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ABSTRACT OF DISSERTATION

**ORGANIZATIONAL CAPACITY FOR CHANGE, ADAPTABILITY AND
ORGANIZATIONAL PERFORMANCE**

3.7. Administration and Management, PhD Program Business Administration

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I. SUMMARY OF THE DISSERTATION

Relevance and Significance of the Study

The societies, economies and technologies dynamics are reshaping the environment and the requirements to organizations at an increasingly faster speed. Organizations respond to the different challenges by initiating changes that vary in scope and nature – from implementation of new technological solutions such as information and communication technologies to formulating radically new goals and strategies (which impact the whole organizational structure, processes and business models). Often such changes may be emerging and not planned, in other cases they results from extensive analyses and planning. However, the effectiveness of change programs – measured against the goals set at the beginning – is not at the levels aimed at.

Studies in the field of organizational change seek answers to numerous questions of interest to researchers and practitioners. During their existence, all organizations face challenges that require them to adapt and change in order to remain successful – and sometimes even to continue to exist. Literature explores the nature and types of change, success factors, phases in the process of implementing it, levels of manifestation and models to manage it. Yet, most practitioners support the view that the majority of organizational change programs do not meet the goals and do not result in better performance (Kotter, 2007; Meaney & Pung, 2008).

A relatively recent body of research explores the organizational capacity for change (OCC) – the capability of an organization to cope with constantly changing environment and unforeseen events (Heckmann, et al., 2016). Readiness for change is a similar concept which reflects the shared intent (change commitment) and shared belief (change efficacy) of organizational members that they can implement a certain change (Weiner, 2009). The two concepts though carry enough differences with regards to their nature and applicability.

Change initiatives are inherently complex and dynamic, and directly related with the specific organizational context in which they unfold. This context characterizes the conditions and challenges faced by an organization, but also the ways the organization copes with them. It refers to the environment (external and internal) and the connectedness of the organization with it; the presence of numerous changes and the pressure they exert on the organization; previous experience with changes – positive or negative (resulting in cynicism to changes); size and industry of the organization (Lausier, et al., 2020).

Studying the reasons for a certain change initiative may help the implementation process when the change is planned. It may facilitate the assessment of the readiness for change. Often, however, changes are not planned and happen as a fast reaction to unexpected shifts in the environment. In such cases, the organizational capacity for change could support the organization in implementing urgent changes.

At the time this research was planned the world faced a health and economic crisis due to the COVID-19 pandemic. It forced practically all sectors and economies worldwide to rapidly adjust their supply chains and business models. The effects are yet to be fully assessed. The world though witnessed varying levels of preparedness and ability of the organizations to successfully address these significant challenges.

In the course of summarizing this research results, a new crises threatens to have a long-lasting negative impact on the world economies and in particular the European ones. The war in Ukraine interrupted the COVID-19 pandemic recovery that has just began. It disrupted again various supply chains, led to a rapid increase in energy prices and boosted inflation. Many organizations once again faced survival and adjustment challenges.

To what extent capacity for change may have influenced the ways organizations handled the pandemic-related crisis (and the ways they will handle the now-unfolding crisis caused by the war) is a question of research interest. However, such a research would require empirical data collected on the level of certain organizations over an extended period which is beyond the scope of this study., To some extent, however, the results presented here may be useful for such endeavors.

The interest to the subject is also based in the researcher's experience as a consultant – through observations and direct participation in planning and implementing changes of various scale and scope in organizations throughout Bulgaria and Eastern Europe over more than 10 years. The search for practices and capabilities that can be transferred and applied amongst organizations and contexts is both of personal interest to the author and a subject of a significant body of research (Lausier, et al., 2020).

Irrespective of whether organizations plan changes or not, they will continue to experience them. Systematizing knowledge about how organizations can handle changes successfully will

continue to be important. Understanding the factors of the dynamic capability *organizational capacity for change* might be a step in this direction.

Object and Subject

Object of this study are employees and managers in different organizations in Bulgaria. The sample of respondents is based on the application of convenience approach and snowball approach. Thus, the study gives a non-representative snapshot of the capacity for change in organizations in Bulgaria and its relationship to adaptability and organizational performance.

Subject of the study are the factors of the organizational capacity for change and their influence on adaptability and performance.

Goal and Objectives

The literature review on organizational capacity for change shows the topic is under-researched. Several authors propose instruments to assess it but there is a lack of consensus on the construct's dimensions. Empirical research is also limited (Supriharyanti & Sukoco, 2022) thus no agreed-upon definition has emerged. Although most definitions are based on the dynamic capabilities' framework, they differ in the way they describe the capacity for change nature. In response to the gaps detected in extant theoretical and empirical research this study's *goal* is to identify the capacity for change factors and their influence on adaptability and organizational performance.

The following research *objectives* are formulated in line with the above goal:

- Review of organizational change and organizational capacity for change literature;
- Identification of the capacity for change factors and development of a theoretical model to allow for exploring their impact on adaptability and organizational performance;
- Development and testing of an instrument to assess both capacity for change and its factors' impact on adaptability and organizational performance;
- Collection and analysis of empirical data and assessment of the results for organizations in Bulgaria;

- Formulation of practical implications of the tested instrument for the purposes of assessing and developing the capacity for change in organizations.

Main Thesis and Hypotheses

The main thesis of this study is that organizational capacity for change helps to improve adaptability and performance of organizations in the long run.

This study conceptualizes capacity for change as comprising eleven factors. These factors were identified in literature review as influencing the success of organizations to implement and sustain changes. The capacity for change' effects vary depending on the definitions employed. Most studies reviewed point at four effects – *adaptability*, coping (proactively or reactively) with rapidly changing (external and internal) environment; *culture* that is open and tolerant to changes and innovation; sustaining *multiple changes*; maintaining *organizational performance in the long run*.

This study aims to assess the relationship between capacity for change factors and two of the above identified effects – adaptability and organizational performance. Adaptability helps organizations to cope with dynamic environment and is presented here as one of the two sets of goals and related activities of the construct organizational ambidexterity¹). Organizational performance is assessed as a comparison to competitors and thus associates with the competitive advantage in terms of financial results, customer service, process improvement and employee development.

The working *hypotheses* are:

H1. The factors of organizational capacity for change influence positively and directly the adaptability.

H2. The factors of organizational capacity for change influence positively and directly the organizational performance.

The corresponding two research models are illustrated on Fig. 1 and Fig. 2.

¹ Ambidexterity (psych.,med.) refers to the disposition of an individual to use both left and right hand equally well and with the same skill.

