frustrated, aggressive cynicism and cartoons festooned in that particular organizations (Abrahamson, 2000). OC is an emotional state that requires active contribution by change leaders to manage the emotions of employees for managing stress during change process (Palmer and De Waal, 2011). Emotionally and socially intelligent change leaders can manage negative emotions, anxiety and stress during OC. Researcher has determined that high emotional intelligence may be more effective than low emotional intelligence for managing resistance to change (Goleman, 1998).

Services sector is a key indicator of economic growth in the world, predominantly in the context of insurance and banking sector. In Pakistan, service sector contributed approximately 47 percent in gross domestic product that is higher than the share of industrial and agriculture sectors (Imran *et al.*, 2016). According to Imran *et al.* (2016), insurance and banking sector has an annual growth rate of around 6.8 percent that is growing with better pace. These financial organizations have planned to bring ownership and technological changes to improve the services for their customers. These organizations are State Life Insurance Corporation of Pakistan, Pakistan International Airlines and National Bank of Pakistan that have captured maximum market shares, good business ratings, real-estate business and huge market force. In above-discussed organizations, OCs such as ownership transfer, bio-metric system and enterprise resource planning are planned to implement. However, these changes may face negative response from the employees and other stakeholders of public sector organizations. Therefore, it has become necessary to investigate that which organizational parameters are helpful for effective change implementation.

It has been noticed that work complexities, control at work, personal and change initiatives are lower in Asia compared to western countries (Frese *et al.*, 1996). Compared to western culture, Asian culture is different because it is based on collectivism, power distance and more political influence. At present, there is scant research available on the emerging roles of organizational parameters in successful OC implementation, especially in the context of Asian culture. Therefore, this investigation attempts to find the direct impacts of knowledge sharing, intelligence and social media on effective change implementation. In addition, it intends to examine the moderating effects of employee readiness to change on the relationship between effective change implementation, knowledge sharing, intelligence and social media.

Literature review

Technological breakthroughs, expanding competitive business markets, financial and non-financial constraints, restructuring, rightsizing, privatization, mergers and government legislation are increasing the pressure for OC to stay alive (Aslam *et al.*, 2016a). OC is a universal reality and it is noticed that 75 percent of American organizations have gone through systematic changes (Attaran, 2000). Although organizations have become sensitive of the need for OC, most of the OC initiatives have failed to get desired results (Burke, 2013; Probst and Raisch, 2005). Organizational success can be achieved by those who can envisage the trends of changing markets, identify new configurations of service and find new methods to tackle the challenges of the competitive market. Portraying the importance of OC, scholars have conducted studies regarding OC from the following perspectives: accounting (Bell *et al.*, 2009), cross-cultural dynamics (Fagenson-Eland *et al.*, 2004), strategic management (Dufour and Steane, 2006), economic growth (Ukpata and Olukotun, 2008), environments (Yeganeh and Glavas, 2008), psychological issues (Yiu and Saner, 2007) and knowledge management (Park and Kim, 2015). Several studies have reported that between 40 and 70 percent of OC efforts fail (Balogun and Hope Hailey, 2004; Beer and Nohria, 2000; Burnes, 2000; Hammer and Champy, 1993). Moreover, the carried out studies have shown that 93 percent of OC initiatives are unsuccessful (Bridgeforth, 2000; Cândido and Santos, 2008; Decker *et al.*, 2012).

Human and intellectual capital formation, circulation, sharing, absorption and use modalities and patterns are increasingly becoming critical enablers, drivers and makers of smart, sustainable and inclusive growth. Knowledge sharing is the process of sharing expertise, skills or information in employees, people, friends, communities or in organizations (Michael, 2007; Park and Kim, 2015). The concept of knowledge-sharing behavior has been derived from cost-effective theory and social exchange theory (Bock and Kim, 2002). In the perspective of cost-effective theory, knowledge sharing means that employees share their knowledge where they think that knowledge sharing can give financial rewards. In the context of social exchange theory, knowledge sharing means that employees share their knowledge to get superior in boss eyes, self-esteem need, recognition and reputation and gratitude.

