Role of Sense-Making between Organizational Change and Change -Supportive Intentions in Contemporary Work Environments

Saira Bhatti[1], Dr. Zara Tahir[2], Dr. Zunnoorain Khan[3], Dr. Gul Bahar[4]

Abstract

Organizational change has many influences and consequences but existing literature has left many gaps regarding change-supportive intentions as what those people intents about their work that face organizational change. This study is aimed at filling the gap and enhances the existing research of organizational change. A framework comprising of the social cognitive theory is developed and empirically tested using a time-lag research design. Data have been collected from 330 employees using convenient sampling (from public hospitals in Pakistan). The results indicate that change-supportive intentions does not occur because of the hypothesized precursor (organizational change) and that the underlying mechanisms (sense-making) delineated in this research positively and significantly affect intentions of employees. The added significance of the study is its relevance for practitioners with opportunities to manage the factors affecting organizational change and its relationship with employees' outcomes through appropriate interventions to improve the outcomes. The current study have multiple implications including managerial, academic, economical and social implications. The present study would not only foster change supportive-intentions of an individual employee but it will also impact on increasing the satisfaction level in changing routines post COVID-19 that will ultimately lead towards a better society. When an organization will provide adaptability culture to its employees, it would ultimately lead them towards managing the organizational change occurring due to COVID-19. The study opens new roads of research for further research with regard to the study of organizational change and outcomes additionally with exploring moderator to strengthen the relationship between organizational change and employee related outcome.

Keywords: Human resource management, Healthcare sector, Organizational change

1. Introduction

The COVID-19 pandemic has drastically changed the way we conduct our lives and work (Gupta *et al.,* 2021). The world needed to swiftly adjust to this new reality, which included many of us working from home, attending school online and evading people (Pilipenko *et al.,* 2022). The epidemic acted as a wake-up call for businesses, illustrating the necessity for change-supportive intents in the face of unforeseen and unexpected transformation (Cameron and Green, 2015). Organizations can endure even the most challenging circumstances and come out stronger by placing a high priority on adaptability and resilience (Kaplan *et al.,* 2018). As the world is progressing it is becoming clearer that organizations must adopt organizational transformation within the context of globalization. It is critical to make timely organizational changes since the world is evolving quickly that is heating up the competition among businesses for market supremacy. Each company is attempting to adjust to the new environmental circumstances and secure a dominant position in the marketplace. An organization that overlooks environmental variability and organizational change will fail (Birkinshaw and Gibson, 2019). It is a reality of the time that an organization must adapt in order to overcome a crisis and succeed (Tidd and Bessant, 2020). Researchers have studied organizational change and employee responses to change for over 70 years (Mühlemann *et al.*, 2022; Oreg *et al.,* 2011). The focus point of the researchers in the past research was on the viewpoints of the employees (Oreg *et al.*, 2018). Scholars continued to acknowledge the quickly escalating constant complexity and rapid rate of change, making it vital for HRM professionals to maintain pace and build unique research ideas from this firm base (Bamber *et al.,* 2017). The need for new research efforts by HRM professionals is highlighted by different scholars to meet the rapidly constant changes and complexity (Morin et al., 2016; Straatmann *et al.,* 2018; Wee and Taylor, 2018). However, the new normal after COVID-19 was a completely unexpected change for everyone and it opened many research avenues to explore.

The COVID-19 pandemic was indeed a global shock that caused disruption in the ways of the people early work routine (Barai and Dhar, 2021). As an attempt for reduction of the virus rapid spread most countries introduced social distancing measures. Situation forced the organizations to adapt new ways of doing work and organization of workflow differently than the past such as working from home where all communication and interactions shifted from physical locations to home settings between colleagues, employees and customers (Mihalache and Mihalache, 2022). None of this was ever experienced by anyone before and a lot of support, motivation and push were constantly required by personnel to make sense amidst the chaos the whole world was going through.

In past researchers emphasized the need to look at the significance of identifying antecedents to change reactions in Human resource management such as employees' past judgments impact on change (Rafferty and Restubog, 2017). Still a lack of research exists in the contextual factor of the current work scenario. For instance what causes major change in policies and procedures of the organization practices appears to be ignored in the research. Past

---

[1]Faculty of Management Sciences, International Islamic University, Islamabad
[2]Faculty of Management Sciences, International Islamic University, Islamabad
[3]Corresponding Author, Faculty of Management Sciences, City University of Science & IT, Peshawar, Email:zunnoorainkhann@gmail.com
[4]Department of Management Sciences, COMSATS University, Islamabad

literature has demonstrated the necessity of anticipating how change may affect personnel as it is a very essential area for HRM practitioners for research so that better support environment could be provided (Fugate *et al.,* 2002; Smollan, 2017). Drastic organizational unexpected changes make employees to mold themselves so that they can adjust in the swiftly changing work practices, working places and culture (Rafferty and Restubog, 2017). COVID-19 pandemic urged the need to understand the employees experience related with the changes at work and complications faced in the organizations to survive in constantly changing work environment (Jesuthasan *et al.,* 2020).