Figure 1: Organizational capacity for change and adaptability – research model 1

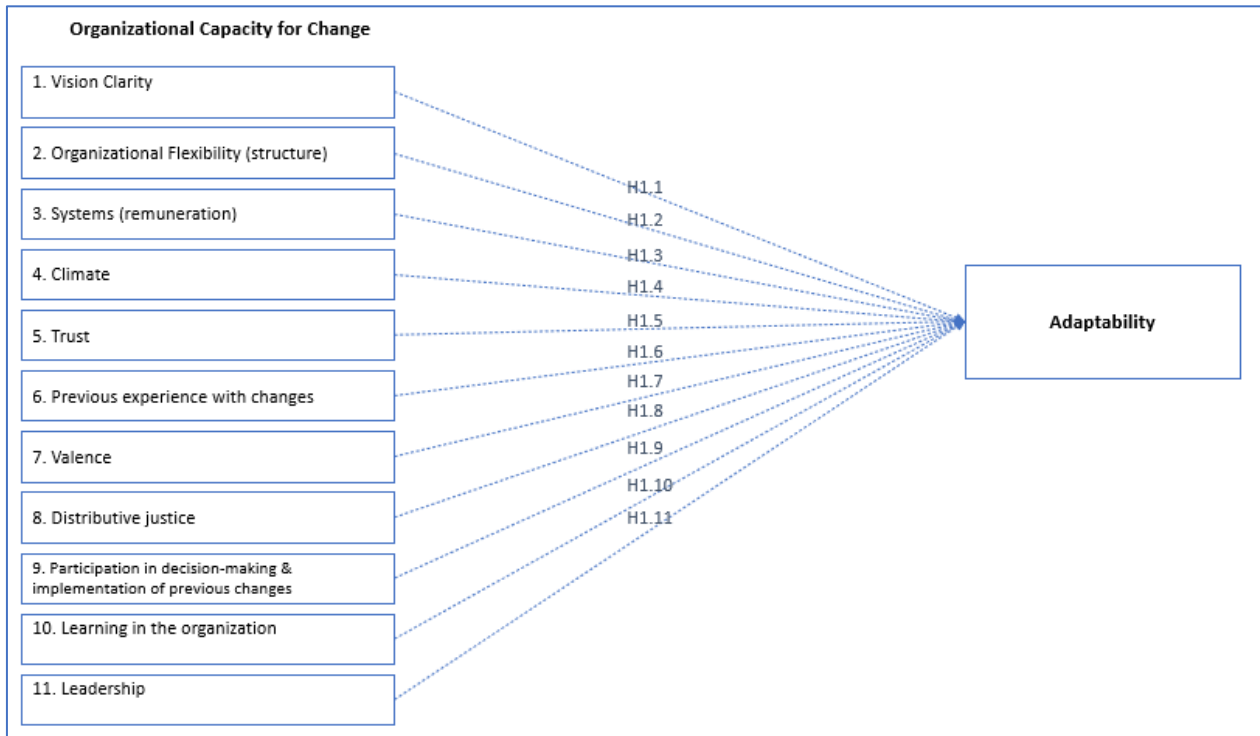
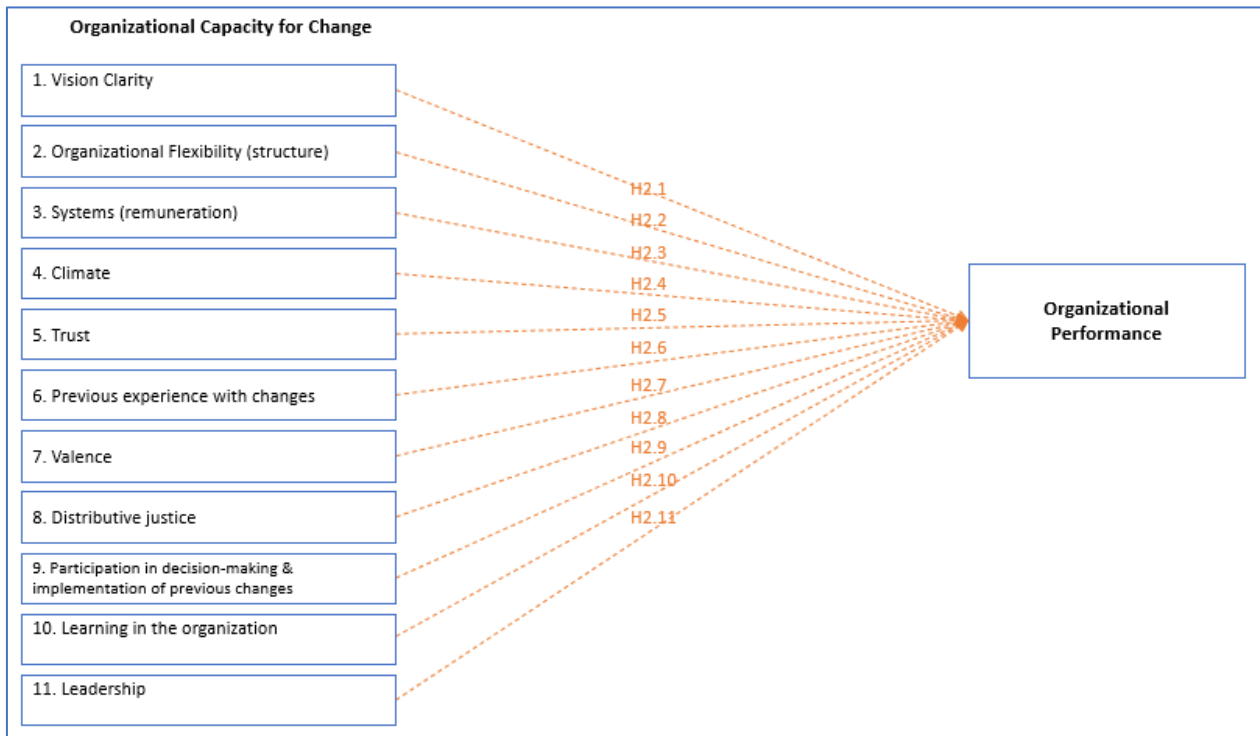


Figure 2: Organizational capacity for change and adaptability – research model 2



Source: own research

Research Methodology

During the literature review, 11 factors of organizational capacity for change are identified. The assessment of each of the independent and dependent variables is based on empirically validated sets of indicators applied in published empirical studies. Two sets of control variables are used in line with literature review (Supriharyanti & Sukoco, 2022; Vakola, et al., 2013): (1) related to the organization – size, sector, form of ownership, ownership origin and export orientation; (2) related to the respondent – age, sex, education, job position and years of experience in the organization.

The research employed quantitative method. The empirical data was collected through a questionnaire. The indicators included were translated from English to Bulgarian language and pilot tested within an experts panel. The pilot testing resulted in several changes including reduction of items that bear similar meaning and editing of the Bulgarian text of the questions. The final version of the questionnaire consists of 50 items assessed by 5-point Likert scales. Information about the respondent and the organization are collected through 5 questions each.

Empirical data was collected during the period November 2020 – January 2021. The questionnaire was administered online (via Google Forms).

Specialized software packages were used to assess the collected data (IBM SPSS, MS Excel). First, factor analysis was performed to extract the independent variables. Reliability tests are used to confirm all independent and dependent variables (Cronbach Alpha). Two multiple regression analyses were performed to test the hypotheses.

Results and Applicability

Factor analysis on the empirical data collected for the sample was performed and six factors of organizational capacity for change were extracted. The multiple regression analyses provide grounds for partial confirmation of the research hypotheses. One control factor contributes to the explanation of each of the dependent variables.

H1. Three of the factors of organizational capacity for change – *F1: Leadership*, *F3: Organizational Flexibility* and *F4: Previous Experience with Change* have a direct and positive influence on *Adaptability*. *Private Ownership* of organizations has a direct and positive influence on *Adaptability*;

H2. Three of the factors of organizational capacity for change – *F1: Leadership*, *F2: Valence* and *F4: Previous Experience with Change* have a direct and positive influence on *Organizational Performance*. Large organizations have a direct and positive influence on *Organizational Performance*.

The remaining two factors of capacity for change – *F5: Climate (of cohesion)* and *F6: Goals for Improvement* have no statistical significance for the hypotheses in the context of this study (sample). They do not have an impact on any of the two dependent variables.

The hypotheses tests point at the influence on the two dependent variables – *Adaptability* and *Organizational Performance*. This study results may help define the profile of highly adaptable and organizations that achieve better performance compared to their competitors. Such conclusions may serve as a basis for further research at the level of organizations in order to confirm these conclusions and formulate practical recommendations.

Applicability of the results. The studies reviewed converge around the need for organizations to develop and maintain capacity for change in order to successfully deal with multiple changes and adapt to changing environments (external and internal). Some authors call for expanding the field of organizational change research in order to examine the impact of OCC on change implementation as well as on organizational performance (Pettigrew, et al., 2001). This study is guided by such calls and contributes to the identification of additional dimensions and aspects of capacity for change, enriching the concept and empirically verifying its validity.

The practical applicability of the study results refers to several areas.

This study was conducted during the first year of the COVID-19 pandemic which had a significant impact on the global economy, disturbed supply chains, modified many business models and ways of working. The effects of the lockdowns and restrictions to social and business activities are yet to be analyzed. And while the pandemic and its effects were not the subject of this study, its outcomes should be reviewed along these lines.