Knowledge sharing can foster idea generation, organizational learning, OC, competence and innovation in any type of organization. Knowledge sharing is considered as a critical resource to bring creative ideas, innovation and competitive edge in a changing business environment (Grant, 1996; Kogut and Zander, 1996; Muqadas *et al.*, 2016). Nevertheless, how knowledge is shared, created, re-created, lost and disrupted during the organizational restructuring and radical changes have gained no attention (Heier and Strahringer, 2006). Furthermore, the results of another study reveal that there is no association between organizational knowledge (e.g. how to adapt or accept radical changes) and organizational restructuring or downsizing (Sitlington and Marshall, 2011). Fehér (2004) stated that knowledge projects such as enterprise resource planning software implementation also require changes in behaviors, processes, daily routines as well as in organizational structures. Fehér (2004) conducted a study to integrate change processes and knowledge management enablers. However, he focused on the literature review-based approach and also did not statistically examine the substantiation of given research framework in the real context of an organization. Heier and Strahringer (2006) performed an exploratory study to integrate knowledge management and cultural change management. Also, their tentative results need further substantiation through statistical tests so that these results can achieve general acceptance. Until recently, scant empirical research is available to examine the role of knowledge sharing with respect to effective OC implementation, especially in the context of developing countries and Asian culture. Therefore, this study aims to fulfill identified gaps by examining the role of knowledge sharing in the context of successful OC implementation:

H1a. Knowledge sharing increases the chances of effective change implementation.

There are various types of intelligence such as cognitive, social, emotional and cultural intelligence (Aslam *et al.*, 2016b; Boyatzis *et al.*, 2008). However, this study has focused on emotional and social intelligence traits because of their importance during OC. Emotional and social intelligence means recognize, understand and use one's own and other emotions to manage employees behavior during change as it can be helpful to interact effectively and build strong relationship among employees (Aslam *et al.*, 2016b; Jordan, 2005). There are various dimensions of intelligence, i.e. interpersonal, intrapersonal, adaptability, general mood and stress management (Bar-On *et al.*, 2003).

Emotional intelligence theory was found from the work of Howard Gardner, John "Jack" Mayer and Peter Salovey (Goleman, 2006a). Emotional intelligence can improve the employees moral, productivity and ability to accept OC (Chrusciel, 2006; Shahhosseini *et al.*, 2012). High emotional intelligence competencies in workplace can help to facilitate OC at all levels of any organization (Chrusciel, 2006; Pearman, 2011). The carried out studies have shown that emotional intelligence competencies have a direct connection to successful change implementation (Chrusciel, 2006; Goleman, 2001; Momeni, 2009; Pearman, 2011; Srivastava and Nair, 2010). Emotional intelligence theory is all about knowing one's own

emotions, motivating yourself, managing one's own emotions, building good relationships and understanding and knowing others emotions (Goleman, 2006a). The extant of literature is available that provided the evidence regarding qualitative studies on managing emotions during OC implementation (Huy, 1999; Jordan, 2005; Neil *et al.*, 2016; Palmer and De Waal, 2011; Smollan and Parry, 2009; Smollan *et al.*, 2010; Smollan, 2012). However, rare literature is found that investigated the impact of emotional intelligence on effective change implementation in public or private sector organizations.

While the term social intelligence is introduced by Thorndike (1920), he explained the social intelligence as a "the ability to understand and manage relations to act wisely." Social intelligence is also called interpersonal intelligence. Social intelligence concept focused on building good interaction skills and developing favorable human relations. OC is considered as an emotional and social action because change leaders must manage the negative emotions by social intelligence and involving employees in decision-making process. Many change initiatives fail due to the style of leadership and emotional distress during change implementation (Nordin, 2012). Organizations that have emotionally and socially intelligent change leaders may formulate and implement deep OCs (Goleman, 2006b; Huy, 1999). A research study has given qualitative results that integrate the emotional intelligence and employee's capability to adopt and accept OC (Chrusciel, 2006). However, these tentative results are based on qualitative observations that are barrier for generalizing and acceptance. Jordan (2005) found rare empirical studies that addressed the impact of emotional intelligence on managing the behavior of employees during OC. Furthermore, his qualitative study is conducted on the importance of emotional intelligence for OC but he did not examine the proposed conceptual model. Nordin (2011) argued that little empirical investigation has been done on emotional intelligence and organizational readiness for change. Furthermore, his study focused on single organization and limited sample size that negatively influence the general acceptance of these results. Above all, author of the present study has not found a single statistically valid study that addresses the impacts of emotional and social intelligence during change implementation:

H1b. Emotional intelligence supports the effective change implementation in organizations.

H1c. Social intelligence supports the effective change implementation in organizations.

At present, knowledge and information sharing are expanding through the use of social media. In government sector organizations, social media has helped to build supportive relationships, have promoted effective communications and knowledge sharing and have created competitive advantages. Employees are sharing information regarding their views about organizational policies through Facebook and WhatsApp groups, YouTube, Viber and Twitter. Social media has become a familiar tool for employees to discuss internal changes and policies within their organizations. Social media can help to disseminate knowledge to target populations at a rapid pace and in the correct direction (Picazo-Vela *et al.*, 2012). Balthazard and Cooke (2004) stated that the advancement in OC can be achieved through managing and enhancing intangible assets: knowledge sharing, communication and interpersonal relationships. However, radical change initiatives often fail because leaders of change have limited vision and credible communication (Kotter, 2007).