Organizations go through different types of changes throughout their life cycle. These changes range from structured changes programmed in response to issues and decision making as well as radical changes which leave everyone in a state of shock for being unexpected and sudden (Cameron and Green, 2015). The ways to cope with such changes are not usually calculated (Shaw Bonds, 2018). An example of a sudden unexpected change in the present situation is of the COVID-19 pandemic. Due to the threat of pandemic government of Pakistan also devised different restrictions where many employees are required to work from home. The change in organizational working pattern brought an unusual change in organizational experience. The unexpected and unplanned change in organizations due to COVID-19 pandemic became reason of changes in employees as well, and it became vital to explore sense-making process to understand the employees' responses.

Many studies have been conducted in the domain of employee's sense-making. Employees' ability to make sense of novel situations has been linked to different organizational features (Maitlis et al., 2013). In past studies sense-making was linked with different outcomes such as strategic change (Rerup and Feldman, 2011), organizational culture (Harris, 1994), innovation (Dougherty *et al.,* 2000) and overall organizational performance (Thomas et al., 1993). Prior research also found some triggers for the process of sense-making (Al-Abrrow *et al.,* 2022; Aidman *et al.*, 2015). One study acknowledged that sense-making happens in times of discrepancy (Louis, 1980). Situations of ambiguous and uncertain things trigger sense-making as well. In this study how employees' sense-making is triggered by the organizational changes post COVID-19 pandemic has been studied.

This research tried to make a new effort by using the variable of change-supportive intentions with social cognitive theory with sense-making that is a complete novelty addition. In literature change-supportive intentions is tested by using theory of planned behavior (Ajzen, 1991). The current study has extended the framework of social cognitive theory (Bandura, 1986) by examining the impact of organizational change on employee's change-supportive intentions through sense-making and exploring the moderating effects of organizational culture (adaptability culture).

The main researched variables of a study consisted of different types of change variables where the impact of change-related variables like attitude related with change, change-related perceived behavioral control and subjective norms related with change were tested on change-supportive behavior through the mediation path of change-related attitude. Directions for future in the study asked to give more attention towards contextual and cultural influences to better understand how relevant they are in formatting of change-supportive intention and behavior (Ahmad *et al.,* 2021).

A recent study showed extensive description of changes that occurred at work for in the US, New Zealand and Australia. For the future researchers they recommended to further investigate different links between change-related emotions, change-types, capability of change development related to response of employees for change (Brazzale *et al.*, 2022).

A research explored different facets of sense-making consisting of taking notice, making meaning of the situation, and taking action. They further directed scholars to consider the situation of pandemic as an unexpected event consenting of unprecedented magnitude, duration, and reach, to widen the methods used and also explore different theories to study sense-making (Christianson and Barton, 2021).

It was stated in a latest research in terms of the pandemic to bring to light seldom studied professionals that play critical roles in their organizations to investigate sense-making. The study suggested an investigation about the sense-making of day care workers, grocery store employees, teachers, delivery drivers and small-business owners, public health nurses, restaurateurs and community organizers (Christianson and Barton, 2021).

In an attempt to better comprehend how sense-making and change-supportive intents interact with each other while organizational change occurs, this study is going to look at adaptability culture as a moderator. We study how workers' intentions to support organizational change are determined by their sense-making processes, as well as how this interaction is molded by the organizational culture of adaptability, by relying on social cognitive theory. The following study questions are specifically what we want to respond: (1) In the context of organizational transformation, how does sense-making promote change-supportive intentions? (2) How does adaptation culture improve the connection between making sense and the will to support change? By evaluating the roles of sense-making and adaptation culture in employee's intents to support change and by providing useful implications for organizations seeking to manage change effectively, this study seeks to add to the body of knowledge on organizational change.

Social cognitive theory and the area of organizational transformation both benefited substantially from the study's theoretical contributions. This study advances to the body of knowledge about the mechanisms behind staff

responses to change by examining the association between sense-making, change-supportive intentions, and adaptability culture. The study develops a theoretical framework to explain the elements that affect employees' intentions to support change and sets the groundwork for more research in this domain. The study specifically extends to the literature on social cognitive theory by extending its principles to the context of organizational change and by illuminating the ways in which these notions may be utilize to understand the principles behind workers' reactions to modifications. Additionally, the investigation enhances the body of knowledge on organizational culture by highlighting the significance of adaptability culture as a moderator of the link between sense-making and change-supportive intents. The study thus presents insights into the ways in which organizational culture may influence workers' responses to transformation and how this effect might be used to attain positive results during change projects. Overall, the theoretical contributions of this study enable a greater awareness of the variables that affect employees' intentions to support change and lay the groundwork for further study in this area.