First, the assessment of the organizational capacity for change in Bulgaria shows that at the end of the first pandemic year, the respondents assess the levels of practically all factors high. They assess high the levels of adaptability and organizational performance as well. To a certain extent, this aligns with the general assessment of the overall good performance of the Bulgarian economy, although some industries and firms experienced serious difficulties. According to the

national Statistical Institute's preliminary data, the Bulgarian Gross Domestic Product (GDP) grew by 4.2% in 2021 vs 2020. Compared to the pre-pandemic period, this growth shows sustainable and fast recovery of the economy. During 2015-2019, the economic growth averaged 3.6% per year, while in the year marked by the pandemic – 2020, the real GDP declined by 4.2% (MΦ, 2021). The reported decline is lower compared to the EU average of 6.2%.

An in-depth study of the factors and their weight on the overall performance of the firms in Bulgaria during and after the pandemic may highlight whether – and to what extent the organizational capacity for change factors as extracted here played a role.

Second, the assessment of the capacity for change may serve to formulate recommendations on how it could be developed and strengthened. This study examines the capacity for change at the employee (manager) level, thus such recommendations can tentatively be generalized. Applying the assessment instrument at the level of specific organizations could help outline the factors that need additional focus. A cross-organizational comparison may also help identify the influence of capacity for change factors on adaptability, organizational performance and more generally – the competitiveness of studied organizations. However, some general guidelines for developing organizational capacity for change are formulated in the study and are presented in light of extant literature and empirical results reported.

This study supports the view that OCC assessment may enable an organization to identify areas where efforts to build this capacity should be focused. Using a questionnaire to perform such a quantitative assessment is argued as suitable.

Meyer and Stensaker (2006) argue that capacity for change is ambidextrous in the search for balance between exploration and exploitation. Organizational ambidexterity relates to the capability of an organization to simultaneously explore (new markets, technologies) and exploit (proven technologies, markets) (O'Reilly & Tushman, 2013). Meyer and Stensaker (2006) argue that developing organizational capacity for change requires balancing between three sets of requirements: to *implement current changes*, to *maintain the daily, operational activity* and to *implement changes in the future*. These sets of requirements may conflict each other and require different skills and focus. Contextual ambidexterity (Bouckennooghe, et al., 2009) suggest a way to balance these activities without the need to separate them in space (different unites) or time (performing one after the other). Conceptualizing organizational change as a dynamic capability

of higher order (Winter, 2003) should not lead to losing focus on operational, ordinary capabilities needed for the daily functioning of the organization. Oxtoby et al (2002) also describe OCC as a generic capability which as such should help reach the balance referred to by Meyer and Stensaker (2006). OCC seen as a dynamic capability helps build and maintain ordinary capabilities.

Starting from the human resources management perspective, Shipton et al (2012) argue that HR systems play a key role in developing organizational capacity for change. OCC aims to support the organization to deal with changes and dynamic environments and thus facilitates building the ordinary capabilities needed for the daily operations.

Another level of discussion of the OCC assessment and development relates to defining the dimensions which need to be studied at the different levels: employee, team or the whole organization. Meyer and Stensaker (2006) examine the construct at both individual and organizational levels. A question of research interest is how to build capacity for change on both individual and organizational level, and how the simultaneous efforts at both levels complement each other.

This study results highlight some *guidelines for future research* which may help confirm the OCC factors and their influence on the adaptability and organizational performance.

One direction is to *test the instrument for assessment at the team and organizational levels*. As discussed above, many of the factors are significant at different levels and thus might have differing implications for the practical applicability of the research results. An assessment at the team and organizational levels would allow for identifying problem areas, formulation of specific recommendations, and comparisons (between organizations, within sectors etc.)

A second direction is to track OCC over time as well as its influence on a specific organization's performance. *Longitudinal research* may help further validation of the benefits and effects OCC has on an organization.

A third direction is to construct *a combined model including both dependent variables* and test for mediating and moderating role. Future research could also examine the capacity for change factors' influence on other effects identified in extant literature (such as creating an open and tolerant to change culture; maintaining multiple changes etc.). Gibson and Birkinshaw (Gibson & Birkinshaw, 2004) for example formulate and test the hypothesis that organizational ambidexterity has a direct and positive influence on the performance of a business unit.

Adaptability aims at improving the long-term performance, while alignment refers to short-term performance.

A fourth direction is to examine the *factors that were dropped* in the factor analysis on the sample of respondents: rewards systems, trust (in the leader), distributive justice, and organizational learning. The role of *organizational learning* in the context of change is of particular research interest. Literature review identifies learning in the organization as one of the most significant factors of capacity for change. However, during the factor analysis on this sample, all indicators of organizational learning were dropped out.

Organizational learning is of interest at several levels – individual, team and whole organization, for several reasons. Perceptions, personal goals and motivation of organizational members may vary over time – both resulting from their experience in the organization and their life experiences. Assessing the capacity for change at a certain moment in time may help the organization to design and apply the appropriate interventions. With time and employee turnover though, these parameters will also change. An additional aspect might address the dynamics of the workforce including the increasing speed of changing employers, jobs and positions. This might require assessing OCC on a regular basis to (re)confirm the organization is fit for upcoming (expected or not) changes.

Future research should aim at extending the sample to cover the respondents' and organizations' groups that are underrepresented in this study. Construction and public sector demonstrate substantially different results as compared to the sample average for several factors. Testing these results in a large enough sample should give grounds for reconfirming the conclusions or not. The same holds true for the respondents – representatives of the top management. Designing a representative sample might help in validating the instrument in the context of organizations in Bulgaria.

Limitations of the Study

There are several *limitations* of this study which should be acknowledged. The approach used to design the sample does not allow for definite conclusions when interpreting the results. The sample is not representative and is based on convenience and snowballing approach which might influence the results obtained.

In the process of analyzing the empirical data, several decisions were made that also have an impact on the interpretation of the results obtained. One factor was included (F4: Previous Experience with Change) with a slightly lower Cronbach Alpha as usually accepted. Because of this compromise, subsequent conclusions should also be interpreted with caution. Four of the extracted factors (F2: Valence; F3: Organizational Flexibility; F5: Climate (for cohesion) and F6: Goals for Improvement) as well as one of the dependent variables (Adaptability) are measured by only two indicators each.

II. STRUCTURE OF THE DISSERTATION

This dissertation includes introduction, two chapters, conclusion, bibliography and annexes. It consists of 187 pages of which the main text is 147 pages. 174 titles are used and listed in the bibliography. Six annexes after the main text present the questionnaire used, exhibits with demographic characteristics of the sample, as well as additional tables to support the results from the factor analysis and regression analyses. The dissertation is illustrated with 39 tables and 30 figures.

The full text of the dissertation is in Bulgarian language.

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III. OUTLINE OF THE DISSERTATION

INTRODUCTION

The introduction of the dissertation presents the relevance and significance of the topic, the goal and objectives of the study, its subject and object, the research main thesis and hypotheses and methodology applied as demonstrated in the first chapter of this abstract. The introduction ends with a brief description of the dissertation structure.

CHAPTER ONE: MAIN THEORIES AND CONCEPTS

Chapter One reviews main theories and concepts in the field of organizational change. It is organized into two sections.

The first section *1.1. Organizational Change and Organizational Development – Main Theories and Concepts* reviews organizational development as well as several more recent theoretical frameworks that influence research on organizational change. Organizational development (OD) studies can be traced back to the early 20th century and usually lead to the work of Kurt Lewin, group dynamics and action research. The term OD is used in literature after 1960s (Sashkin & Burke, 1987). Organizational development is based in the humanistic psychology and understanding the values and behaviors of individuals within an organization. It assumes that an individual is inherently good by nature and possesses significant ability for self-determination, ingenuity and psychological development (Cummings & Cummings, 2014). OD therefore seeks to solve organizational challenges through collaboration and alignment of individual interests and needs of organizational members with those of the organization itself (Cummings & Cummings, 2014) through a planned and managed effort aimed at improving organizational health and effectiveness (Beckhard, 1970).

With the advance of organizational change research and the wide spread of practicing consultants, several authors pose the question whether organizational change should be regarded as a separate field or should be studied as a part of organizational development (Worren, et al., 1999). Cummings and Cummings conclude that *change* is increasingly used in the context of change management (CM) and as such is an emerging social practice aimed at helping organizations to implement change; it often implies a tougher, more business-oriented approach (Cummings & Cummings, 2014). They summarize the similarities and differences between the

two and suggest that OD and CM should be seen as different approaches to organizational improvements – OD takes the developmental view, while CM focuses on effective and efficient implementation of changes. The authors conclude, though, that it is difficult to empirically distinguish between OD and CM as there are no common indicators for each of the approaches to allow assessment of the effects of organizations and comparison across different organizational contexts.