Social media tools are helpful for establishing effective two-way communication because this concept derives from social network theory, social exchange theory and social penetration theory (Ngai *et al.*, 2015). These theories allow employees, communities and organizations to create, use and share knowledge regarding their experiences, career interests, ideas and organizational policies (Kassotakis *et al.*, 2010). Employees share information regarding their views about OCs and policies using Facebook groups,

WhatsApp groups, YouTube, Viber and Twitter. In 2010, the leading social media tool was Facebook because 39.2 percent of individual used to share their experiences, followed by YouTube, which was used by 31.8 percent of individual to communicate (Ngai *et al.*, 2015).

A failure of change initiatives has caused due to the failure in effective communication (Kotter, 2007; Russ, 2007; Sirkin *et al.*, 2005). Dey (2013) stated that the social media has the ability to fulfill Kotter's expectations regarding frequent and credible communication during transformational change. Furthermore, another study suggests that social media has a key role in creating effective communication and sharing credible information (Jue *et al.*, 2009). A researcher has conducted a study to explore the relationship between social media and advancement in OC, organizations must introduce new information-sharing technology such as social media, that is helpful in advancement and OC implementation (Stankovic-Rice, 2011). However, Stankovic-Rice (2011) used a sample of 15 respondents based on interviews that raised the generalizability and validity issues. There is rare research that has examined the impact of social media tools on successful change implementation in both developed and developing countries:

H1d. Social media fosters the effective change implementation in organizations.

OC is a continuous process within an organization and is divided into three levels: adoption, readiness and institutionalization. A lack of intent to be prepared for change is a primary cause of failure of OC efforts (Armenakis and Harris, 2002; Armenakis *et al.*, 1993). Employee readiness to change means that employees have positive thoughts for OC and they believe about the benefits and implications of OC for organization and themselves (Armenakis *et al.*, 1993), the concept of readiness is similar to the concept of unfreezing (Lewin, 1951). Holt *et al.* (2007) divided the concept of OC implementation into three stages: adoption, readiness to change and institutionalization. It is a cognitive process that is based on attitudes, intentions and beliefs for change efforts (Armenakis *et al.*, 1993). There are few scholars who have used the employee readiness to change as a multidimensional construct that can be measured using affective, cognitive and behavior aspects (Abdul Rashid *et al.*, 2004; Bouckenooghe and Devos, 2007). On the other hand, other researchers have used employee readiness to change as a cognitive concept (Holt *et al.*, 2007; Madsen *et al.*, 2005). Current study has used the employee readiness to change as a multidimensional concept. Shah (2011) conducted a research to examine the relationship between employee readiness to change and organizational justice. He used employee readiness to change as a dependent variable in his study. Jones *et al.* (2005) examined the mediating effect of employees' readiness to change on the relationship between organizational culture and human relations as well as open system values. Imran *et al.* (2016) studied the mediating effect of readiness to change on the relationship between knowledge management strategies and successful change implementation. In this study, it is hypothesized that in the presence of readiness to change, organizations are more capable to channelize the emerging features like intelligence, knowledge sharing and social media in effective OC implementation. A good amount of research already evidenced that readiness to change, when developed effectively, yields better outcomes (Abdel-Ghany, 2014; Rusly *et al.*, 2015; Vakola, 2014) and can also facilitate the other parameters to perform their functions better toward OC implementation (Sanders *et al.*, 2017). Until recently, rare literature has been found in terms of the moderating role of employee readiness to change in the relationship between effective change implementation, knowledge sharing, emotional and social intelligence, and social media. Based on the above discussion, following hypotheses were developed (Figure 1):

H2a. The relationship between knowledge sharing and effective change implementation is moderated by employee readiness to change such that the stronger the employee readiness to change, the stronger will be the relationship.
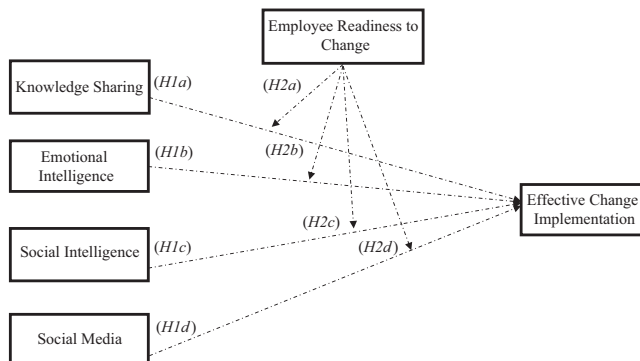
Figure 1.
Research model

H2b. The association between emotional intelligence and effective change
implementation is moderated by employee readiness to change such
that the stronger the employee readiness to change, the stronger will be the
relationship.