For organizations trying to cope with change successfully this study's practical contributions are very crucial. Organizations can establish methods that foster successful outcomes during efforts to change by acknowledging the factors that affect workers' intentions to support change. The study offers beneficial guidance on how firms may foster an atmosphere that is flexible, which can assist to moderate the link between sense-making and change-supportive goals. Several methods, including as developing leaders programs, communication techniques, and training courses, can be utilized to achieve this. The report additionally stresses how crucial it is to offer workers the tools they need to cope with change, including straightforward and truthful communication, feedback requests, and dialogue-promoting environments. By doing so, organizations could boost employee support for change efforts and help them establish a sense of trust in the change process. Overall, the practical implications of this study suggest that organizations can support successful outcomes during attempts to change by concentrating on the variables that affect employees' intentions to support change and utilizing these variables to foster an adaptable and change-ready culture.

2. Theoretical Background

The social cognitive theory may be employed to boost the proposed model by highlighting how employees' cognitive processes determine how they react upon organizational change. According to the idea, sense-making processes among employees have a major effect on how they respond to change and get influenced by a number of cognitive and external factors. According to the suggested model, a key factor that affects how individuals make sense of the surroundings is organizational transformation. This implies that how an employee perceives and interprets a change will affect how they react to it. The model also suggests that adaptability culture moderates the link between organizational change and sense-making. This indicates that when employees believe there is a strong culture of adaptation inside the organization, the link between organizational change and people' reactions is more powerful. In general, the suggested model offers a framework for explaining the mental operations that indicate workers' reactions to change and emphasizes the crucial role of sense-making and adaptation cultures for assessing these responses. The study might provide a deeper comprehension of the cognitive mechanisms underlying workers' responses to change by integrating the social cognitive theory to this model. It may also provide insights into the ways in which organizations may encourage successful outcomes during change efforts. Social cognitive theory states that the triadic structure of behavior, personal factors and environmental factors reciprocally determine one another. When organizational change as an environmental factor will be imposed on an employee he will have change-supportive intentions; as social value judgments base employees' behavior and as stated above 27% of variance in behavior is alone explained by the intention. The SCT states that employees' intentions to support change are primarily dependent on how they chose to perceive the appropriate changes. When employees have sense-making, they will try to cope up with the situation they are facing; it will ultimately lead them towards gaining change-supportive intentions. Social cognitive theory explains behavioral, cognitive and other personal factors combining with the environmental happenings as psychological functions, as these determinants interact with each other and makes an influence on each other.

2.1. Organizational Change

The method of adapting an organization to transform in the environment is known as organizational change (Michael, 1982). Or by using other words change is the process of going from a current and known state to a future and unknown state (organizational change) (Canning and Found, 2015). The COVID-19 danger appeared out of nowhere but spread quickly over the world. As soon as the virus was discovered in a nation with arousing cases, different cases of hospitalizations and also cases of fatalities occurred. It was noticed that during the first several months of the new virus's global dissemination, the related public health information concerning COVID-19 was widely available (Shulman *et al.,* 2021). Life started getting major changes due to COVID-19 as not only people who got infected through the virus were suffering but even healthy people had to get part in that suffering as well. One of the examples that caused significant crisis-induced adjustments for organizations is the corona virus (COVID-19) outbreak (Sun et al., 2021).

Researchers looked into the connection between employees' reluctance to change and their readiness for it. They discovered a strong and unfavorable correlation between employees' aversion to change and their level of change

preparedness (Thakur and Srivastava, 2018). Depending on the unexpected triggering cause and intended change the organizational change adjustments may be either intentional or unplanned (Malopinsky and Osman, 2006). After an examination of a business operation in case of any identified issues that must be fixed right away, planned change takes place. The proactive improvement of an organization's performance and effectiveness is made possible through systematic and controlled change, such as the development of new products and changes done as per the businesses structure requirements (Stolovitch and Keeps, 1992). While unforeseen external circumstances frequently impose unplanned change rather than the organization itself proactively initiating it. Such transformation happens as a result of an issue in the workplace that could interrupt operations and/or jeopardize the organization's reputation As a result, organizations must respond promptly and strategically to such unforeseen events (Shaw Bonds, 2018). The major goals of such an unexpected transition are to maximize potential benefits, reduce negative effects of the challenging situation, and turn the problem or crisis into an opportunity (Schermerhorn Jr, 1976).