Creasey et al (Creasey, et al., 2016) attempt to distinguish OD and CM in terms of *scope* (OD – the whole system; CM – specific project), *focus* (OD – the way the whole system functions; CM – how the individual employee can change his/her way of working) and *intervention* (OD – interventions that change organizational components of higher order, such as structures, systems, processes and relationships; CM – structured approaches to facilitate individual adoption of changes in processes, behaviors etc. of the individual employee). The authors also highlight overlaps between OD and CM in three areas: (1) the human aspect; (2) the criticality of the individual employee's role for the results and improvement in the organization, and (3) focus on improving the effectiveness of the organization, returns from change initiatives and synchronization of the individual employee's behavior with the strategic goals of the organization.

This study supports the view that the different theoretical lens to organizational change necessitate adjustments to the scope and focus. This may lead to different interventions and understanding of what the desired outcomes are and how to measure them. CM techniques are very helpful in structuring the activities and interventions for a given change projects. An OD approach would seek to identify the internal capabilities to implement change and lasting effects of the interventions in an organization.

Several contemporary theories and conceptual frameworks based in different scholarly traditions influence organizational change research and offer important insights. This study reviews some of them with no claims to be exhaustive. Resource based theory, dynamic capabilities framework and organizational ambidexterity have a significant influence on a large body of literature on organizational change and are summarized in this chapter.

Resource based theory focuses on the internal determinants of organizations' competitiveness and success (Eisenhardt & Martin, 2000). As such, it complements the view dominant in mid-20th century which explains success mostly through the industry structure and

environmental factors beyond an organization's control. Resource based theory views a firm's performance as a result of at least three forces: *own assets* of the firm, *competitors' assets* and *environmental constraints* (industry and public policy) (Conner, 1991). The resource theory is widely spread among researchers and practitioners, can be characterized as heterogeneous and encompassing different theoretical frameworks and perspectives, and is mostly associated with strategic management (Acedo, et al., 2006; Arend & Lévesque, 2010) and views the organization as a main source of sustainable competitive advantage (Arend & Lévesque, 2010).

The resource based theory roots can be traced back to the beginning of the 20th century when several authors – Edith Penrose, Paul Rubin – emphasized the relationship between a firm's performance and its specific capabilities to use and combine human, physical and reputational capital (Conner, 1991; Newbert, 2007). It is however formalized through several articles in the 80ies of the 20th century. Birger Wernerfelt (1984) and Jay Barney (1991) are among the first who independently of each other develop an explanation of competitiveness based on the firm resources. Other authors look at the resource based theory in the traditions of neoclassical microeconomics (describing the characteristics of resources that lead to inelastic supply and allow firms to exploit them in order to obtain economic gains) or evolutionary theories (how firms' capabilities change over time and what are the reflections of these changes on the competitive advantage) (Barney, 2001). The resource theory is based on two assumptions. First, firms in a given industry may be heterogeneous with regards to the strategic resources which they control. And second, these resources are hardly transferrable from one firm to another (imperfect resource mobility) thus the heterogeneity of firms may be lasting. Margaret Peteraf adds to these two conditions of heterogeneity and imperfect resource mobility two more – third, *ex post* restrictions to competition, and fourth, *ex ante* restrictions to competition (Peteraf, 1993).

Capabilities as a specific resource – source of competitive advantage that may be developed and kept within the firm – are explored in another concept of significant impact on organizational change: dynamic capabilities framework. The *dynamic capabilities framework* may be seen also as the link between two streams in resource-based theory: the resource-based approach and the knowledge-based approach (Acedo, et al., 2006). It seeks to explain why and how certain firms sustain a competitive advantage in a rapidly and unpredictably shifting environments (Eisenhardt & Martin, 2000). Thus the framework answers (Kraaijenbrink, et al., 2010) to some critiques who argue that the competitive advantage as defined in the resource based

theory cannot be achieved because the environment is changing constantly and this would lead to constantly changing, temporary competitive advantages.

The dynamic capabilities framework also has a significant impact on organizational change studies. This framework seeks the source of competitive advantage in the way organizations apply dynamic capabilities in order to produce new configurations out of the available resources (Eisenhardt & Martin, 2000). Many authors point at Teece et al paper (1997) as seminal for the development of the dynamic capabilities framework (Easterby-Smith, et al., 2009). While the concept closely relates to the resource theory it emphasizes the dynamics of capabilities and makes a connection to the mechanisms for implementing organizational change, strategic renewal, adaptation and growth (Easterby-Smith, et al., 2009) and considers the development of capabilities as a life cycle (Helfat & Peteraf, 2003).

Dynamic capabilities refer to “*the firm’s ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments*” (Teece, et al., 1997, p. 516) as well as to shape the environment (Teece, 2007), to specific and identifiable processes (Eisenhardt & Martin, 2000), routines (Barreto, 2010; Winter, 2003), as well as entrepreneurial abilities (Teece, 2007). Thus, dynamic capabilities themselves do not produce end results but help organize and use the firm resources to produce end results. Dynamic capabilities are associated with organizational change in contrast to ordinary, operational capabilities (Winter, 2003).

Dynamic capabilities may be similar across organizations. The way organizations apply them in order to respond to market dynamics and to shape the environment gives them competitive advantage and helps success. Dynamic capabilities refer to specific strategic and organizational processes and are rooted in three sets of sources: organizational factors, personal/team factors and environmental factors (Schilke, et al., 2018).

Another concept of interest in the end of 2-th century impacts organizational change studies – *organizational ambidexterity*. Ambidexterity research seeks to clarify how organizations balance two seemingly conflicting sets of goals and activities – exploration and exploitation. The notion that exploration and exploitation are distinct, contradictory by nature suggests they should be separated in time (consecutive periods of exploration and exploitation) or space (different units dealing with each of the activities). Later research calls for balancing instead of separating them

(temporally or structurally). Papachroni et al (2015) propose an integrated approach based on paradox theory which views the two sets of activities as complementary or interconnected poles. Luger et al (2018) also demonstrate empirically that such a combination and balance of the two seemingly contradictory sets of activities is possible and sustainable but the long-term effect on organizational performance depends on the environment. Gibson and Birkinshaw propose another concept – contextual ambidexterity: the behavioral ability to simultaneously achieve alignment and adaptability at the organizational unit level where a number of organizational context characteristics have a supporting role (incl. discipline, support, trust) (Gibson & Birkinshaw, 2004, p. 209). Thus, they are the first authors to formally propose an approach to balance the contradiction of the two goals which is different from the temporal and structural separation.

Several empirical studies confirm that in an uncertain environment organizational ambidexterity may lead to increased innovation activity, better financial results, and increased chances of survival (O'Reilly & Tushman, 2013; Raisch & Birkinshaw, 2008). Ambidexterity relates to profitable internationalization and has a positive impact on globalization processes (Vahle & Jonsson, 2017), it helps resolve contradictions that create internal tensions incl. comfort of the past vs. uncertainty of the future and exploration vs. exploitation (Nosella, et al., 2012), and is necessary for the long-term survival of organizations (O'Reilly & Tushman, 2013).

Duncan is often pointed at as the first author who uses the notion organizational ambidexterity in 1976 and suggests organizations use different structures to support the development and commercialization phases in the innovation cycle (Heracleous, et al., 2017). A seminal article of Tushman & O'Reilly though provokes significant research interest on the topic (Tushman & O'Reilly, 1996). They define organizational ambidexterity as “*the ability to simultaneously pursue both incremental and discontinuous innovation and change [that] results from hosting multiple contradictory structures, processes, and cultures within the firm*” (Tushman & O'Reilly, 1996, p. 24). Exploration refers to search, experimenting, variations and helps organizations to adapt and create new knowledge (Luger, et al., 2018), suggests autonomy and innovation, and is by nature inefficient, may results in many “bad” ideas (O'Reilly & Tushman, 2013). Exploitation refers to refinement, selection and implementation allowing organizations to increase operational efficiency (Luger, et al., 2018) and effectiveness (Vahle & Jonsson, 2017), associates with control and formality, reduction of variations (O'Reilly & Tushman, 2013).