H2c. The relationship between social intelligence and effective change implementation is
moderated by employee readiness to change such that the stronger the employee
readiness to change, the stronger will be the relationship.

H2d. The relationship between social media and effective change implementation is
moderated by employee readiness to change such that the stronger the employee
readiness to change, the stronger will be the relationship.

Methodology

The study design is based on positivism paradigm assumptions. The assumptions of
positivism paradigm are based on realism ontology, existing theories, acceptable and
unbiased knowledge, quantifiable variables and statistical analysis (Bryman and Bell, 2015;
Creswell, 2013). Deductive inquiry is used to construct and examine hypotheses using the
collected data. Positivism paradigm and deductive approach are appropriate to test the
theoretical research model and examine the causation effects (Fraenkel *et al.*, 1993). It is an
associational study that aims to examine the relationships among proposed hypotheses
used in theoretical model of current study (Fraenkel *et al.*, 1993).

Quantitative research methods are widely used in economics, psychology, marketing,
political science, sociology and management sciences. Quantitative method is an
experimental examination of observable phenomena using statistical analysis. Current
study focused on self-administered questionnaire, quantifiable coding, numeric, measures,
counts and statistical analysis.

Population

The study is conducted on public sector organizations that are under the process of dynamic
business changes. We selected the employees of those organizations where change
initiatives are to be carried. These organizations are State Life Insurance Corporation of
Pakistan, Pakistan International Airlines and National Bank of Pakistan. In Pakistan, these
organizations are under the process of dynamic business changes such as transferring
ownership and introducing the latest technologies.

Based on population, nine largest cities of Punjab were selected to develop clusters, i.e. Lahore, Rawalpindi, Gujranwala, Faisalabad, Sargodha, Sahiwal, Multan, Bahawalpur and Dera Ghazi Khan. These cities represent almost 80 percent population of the province and fall under higher degree of representation.

Sample

Probability sampling technique is used to overcome the issues of sampling errors and generalizability. In probability sampling, cluster sampling through random approach is appropriate because sampling frame is known. As per recommendations of Sekaran (2009), all clusters are coded, which are homogenous among clusters but heterogeneous within clusters. Owing to likeness of characteristics in all clusters, Faisalabad is selected for data collection, from where 550 employees are chosen from State Life Insurance Corporation of Pakistan, Pakistan International Airlines and National Bank of Pakistan.

The sample size is extracted through sample size formula with known sampling frame of public sector organizations of Pakistan. Moreover, the maximum sample size can be helpful to triumph over the problems of sampling errors (Ary *et al.*, 2013). The sample size of 550 employees is calculated using the sample size formula with the help of identified sampling frame. This sample size is similar to the acceptance standards of Hair *et al.* (2010) as well as previous studies that have used same formula for this purpose (Aslam *et al.*, 2016a; Imran *et al.*, 2016).

The sample size calculator used the following statistical formula for a sample size calculation $x = Z(c/100)2r(100-r)$, $n = N\,x/((N-1)E2+x)$, $E = \text{Sqrt}[(N-n)x/n(N-1)]$, where N is the population size, r is the fraction of responses that you are interested in and $Z(c/100)$ is the critical value for the confidence level c.

Data collection instrument

Sekaran (2014) described the importance of self-administrated questionnaires due to best and most frequent data collection tool. Self-administrated questionnaires can be helpful to collect data in relatively low cost, require less efforts, minimum traveling cost and also not require physical appearance of researchers (Babbie, 2015; Creswell, 2013).

Knowledge sharing is measured using the earlier scale of Xue *et al.* (2011). The knowledge sharing scale has three items and these are adapted in the context of OC. Intelligence (i.e. emotion and social) is measured using scale of Bar-On *et al.* (2003). Emotional and social intelligence scale has various dimensions, i.e. interpersonal, intrapersonal, adaptability, general mood and stress management. Furthermore, this scale has approximately 15 subscales. Social media scale is taken from using previous study on OC (Dey, 2013) and adapted to meet the objectives of the study. Employee readiness to change scale has been taken using early study of Madsen *et al.* (2005). It has one reverse and two direct statements. OC implementation scale (12-item) is adopted from the study of Doll *et al.* (1994). The scale initially was developed by Doll *et al.* (1994) to examine the success of OC.

Procedure

Approximately, 550 questionnaires were circulated to public sector workers. Out of 550, 427 responses were returned. However, of these, 24 responses were invalid due to high rate of missing data and incomplete response. Thus, 403 valid answers remained appropriate for analysis purpose. The data were collected from assistant general managers, sector head/ managers, area managers, operational managers, deputy managers, assistant managers, executives and staff. The majority of the respondents were male (88.59 percent), most respondents (55.58 percent) held Master's degree and 63.28 percent respondents had more than 10 years' experience in these public sector organizations (Table I).