Definitions of organizational change are also considered in this section of the dissertation. Authors on the topic use different starting points of analysis which determine the differences in understanding what organizational change is. Many definitions are based on *what changes*, such as strategy (Beer, et al., 2003), structure – new way of functioning of the organization (Weick & Quinn, 1999). Change also refers to the *process of institutionalizing new meaning* (Laurent, 1987) from the point of view of culture and organization as social constructs, shared meaning – that is, change is interpreted as changing organizational culture.

Organizational change more generally refers to *an empirical observation of difference in form, quality, or state over time in an organizational entity* (van de Ven & Poole, 1995, p. 512). Another often used definition of change sees it as *the narrative describing a sequence of events on how development and change unfold* (Van de Ven & Poole, 2005). Pettigrew et al (2001) suggest the change process to be described as consequential individual and group events, activities and actions that unfold in time and in a certain context. Research on organizational change still lacks deeper understanding of the dynamics and effects of the process, context, and time (Armenakis & Bedeian, 1999; Pettigrew, et al., 2001). Moreover, there is still no consensus on a single comprehensive organizational change theory (Sashkin & Burke, 1987) that explains why change occurs and what makes it effective (Grant, et al., 2002), nor on proven practices and recommendations that change agents may follow (Dunphy, 1996). Some researchers and practitioners (Sashkin & Burke, 1987; Schaffer, 2017) even argue that change managements – as well as organizational development – are in essence part of managerial activities and thus should not be treated and studied as a separate, unique phenomenon.

Organizational change in this dissertation is defined as a complex of individual and collective events, actions and activities which unfold over time and in a given context, and lead to observable differences in form, quality, or state of a certain organizational unit. Organizational change is distinguishable from daily, operational activity in the organization. The change process has an impact on the operational activity. Often, this impact is negative in the short term (disruptions in the operational activities) while in the long term it may be either negative (when change is unsuccessful) or positive (when change is successful).

After clarifying what organizational change is, one of the most significant questions is what causes it – which internal and external factors force an organization to change. the answer to this question leads to new questions – is change reactive or proactive, what types of

interventions could help it succeed, which organizations are cope more successfully with change and why, what are the short-term and long-term outcomes and how to make them sustainable.

Whether organizations can manage change in order to obtain the desired outcomes is addressed by numerous studies. Despite the large body of change management models, Elrod II and Tippett (2002) argue that all of them largely follow Kurt Lewin's three steps model (Lewin, 1947). The authors also highlight a number of challenges including preventing a return to the pre-change behavior; sustaining the new, desired behavior; minimizing the negative effects of the transition; ensuring better (or at least not worse) performance as a result of the change. From this perspective, the research interest in resistance, respectively readiness to change is easily explained.

Organizational change manifests as often overlapping events which might be revolutionary or evolutionary. Leaders in the organization may identify, direct and/or manage these events. A guiding principle in studying change and formulating recommendations should be the continuous focus on long-term development and sustainability prospects while not jeopardizing the short-term performance.

The second section *1.2. Organizational capacity for change* reviews its nature and characteristics. The capacity of organizations to change may be seen as a source of competitive advantage. It helps the survival in dynamic markets and in an environment of rapidly changing technological, social and political factors, consumer preferences, increasing requirements with regards to environmental protection and corporate social responsibility practices. Capacity for change from the dynamic capabilities and organizational ambidexterity lens would require defining the capabilities and how they should be used in order to ensure long-term competitive advantage without compromising short-term performance and results of the organization. These capabilities can be rooted in both organization and personal/team factors, and could facilitate both reactive and proactive change.

A large body of literature on change management seeks to derive guidelines, to prescribe a sequence of steps in the implementation of a specific change initiative. Resource based theory points at the internal capabilities and how they should be studied and developed, enhanced in order to allow the organization to implement multiple changes that may often overlap in time or

even pursue conflicting goals. Implementation of changes should help achieve long-term goals without compromising short-term, operational performance.

In an attempt to integrate the common themes in previous research and to build on organizational capacity for change literature, this dissertation suggests the following definition:

Organizational capacity for change is a dynamic capability that aims to respond (proactively or reactively) to fast changing (internal or external) environment, to align and sustain multiple changes and result in high organizational performance in the long term.

The literature review results in identification of 11 factors or organizational capacity for change: *clear vision* (goals); *organizational flexibility* (structure); *reward systems*; *climate* (for cohesion); *trust* (in the leader); *previous experience with change*; *distributive justice*; *participation* in decision making and implementation of previous changes; *learning organization*; *leadership*.

This study formulates two hypotheses on the relationship between OCC factors and adaptability, as well as better performance compared to the competitors:

H1. The factors of organizational capacity for change influence positively and directly the adaptability.

H2. The factors of organizational capacity for change influence positively and directly the organizational performance.

CHAPTER TWO: EMPIRICAL RESEARCH RESULTS AND ANALYSIS

Chapter Two is structured into three sections that present the methodology, analyses of empirical data and obtained results.

The first section *2.1 Methodology* substantiates the methodological choices and decisions taken in the course of planning and conducting the research. It presents the research hypotheses and models (see Figure 1 and Figure 2 above) as well as the indicators used to measure the independent and dependent variables. The procedures for testing and conducting the empirical research are discussed.

The second section 2.2. *Empirical Data Analyses* describes the sample, the analyses performed, and the results obtained. During the empirical data collection period, a total of 204 valid, filled-in questionnaires were received.

Respondents' profile:

- *Sex*: 40 % male, 60% female;
- *Age*: 74% aged under 40, the youngest respondent is aged 21, the eldest - 65;
- *Education*: the majority of the respondents have university education (bachelor or master degree). Only 5.4% of the respondents have secondary education. Respondents with the highest degree (doctor) are also few – 4.9%;
- *Experience in the organization*: the majority of the respondents (63%) work in the current organization less than 5 years. The respondent with shortest experience in the organization reports 1 month, and the longest – 40 years;
- *Job position*: 58% of the respondents do not hold a managerial position (employees). Members of the top management team (incl. executive director or deputy, member of the management board) comprise 7% of the respondents

Organizations' profile:

- *Main activity*: 53% of the respondents work for an organization in the services sector, followed by manufacturing – 26%. Construction is least represented in the sample;
- *Size*: most of the respondents (57%) work for large organizations. This study employs only the “number of employees” criteria to define the size of the organizations – i.e. over 250 employees. За определяне размера на организациите е използван единствено критерий „брой заети лица“;
- *Ownership*: по-голяма част от изследваните лица работят в изцяло частна организация (66%) или в такава със смесена, преобладаващо частната собственост (20%). 14% от изследваните лица работят в организация с изцяло държавна собственост. Анкетата дава още един възможен отговор („смесена, с преобладаващо държавно участие“), който не е отбелязан от нито едно изследвано лице;

- *Ownership origin*: as per the ownership origin, the organizations represented by the respondents are approximately equally divided. Organizations with full or predominantly Bulgarian ownership make up 44.6% of the sample, while those with foreign or predominantly foreign – 55.4%. Organizations with fully Bulgarian ownership prevail (39.7%), followed by those with fully foreign ownership (30.9%);
- *Markets*: nearly half of the organizations represented by the respondents in the sample offer their products primarily on the local, Bulgarian market (45.1%). Mostly offering on regional markets (Bulgaria and neighboring countries) are 14.2% of the organizations; on European markets (EU member states) – 14.7%, and global markets (non-EU countries) – 26%.

As such, the sample profile gives reasons to claim its suitability for the purposes of this study. The distribution along the demographic dimensions of the respondents gives a sufficient breadth (by age, sex, education, experience in the organization and job position) and could serve the needs of studying their opinions.

The distribution along the demographic dimensions of the organizations (represented by the respondents) also gives a sufficiently broad scope and thus a certain level of confidence that the study results would cover to a satisfactory degree the different types of organizations in Bulgaria (by sector, size, ownership, ownership origin and domestic/export orientation). A comparison of the sample's demographic characteristics to the national Statistical Institute data for 2020 (HCU, 2022) manifests some similarities and differences. Regarding the economic activity, the sample here overrepresents services sector and underrepresents manufacturing (28%) as compared to the structure of employment in the Bulgarian economy. The sample also overrepresents the large enterprises and underrepresents the micro enterprises.

This section describes the analyses performed to analyze the data: (a) factor analysis to extract the least number of possible factors that explain the structure of the measured variables; (b) reliability tests as a second step only for the extracted factors and the two dependent variables; (c) two multiple regression analyses to test the hypotheses and the influence of the extracted OCC factors on adaptability and organizational performance. The conditions required for the applicability of the above analyses are explored. Four of the initial 204 observations were excluded as outliers. Thus, the results are obtained on a sample of 200 observations.

The factor analysis extracted six factors which include 20 of the 39 indicators included in the questionnaire. Data is suitable for the model (KMO = 0.875) and the model is significant (Sig. = 0.000). The weights and significance of the factors are reviewed in order to assess the validity. All indicators that remain in the model have weights >0.7 except for one indicator of the fourth factor (Q16 with 0.682 which is close to the border value of 0.7). communalities coefficients of all indicators are above 0.5. The extracted six factors explain 77.4% of the dispersion.

The extracted factors are renamed in a way that corresponds to the largest possible degree to the original indicators and factors. The names of the extracted factors are as follows: F1: Leadership, F2: Valence; F3: Organizational Flexibility; F4: previous Experience with Change; F5: Climate (for cohesions) and F6: Goals for Improvement (vision).

The reliability tests of the six OCC factors show that Cronbach Alpha can be improved by excluding two indicators – one for F1 and one for F2, respectively. The results of the reliability tests confirm that the indicators included measure correctly the extracted factors. One of the factors (F4: Previous Experience with Change) showed Cronbach Alpha (0.651) lower but close to the acceptable level (0.7) and thus was left as part of the OCC factors. The reason for this decision is the research interest and indications from the literature review that the experience of organizational members with change (incl. their participation) relates to the way they interpret changes. Due to this compromise with lower Cronbach Alpha, subsequent findings regarding this factor should be interpreted with some degree of caution.

The results of the factor analysis and reliability tests for the six extracted factors are presented in Table 1.

Table 1: Organizational Capacity for Change – Factors and Indicators

Factors and indicators	Mean	S.D.	Item Loading	Communality	Cronbach's Alpha
F1 Leadership					0.956
Q34: My manager treats staff as individuals, supports and encourages their development	4.19	1.034	0.902	0.855	
Q37: My manager encourages thinking about problems in new ways and questions assumptions	3.90	1.185	0.886	0.820	
Q36: My manager fosters trust, involvement and cooperation among team members	4.11	1.093	0.886	0.814	

Q35: My manager gives encouragement and recognition to staff	3.93	1.12 7	0.873	0.813	
Q39: I respect my manager for being highly competent	4.22	1.05 2	0.868	0.794	
Q38: My manager is clear about his/her values and practices what he/she preaches	4.01	1.14 0	0.856	0.784	
Q33: My manager communicates a clear and positive vision of the future	3.92	1.13 8	0.784	0.719	
F2: Valence					0.790
Q19: Generally, previous changes led to my increased feeling of accomplishment	3.23	1.10	0.838	0.803	
Q18: Generally, I earned higher pay from my job after previous changes	2.87	1.21	0.822	0.709	
F3: Organizational Flexibility					0.834
Q3: The organizational structure in our organization allows managers to make changes quickly	3.41	1.29	0.905	0.861	
Q4: It is easy to change procedures in our organization to meet new conditions	3.22	1.27	0.865	0.825	
F4: Previous Experience with Change					0.651
Q25: I personally participated in the implementation of previous changes	3.16	1.27	0.744	0.676	
Q24: (R) Management did not give me a chance to express my concerns when making decisions for previous changes	3.41	1.26	0.703	0.610	
Q16: Our unit is usually successful when it undertakes all types of changes	3.75	1.07	0.682	0.639	
F5: Climate (for cohesion)					0.880
Q9: When I need help, I can ask my colleagues	4.54	0.76	0.895	0.896	
Q10: In my work group, we have a good level of cooperation	4.42	0.91	0.894	0.903	
F6: Goals for Improvement					0.840
Q2: We need to improve our effectiveness by changing our operations	4.54	0.76	0.919	0.862	
Q1: We need to change the way we do some things in our organization	4.42	0.91	0.901	0.865	

(R) means reverse item

The two dependent variables are also subject to reliability tests.

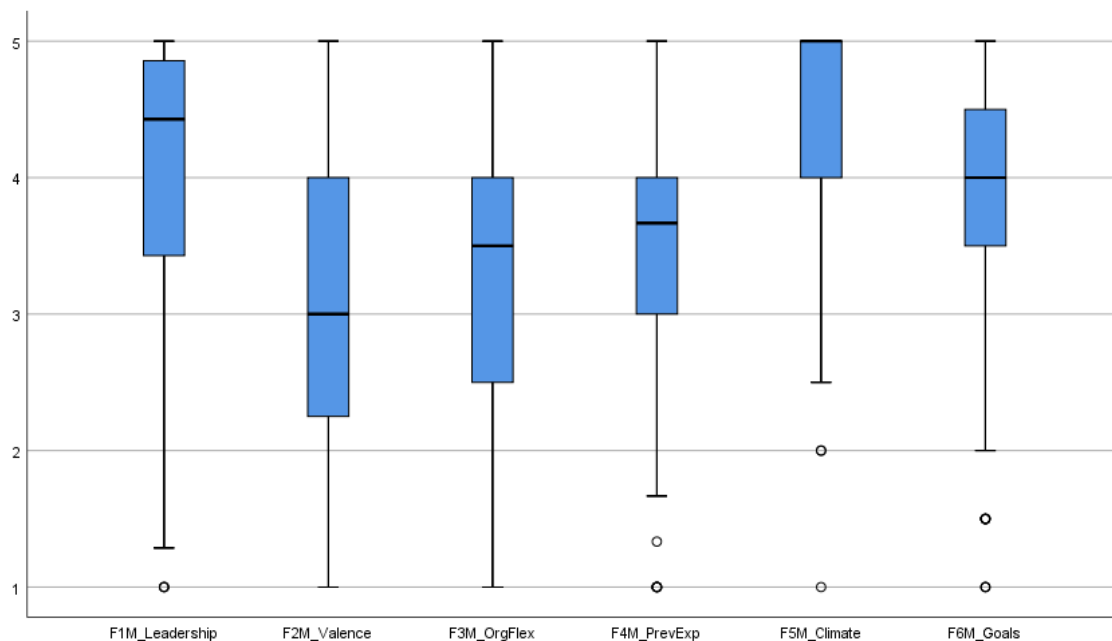
Adaptability: The reliability test required the exclusion of one indicator (Q40). The remaining two indicators show Cronbach Alpha 0.861 which is satisfactory and allows further analyses. Limitation of the dependent variable Adaptability in this case is that it is measured by only two indicators.

Organizational performance: The reliability test confirms the originally used scale as suggested by Judge et al (2009). The Cronbach Alpha (0.858) in this sample is slightly lower than the level reported by Judge et al (0.93) but is still satisfactory and allows further analyses.

The analyses of the extracted OCC factors give a non-representative snapshot of organizations in Bulgaria covered by the sample, with the level of analysis being individuals (respondents). The six factors align with the literature review and conclusions. Four of the factors that were included in the questionnaire were not confirmed (and part of the indicators of two of them construct a new factor).

The description of the results for the extracted factors as assessed by the respondents is depicted on Figure 3. The Dissertation discussed in more detail the results for each of the factors. The correlation of each of the factors with the control variables are investigated (Cramer's V)

Figure 3: OCC Factors – Assessed Levels



Source: own research

The influence of each of the OCC factors (six independent variables) on each of the dependent variables (adaptability and organizational performance) is tested by two separate multiple regression analyses with stepwise criteria for inclusion (Stepwise; Criteria: Probability-of-F-to-enter $\leq 0,050$, Probability-of-F-to-remove $\geq 0,100$). The stepwise approach aims to identify those control variable that have an influence on each of the dependent variables. Next, hierarchical regression models are constructed starting with the OCC factors and then adding the control variables which are statistically significant for the respective variable (again with a stepwise approach).