Categories	Classifications	Frequency	%	Emerging organizational parameters
Gender	Male	357	88.59	
	Female	46	11.41	
Designations	Assistant general manager	27	6.70	
	Sector head/Manager	87	21.60	
	Area manager	59	14.64	
	Operational manager	36	8.93	
	Deputy manager	30	7.44	
	Assistant manager	33	8.19	
	Executive	41	10.17	
	Staff	90	22.33	
Educational level	Master	224	55.58	
	Bachelor	179	44.42	
Experience	6–10 years	102	25.31	**Table I.**
	11–15 years	255	63.28	The characteristics
	16–20 years	46	11.41	of sample

Results

Confirmatory factor analysis (CFA)

Initially, data screening was completed to find missing values, homoscedasticity and detect multivariate outliers. Afterward, CFA was conducted using Analysis of Moment Structures (AMOS 21). In the beginning, statistics results were not fit for the proposed model. Hence, few items of scales were removed due to lower loading values (i.e. < 0.50) (Byrne, 2013; Hair et al., 2010). The six items were not taken from the questionnaires of emotional intelligence, social media and effective implementation of change. To get model-fit statistics using modification indices, few error terms were correlated to get model-fit results, as per the guidelines of Byrne (2013). Furthermore, an alternative model was tested to examine the validity of proposed model fit, as per the recommendation of Shah and Goldstein (2006). Nevertheless, the alternative model statistics were not up to mark as compared to the results of proposed model (see Table II).

Reliability analysis

Convergent and discriminant validities results are extracted using procedures as suggested by Hair et al. (2010). Convergent validity can be statistically significant when average variance extracted is greater than 0.50; discriminant validity can attain when maximum shared variance is less than average variance extracted and average shared variance is less than average variance extracted; and internal consistency of scales is statistically significant when composite reliability is greater than 0.70 (Hair et al., 2010). The extracted findings indicated that all the benchmarks of convergent and discriminant validities, and reliability have been obtained (see Table III).

Descriptions	CMIN/df	CFI	TLI	GFI	RMSEA	AGFI
Proposed model	2.227	0.920	0.921	0.931	0.049	0.917
Alternative model	4.414	0.614	0.717	0.591	0.079	0.801
Threshold values	CMIN/df < 3	CFI > 0.90	TLI > 0.90	GFI > 0.90	RMSEA < 0.08	AGFI > 0.90

Notes: CMIN/df, χ^2; CFI, comparative fit index; TLI, Tucker–Lewis index; GFI, goodness-of-fit index; RMSEA, root mean square of error approximation; AGFI, adjusted goodness-of-fit index

Table II.
Model-fit statistics

Constructs	CR	AVE	MSV	ASV
KS	0.791	0.522	0.413	0.181
EI	0.771	0.554	0.332	0.161
SI	0.762	0.555	0.311	0.193
SM	0.802	0.609	0.401	0.213
ERTC	0.832	0.615	0.411	0.224
ECI	0.841	0.621	0.423′	0.267

Table III.
Validity and
reliability statistics

Notes: CR, composite reliability; AVE, average variance extracted, AVE; MSV, maximum shared variance; ASV, average shared variance; KS, Knowledge sharing; EI, emotional intelligence; SI, social intelligence; SM, social media; ERTC, employee readiness to change; ECI, effective change implementation

Descriptive analysis

Descriptive results such as standard deviation values, mean values and Pearson correlation statistics are extracted. Control variables such as age, gender and experience have no statistically significant relationship with effective change implementation (see Table IV).

Common method variance (CMV)

Common latent factor test is better and robust than the Harman's single-factor test. The extracted findings exhibited 33 percent shared variance among the items of all scales. Common latent factor has limitations as indicated by Podsakoff (2003), thus CMV has extracted via marker variable in CMV, which is a useful approach to find CMV (Williams *et al.*, 2010). The shared variance reduced up to 10 percent when we added up a marker variance with common latent factor. As a result, these statistics results revealed that CMV is not a major concern for this study.

Structural model analysis

The structural regression test is performed to determine the validity of proposed measurement model. Primary goal of structural model analysis is to determine the validity a proposed causal process and/or model. Findings exhibited good model fit values for further analysis (Table V).

The results of structural regression model have been analyzed to examine the direct relationship between effective change implementation and knowledge sharing, emotional intelligence, social intelligence and social media. The results show a positive relationship between knowledge sharing and effective change implementation ($H1a$: unstandardized-estimate $= 0.441$, SE $= 0.011$, $p < 0.001$). The results reveal a positive relationship between

Descriptions	M	SD	1	2	3	4	5	6	7	8
(1) Age	1.43	0.045								
(2) Gender	25.43	1.03	0.31							
(3) Experience	7.66	1.18	0.15	0.41						
(4) KS	4.13	0.83	0.15	0.11	0.91					
(5) EI	3.45	1.03	0.26	0.13	0.33	0.226*				
(6) SI	3.66	0.87	0.21	0.93	0.53	0.111	0.151			
(7) SM	3.77	0.69	0.17	0.23	0.23	0.183	0.211	0.211*		
(8) ERTC	3.44	0.98	0.21	0.18	0.17	0.449**	0.433***	0.431**	0.561***	
(9) ECI	4.17	1.03	0.31	0.33	0.13	0.413**	0.333**	0.439**	0.503***	0.488***

Table IV.
Descriptive
statistical analysis

Notes: M, Means; KS, knowledge sharing; EI, emotional intelligence; SI, social intelligence; SM, social media; ERTC, employee readiness to change; ECI, effective change implementation. *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$

emotional intelligence and effective change implementation (*H1b*: unstandardized-estimate = 0.321, SE = 0.121, $p < 0.05$). The results exhibit a positive relationship between social intelligence and effective change implementation (*H1c*: unstandardized-estimate = 0.341, SE = 0.19, $p < 0.001$). The results exhibit a positive relationship between social media and effective change implementation (*H1d*: unstandardized-estimate = 0.403, SE = 0.021, $p < 0.001$) (see Table VI).

Moderation analysis
In order to examine the proposed hypotheses *H2a*–*H2d*, Hayes (2013) constructed process macro using 5,000 bootstrap samples, as per the guidelines of MacKinnon *et al.* (2012). This robust macro process is appropriate for estimating the moderation effects (Hayes, 2013). The results of *H2a* reveal that employee readiness to change has moderated the existing positive association between knowledge sharing and effective change implementation. The outcomes of *H2b* exhibit that employee readiness to change moderates the direct positive association between emotional intelligence and effective change implementation, stronger the intensity of employee readiness to change, high will be the association. The results of *H2c* indicate that employee readiness to change has strengthened the positive association between social intelligence and effective change implementation. The results of *H2d* indicate that employee readiness to change has strengthened the positive association between social media and effective change implementation, stronger the intensity of employee readiness to change, high will be the association (see Table VII).

Discussion
The current dynamic businesses are changing more rapidly than ever before. OC encompasses all parts of a business, its structure, processes, technology, resources and culture. Given the additional pressures of changing markets, upgraded technology and global competition, the organizations are encountering the need for OC. The ability to adequately and quickly adapt to these challenges has considered as a crucial parameter for the success of organizations. Who has not noticed a new mantra: perish or change (Abrahamson, 2000). We are living in a time where OC is seen necessary if organizations and, indeed, the employees race are to stay alive, however, employees are uncertain that OC

Descriptions	CMIN/df	CFI	TLI	RMSEA
Proposed measurement model	2.933	0.943	0.960	0.047
Control variable model	2.338	0.912	0.923	0.059
Threshold values	CMIN/df < 3	CFI > 0.90	TLI > 0.90	RMSEA < 0.08

Notes: CMIN/df, Normed χ^2, CFI, comparative fit index; TLI, Tucker–Lewis index; RMSEA, root mean square of error approximation. Control variables = age, gender and experience

Table V.
Structural
regression results

Hypothesized paths	Unstandardized estimate	SE	*p*-Value
KS → ECI	0.441	0.011	***
EI → ECI	0.321	0.121	0.02
SI → ECI	0.341	0.019	***
SM → ECI	0.403	0.021	***

Notes: KS, knowledge sharing; EI, emotional intelligence; SI = social intelligence; SM = social media; ERTC, employee readiness to change; ECI, effective change implementation. *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$

Table VI.
Linear hypotheses
results (*H1a*–*H1d*)

Variables of proposed model	Point of estimate	SE	Lower–Upper
H2a: effective change implementation BC 95% CI			
KS	0.413***	0.031	0.34–0.41
ERTC	0.537***	0.022	0.37–0.43
KS × ERTC	0.278**	0.041	0.14–0.23
H2b: effective change implementation			
EI	0.267***	0.014	0.13–0.24
ERTC	0.449**	0.023	0.31–0.43
EI × ERTC	0.218*	0.054	0.11–0.20
H2c: effective change implementation			
SI	0.237**	0.021	0.15–0.23
ERTC	0.388*	0.033	0.21–0.32
SI × ERTC	0.169*	0.057	0.12–0.20
H2d: effective change implementation			
SM	0.319***	0.011	0.21–0.29
ERTC	0.411**	0.024	0.29–0.41
SM × ERTC	0.225*	0.013	0.14–0.24