The Multiple regression analyses give grounds to partially confirm the two research hypotheses:

H1. *The factors of organizational capacity for change influence positively and directly the adaptability.* Model 2 (adjusted $R^2=0.510$) shows that three of the OCC factors – F1: Leadership ($p<0,1$), F3: Organizational Flexibility ($p<0,05$) and F4: Previous Experience with Change ($p<0,05$) – have a positive and direct influence on *Adaptability*. The relationship is linear and average, typical (Ferguson, 2009; Schober, 2018). *Private Ownership* of organizations also has a direct and positive influence on Adaptability. 51% of the dispersion of the dependent variable Adaptability can be explained through the dispersion of the six independent variables and one control variable. VIF and Condition Index values show that the model lacks multicollinearity.

H2. *The factors of organizational capacity for change influence positively and directly the organizational performance.* Model 2 (adjusted $R^2=0.342$) shows that three of the OCC factors – F1: Leadership, F2: Valence, and F4: Previous Experience with Change – have a direct and positive influence on *Organizational Performance*. The relationship is linear and average, typical (Ferguson, 2009; Schober, 2018). *Large organizations* have a direct and positive influence on Organizational Performance. 34.2% of the of the dispersion of the dependent variable Organizational Performance can be explained through the dispersion of the six independent variables and one control variable. VIF and Condition Index values show that the model lacks multicollinearity

The remaining two factors of the organizational capacity for change – F5: Climate (for cohesion) and F6: Goals for Improvement (vision) are not statistically significant in the context of this study (sample). They do not influence any of the two dependent variables.

The third section 2.3. *Summary and Discussion* presents the outcomes of the study. The resulting models are depicted in Figure 4 and Figure 5.

Figure 4: OCC and Adaptability – Resulting Model 1

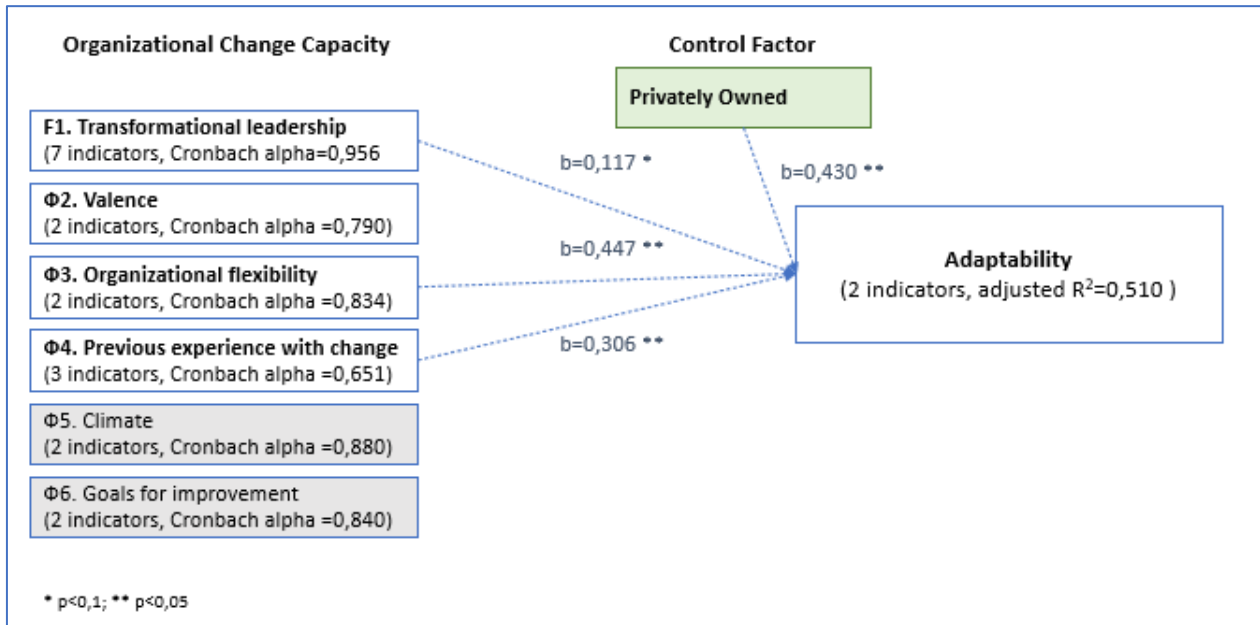
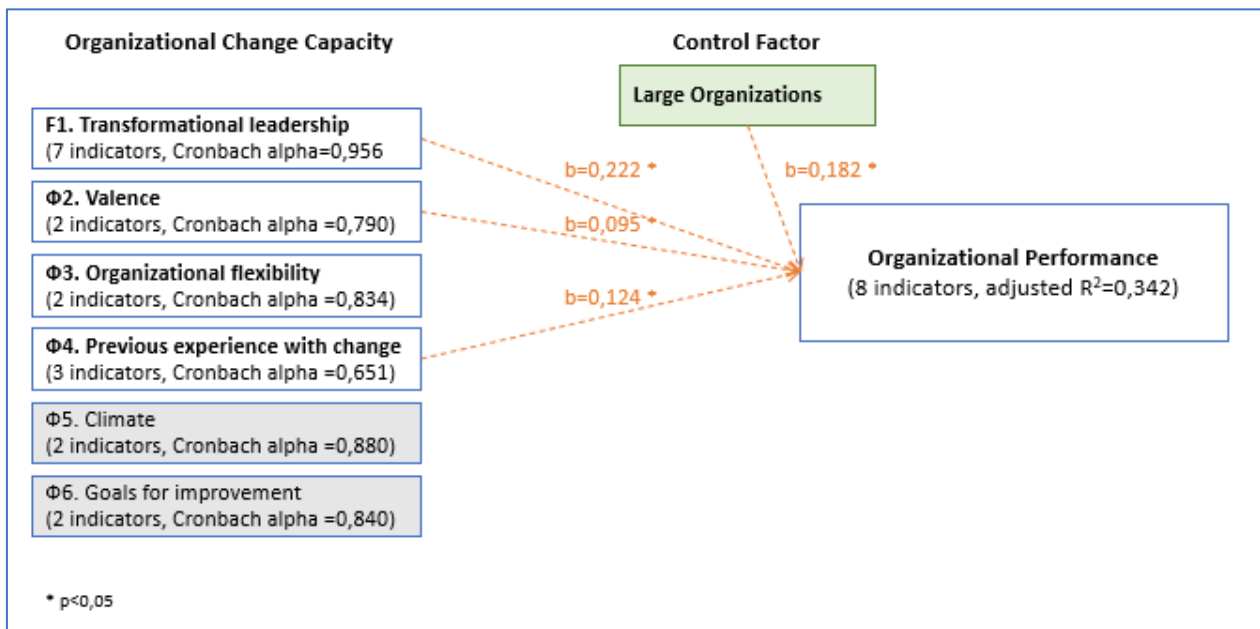


Figure 5: OCC and Organizational Performance – Resulting Model 2



The influence of four of the extracted factors on Adaptability and Organizational performance confirms the literature review findings on organizational change and in particular on organizational capacity for change.

Leadership, as expected, has a significant role in the organizational capacity for change. transformational leadership is among the factors often highlighted in literature to positively influence the success in implementing specific change initiatives. It also has an impact on the capacity for change in an organization, seen as the capability to implement multiple change and not only a specific one. Multiple regression analyses show that *leadership influences positively both dependent variables – Adaptability ($p < 0.1$) and Organizational Performance ($p < 0,05$).*

Valence, or the personal benefit that employees perceive from organizational change, is also expectedly an important factor of the organizational capacity for change. Several change management models point at the need to explain change in a way that on the one hand shows the need for it, and on the other – the personal benefits to employees. Accordingly, the awareness of these benefits is expected to increase the employee support. Multiple regression analyses show that *valence influences positively the dependent variable organizational performance* but does not influence the other dependent variable (adaptability).