Table VII.
Moderation
hypotheses results

Notes: KS, knowledge sharing; EI, emotional intelligence; SI, social intelligence; SM, social media; ERTC, employee readiness to change; ECI, effective change implementation; BC, biased Corrected (5,000 bootstrapping samples). *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$

formulation and implementation will be for the better (Benn *et al.*, 2014; Kanter, 2008). The Enron, Vivendi Universal, Marconi and Technology group of companies have been collapsed and are on the brink of death due to radical reconstruction and constant changes (Probst and Raisch, 2005). Fundamental changes, such as adoption of a new business model, radical transformation, renewal, adaption, merger, continues change and entering a different industry lead to certain destruction (Delacroix and Swaminathan, 1991; Fehér, 2004).

Many organizations have reported OC difficult to formulate and successfully implement, and there is a lot of discussion on how the objectives of OC must be accomplished (Beer and Nohria, 2000; Boje, 2010; Burnes, 2009; Cândido and Santos, 2008; Decker *et al.*, 2012). According to Bolman and Deal (2008), organizations must carry on to develop strategies and embrace paradox in successful OC implementation. Longenecker and Fink (2001) argued that though an extant of literature is available on change yet there is so much more to be learned. There is very limited empirical research available that is conducted to examine the direct impacts of knowledge sharing, social intelligence and social media on effective change implementation. Therefore, this investigation aims to bring new emerging organizational parameters that are rarely investigated in the context of OC implementation.

The study found that knowledge sharing about the objectives of OC can bring openness to change and effective change implementation in public sector workers. The results of previous study reveal that there is no association between organizational knowledge (e.g. how to adapt or accept radical changes) and organizational restructuring (Sitlington and Marshall, 2011). Park and Kim (2015) argued that the relationship between OC and knowledge sharing remained empirically and theoretically under-researched. After exploring a research gap, they did not conduct a study to fulfill their given gap and focused on literature review approach. Furthermore, they ignored the importance of nature and type of industry during literature review on OC and knowledge sharing. The shortcomings of their study have been resolved in this study and the results of this empirical study confirmed the positive relationship between knowledge sharing and effective change implementation.

Intelligence skills of change agents can reduce the uncertainty and stress during the implementation of OC. Jordan (2005) found little research on emotional intelligence and its impact on organizational employees' behavior during OC implementation. Our study addressed the shortcomings of previous studies on intelligence and OC (Nordin, 2011; Pearson, 2015). The findings confirmed the positive significant relationship between intelligence (i.e. emotional and social) and effective change implementation. A high emotional and social intelligence can manage resistance to change, handle conflicts, solve problems, control impulses, build good relationships with colleagues and build effective communication skills during change implementation.

Social media is helpful to promote effective communication which has a key role in effective OC implementation. Radical change initiatives often fail because leaders of change have lack of clear vision and could not foster frequent and credible communication during change implementation (Kotter, 2007). Furthermore, it remains a challenge how organizations and leaders of change can use social media for creating and enhancing relationships to achieve the objectives of transformational change (Dey, 2013). Finally, current study empirically analyzed and found moderating effect of employee readiness to change on the relationship between knowledge sharing, emotional and social intelligence, social media and effective change implementation.

Conclusion
Services sector is a key driver and indicator of economic growth in world, predominantly in the context of insurance and banking sector. These organizations such as State Life Insurance Corporation of Pakistan, Pakistan International Airlines and National Bank of Pakistan have captured maximum market shares, AAA ratings, real-estate business and huge market force. Furthermore, OCs such as ownership transfer, bio-metric system and enterprise resource planning system are to be carried within a specific time period. However, these changes may face negative response from the employees and other stakeholders. OC can cause stress, depression, uncertainty and insecurity due to change from comfortable working conditions. Therefore, it is important to investigate that which organizational parameters are helpful in the success of OC. The results identified three key emerging sources that can lead to implement OC effectively, i.e. knowledge sharing, social media applications and intelligence. Knowledge sharing has been used to disseminate change-related information efficiently to concern stakeholders that make it easy to overcome the resistance elements and specifically knowledge that is related to OC can also be shared. Further, social media applications are very much popular in current ear for informal sharing of information, and results indicate that a handsome intensity of social media can support to implement OC by providing information quickly to multiple respondents simultaneously. Moreover, emotional and social intelligence of change leaders is also a helpful gauge to manipulate the cognitive effects of employees for change implementation. Furthermore, emotional and social intelligence can play a vital role in managing resistance and bringing openness to change in these public sector organizations. Apart from the direct effects, readiness to change has also multiplicative effect coupled with emerging parameters to implement change successfully.