Previous experience with change reflects the participation of employees in implementing previous changes, the opportunity they had to express their opinion as well as the perceived success or failure in their organizational unit. Positive previous experience – seen as participation and success of previous changes – is also amongst the OCC factors. It influences both the support for future changes and the confidence that the unit (organization) may implement these successfully, that the employee will have the opportunity to express his/her attitude and to take an active part in the implementation. Participation in planning and implementing changes is amongst the first factors derived in literature as contributing to change success (Coch & French Jr., 1948). Often, change management models emphasize the need to actively involve employees in the process. Multiple regression analyses show that *previous experience with change influences positively both dependent variables – adaptability and organizational performance*. It is however important to note that the factor previous experience with change shows a lower than usually acceptable Cronbach Alpha (0.651) and thus the results should be interpreted with caution.

Organizational flexibility reflects the susceptibility of the organizational structure to modifications thereby to facilitate (and not hinder) organizational change. The organization demonstrated capacity to change through flexibility of its structure which allows managers to make changes quickly and in response to shifts in the environment. Such flexibility allows the organization to change in response to environmental dynamics, to adapt. Multiple regression analyses show that *organizational flexibility influences positively the dependent variable adaptability* but does not influence the other dependent variable (organizational performance).

Two of the extracted factors of organizational capacity for change do not have a statistical significance to the dependent variables in this study. These factors are climate and goals for improvement.

Climate refers to employees' perception of cohesion in their unit. Cohesion, as referring to the employees' perception that they can ask for help when needed and rely on their peers' cooperation is expectedly related to the capacity of an organization to not only carry out daily, operational activities but also more demanding change-implementation activities. The lack of statistically significant relationship between *climate* and *adaptability*, as well as *organizational performance* as suggested for this study's sample would require further investigation.

Goals for improvement refers to the awareness of the need to change in order to improve effectiveness of the organization. Clear goals are usually among the prerequisites to mobilize support to implement changes. Such goals also provide a baseline against which to measure change success. As part of the organizational capacity for change, goals for improvement may be interpreted as an expression of the continuous pursuit of improvement. Along these lines, however, the exclusion of the indicators of organizational learning factor needs to be mentioned. The constant pursuit of improvements is expected to be accompanied by appropriate mechanisms and incentives that mediate and promote learning at individual, group and organizational levels. The lack of statistically significant relationship between *goals for improvement* and *adaptability*, as well as *organizational performance* as suggested for this study's sample would require further investigation.

Testing the research hypotheses focuses the attention to the two dependent variables – adaptability and organizational performance. The results summarized below may help outline the profile of highly adaptive organizations and organizations that excel in their performance as

compared to their competitors. These conclusions may be used for further research at the organizations level to seek confirmation and formulation of recommendations for improvement.

Adaptability is directly and positively influenced by the factors leadership, organizational flexibility and previous experience with change. one of the control variables – ownership – also has direct and positive influence on it. The results of the analysis on the sample covered in this study indicate that private organizations in which transformational leadership is observed, where structure and procedures are flexible and the members have been directly involved in planning and implementing previous changes, assess their adaptability higher.

These conclusions align with the argument that organizational ambidexterity may be achieved by creating a context that encourages individuals to make their own judgements with regards to allocation of their time and efforts between the conflicting activities of alignment and adaptability (Gibson & Birkinshaw, 2004). A parallel can be drawn to a recent study amongst 40 dairy companies in Bulgaria conducted by Maximova (2020). The author highlights several elements of the “organizational software” which support the adaptability of organizations, including:

- „Focus on improving and developing the resources that reflect relationships (with distributors, suppliers, consumer trust and loyalty, image);
- Orientation towards – and practical realization of – innovation;
- Match between strategy requirements and rewards system;
- Staff loyalty;
- Management understanding of the reasons for success, respectively failure” (Maximova, 2020).

Identifying the factors that influence organizational ambidexterity is still at its early stage, and endogenous factors need to be further explored (Luger, et al., 2018). Vahlne and Jonsson (2017) for example analyze the internationalization of Volvo and IKEA from the ambidexterity point of view. They conclude that the dynamic capability ambidexterity “*is evolving over time, ... relying upon experiential learning by progressing in small steps while coping with uncertainty*” (Vahlne & Jonsson, 2017, p. 69). Both cases analyzed involve organizational changes that accompany the development of ambidexterity. Although experience and participation in previous

changes was not extracted as a separate variable, the study refers to leadership style and the encouragement of employees to experiment.

The role of leadership and organizational flexibility are also brought out in other empirical and theoretical contributions on ambidexterity. Nosella et al (Nosella, et al., 2012) summarize the following factors that influence ambidexterity – formal and informal structural mechanisms, organizational culture, context and characteristics of the managers. Raisch and Birkinshaw (2008) also discuss leadership as one of the significant organizational factors. The role of leaders and leadership values is a recurring topic in many studies.

The results obtained give grounds to suggest that participation and experience with change may be seen as an additional characteristic of the context as defined by Gibson and Birkinshaw (stretch, discipline, support and trust). This conclusion aligns with previous research. The assessment of the change process (the way it was implemented before) is amongst the factors that influence the individual reactions of employees (Oreg, et al., 2011). This assessment depends on the personal involvement of the employee in the process of deciding and implementing – an argument widely supported in organizational development literature since the seminal experiments of Coch and French (1948). Previous experience with change is often discussed in the context of readiness for change and planned change success. Many empirical studies discuss the implications of previous experience on the studied change initiative (Lausier, et al., 2020) although the link to organizational ambidexterity (and in particular adaptability) is often not explicitly addressed.

Organizational performance is influenced directly and positively by the factors leadership, valence and previous experience with change. one of the control variables has statistically significant influence – size of the organization. The results of the analysis on the sample covered in this study indicate that large organizations where members assess leadership as rather highly transformational, see the personal benefits (valence) and have been directly involved in planning and implementing previous changes, assess their organization's performance higher compared to the competitors.

CONCLUSION

This chapter concludes and recapitulates the dissertation achievement. The limitations and main contributions are presented, as well as directions for future research.

IV. CONTRIBUTION SUMMARY OF THE DISSERTATION

- 1) Empirical and theoretical research on organizational change are systematized and a definition of organizational capacity for change is proposed. Based on these, the factors of capacity for change are derived;
- 2) An author's instrument for assessing the organizational capacity for change is proposed and tested in an empirical study. The empirical study gives a snapshot of organizational capacity for change of organizations in Bulgaria with different sectoral and demographic profile;
- 3) The relationship between the extracted OCC factors and adaptability and organizational performance is revealed. The research findings confirm the influence of three factors (leadership, Organizational flexibility and previous experience with change) on adaptability, as well as of three factors (leadership, valence and previous experience with change) on organizational performance;
- 4) This study results further confirm two of the scales used: (a) GTL for measuring transformational leadership, and (b) organizational performance scale in a different national context (in this case – Bulgaria);
- 5) The practical significance of the obtained results is demonstrated in the formulation of guidelines for assessment and development of the organizational capacity for change.

V. PUBLICATIONS ON THE TOPIC OF THE DISSERTATION

- 1) Младенова, И., 2021. Роля и приложимост на конструктите „готовност за промяна“ и „капацитет за промяна“, Икономически и социални алтернативи, 27(4), стр.:30-38, doi:10.37075/ISA.2021.4.03
- 2) Mladenova, I., 2021. Organizational capacity for change: Developing and testing an instrument for assessment, Сборник доклади от XIX Международна научна конференция „Мениджмънт и инженеринг‘21“, стр.:175-180, ISSN (print):1314-6327
- 3) Mladenova, I & Shalamanov, V., 2022. Institution Building and Change Management Framework for ICT/Cyber Collaborative Network Organizations, Годишник на Софийския университет, Стопански факултет, том 21, ISSN (print):1311-8420
- 4) Mladenova, I. (2022), Adaptability of Organizations during Turbulent Times – Evidence from Bulgaria, Сборник доклади от XX Международна научна конференция „Мениджмънт и инженеринг‘22– *accepted, in print*

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