Implications
The theoretical base is taken from the well-known theories of management (i.e. Lewin's three-step model, field theory, intelligence theory, cost-effective theory, social exchange theory, social network theory and social penetration theory). The study identified various emerging organizational parameters that have a potential impact on effective change implementation. Moreover, the extant literature has also evident that employee readiness to change can modest the relationship between emerging organizational parameters and effective change implementation. The results extend the Lewin's change model by

describing that there is transition phase in every change program that can be coped up with social networking, knowledge sharing about the benefits of change and effective reward system associated with change. Second, results strengthen the social exchange theory and social network theory by stating that knowledge sharing coupled with effective communication and relationship building which are crucial factors is beneficial to implement change successfully. Third, empirical findings also confirmed that if benefits are associated with knowledge sharing (i.e. cost-effective theory) during the change process then it can create significant effect on change implementation. Fourth, the results also reinforce the intelligence theory (i.e. emotional and social intelligence) because these intelligence skills have a positive impact on creating favorable environment for change process. Fifth, this quantitative study expands social penetration theory by confirming the effects of social media on effective change implementation. Nowadays, social media is the most popular media around the globe and it is equally used in organizations for disseminating information. Finally, the results also add to the body of knowledge related to the field theory as the overall infrastructure has moved toward implementing change.

The results of the current study also opened diversified implications for practice side by giving emerging method to implement change successfully. These include meeting the cognitive and psychological needs as organizational agents must manifest knowledge sharing, intelligence and effective communication during change implementation. The change attempts coupled with proper information regarding change through effectively knowledge sharing mechanisms and organizations should have to float information that is helpful to functional managers and employees to understand benefits of change and their role before and after change implementation. It will help the workforce to think about change and how it will benefit them. The practice side should work on the intelligence skills of both sides, i.e. change agents and core employees. The change agents should be shared knowledge to manage the stress using intelligence skills and control negativity prevails regarding change efforts in the workplace. Further, core employees can become the reason of success or failure factors of any organizational trigger, so management has to advance social and emotional intelligence skills by involving these employees to enhance the acceptability of underlying change. Social intelligence skills help managers to remain prominent and alive in the workforce as well as guide them to remove the bottlenecks in the pathway of change. Moreover, in change formulation, using different social media applications, management should disseminate change-related information to boost employee morale and positive intention toward effective change implementation. The management can utilize the social media applications to develop readiness for change before implementing the key theme as in current era departments within organizations use various groups, forums and blogs to communicate their stance and get feedback in the same platform. These kind of feedbacks helps management to reframe the change initiate to reduce the change cynicism and improves readiness for change that is ultimately helpful to device change efforts well. The present study is among the first of its kind to examine the direct impact of knowledge sharing, intelligence and social media on effective change implementation in public sector organizations of Pakistan.

This research also advances implications for business organizations having operations around the globe. The findings suggest that global organizations should have to initiate effective networking structure using social media applications to remain connected with all employees just on single click and get response about organizational decision. In these organizations, the mechanisms to disseminate change-related information are possible by deploying the services of social media applications. Further, social intelligence skills of management also perform a key role in connecting people globally and give image that they are with employees having physical distance. The management has to be more vigilant to develop emotional and social intelligence skills in globally operated organizations to handle the holdups in the change process.

Limitations and recommendations

The results of this study have certain limitations which must be noted. The scope of this study is limited to the workers of services sector organizations such as insurance company, airline and bank. Researchers have collected data from the respondents of three well-known public organizations. But, these finding cannot generalize to other public sector workers across country due to differences in culture. Michailova and Hutchings (2006) highlighted different sub-cultures within a national culture of a country. Therefore, we suggest to test the proposed research model of our study using larger sample size from others states as well as public sector organizations operating in Pakistan. The findings of this study can be used in developing countries where collectivism, power distance and more political influence prevail.

The research data are collected at one point in time (i.e. cross-sectional time horizon) and using a single-survey or self-report design. Although data collection from multiple sectors allow us to perhaps have more diversity within the sample, it does not alleviate CMV-related problems. While we tried to address this issue using Podsakoff *et al.* (2012) recommendations, it is not as convincing as designing the study to alleviate common method concerns in the first place. Furthermore, while statistical analyses such as CFA are sometimes offered as a means for dealing with CMV, a better solution is to collect data at multiple points in time, or from different sources, in order to avoid CMV in the first place.

The empirical model proposed in our study may ignore other variables such as cultural intelligence, organizational learning mechanisms, knowledge intensive culture and other knowledge processes (i.e. knowledge exchange). Future studies may be conducted using above-stated variables by collecting data at multiple points in time and from different sources.

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Corresponding author
Usman Aslam can be contacted at: Usmanbest786@gmail.com

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