These unanticipated alterations, which entail impulsive modifications to an organization's core operating system, set off a cascade of unexpected occurrences that could expose stakeholders, notably employees could be exposed to danger, threats, or even injury (Rafferty and Griffin, 2006). The success of implementing unanticipated change depends on how people understand and react to those changes (Shin *et al.,* 2012).

COVID-19 has truly changed the organizations in all the main functions as rapid adaption of technology and a new working challenge of doing work from home became a necessity of the changing circumstances. The COVID-19 pandemic has caused a number of challenges and significant shifts in how organizations operate globally. No aspect of work appears to be unaffected by this invisible adversary, driving the workforce and global leaders to find workable substitutes. At global corporations, the epidemic's unpredictability has had an effect on workers' physical and mental health and, in many cases, has left them feeling unclear of what lies next (Arora and Suri, 2020).

2.2. Organizational Change and Change-Supportive Intentions

The impact of organizational change on change-supportive intentions is suggested as an outcome in the light of meta-analyses suggesting that: intentional factors alone account for 27% of behavioral variation (mean correlation =.47) (Ahmad *et al.,* 2023; McEachan *et al.,* 2011). A research study investigated the impact of developmental culture and hierarchical culture's impact on intentions that are change-supportive with the mediating roles of the subjective norm associated with the shift, the associated attitude, and the associated perceived behavioral control. Subjective norm had the biggest impact on employees' desire to afterwards support the change (Ahmad *et al.,* 2023).

Scholars' attentions during recent years have been focused to implementation and management of change along with how staff members react to such adjustments (Ahmad *et al.,* 2023;Ahmad and Cheng, 2018; Hameed *et al.,* 2019). On the basis of SCT and the past literature's directions the following relationship has been proposed for investigation. Whether people like it or not, the imposed physical and socio-structural environment is thrust onto them. Despite having little influence over its appearance, people do have some discretion in how they interpret it and respond to it (Bandura, 1999). Based on the above discussion of the literature we hypothesized that:

H1. Organizational change is positively related to change-supportive intentions.

2.3. Organizational Change and Sense-Making

Crisis situations that depart greatly from the norm force people to make sense of what is happening around them since it is impossible for them to do so while continuing with their usual way of life (Faux-Nightingale *et al.,* 2023; Weick *et al.,* 2005). The COVID-19 pandemic has produced a dynamically uncertain world where routines are disrupted, social relationships are interrupted, and danger must constantly be reevaluated. The epidemic is a singular chance to investigate how people make sense of unfamiliar and quickly evolving circumstances (Christianson and Barton, 2021). As sense-making could foster due to the uncertain environment and COVID-19 have made situation really rapidly changing.

Moreover, managers must also help communicate their ideas to their workforce, particularly in times of organizational transformation. Such sense-giving aims to sway the impressions of subordinates (Seidel *et al.,* 2018). But for middle managers change may produce severe cognitive problems (McKinley and Scherer, 2000). In fact (Huy, 2002) traced the failure of change projects to managers' failure to adapt to changing organizational expectations—shifts that significantly alter their cognitive and behavioral relationships with the outside society. The reconditioning of subordinates is often helped by management. Organizational sense-making is sociological phenomena in which individuals analyze their surroundings through experiences and construct meaning that enables them to perceive the outside world and behave as a group (Maitlis, 2005). As a result, sense-making in environmental stewardship transitions is an organizational phenomenon involving people throughout the entire organization (Seidel *et al.,* 2013). Based on the above discussion of the literature we hypothesized that:

H2. Organizational change is positively related to sense-making.

2.4. Sense-Making and Change-Supportive Intentions

Interaction is a component of organizational sense-making (Seidel *et al.,* 2018) regarded interactions as a continuous process of making sense of the circumstances. When employees have sense-making, they will try to

cope up with the situation they are facing; it will ultimately lead them towards gaining change-supportive intentions. It's interesting to note that various researches have reached different conclusions about how relevant the three components are in terms of organizational change: In one of these studies (Jimmieson *et al.,* 2008), attitude and subjective norms were the only elements to reach significance, but in the other, attitude and Perceived Behavioral Control were the only categories to reach significance (Jimmieson *et al.,* 2009). The linkage between subjective norms, attitude and perceived behavioral goals and behavioral control has been discovered by others (Straatmann *et al.,* 2016). A more acceptable reaction to change endeavors is claimed to derive from having positive thoughts about the necessity of organizational change (Jimmieson *et al.,* 2008). Therefore, literature stated that when staff members have a positive opinion of the change and high degree of sense-making, they may exhibit intentions that promote the organizational change (Ahmad and Cheng, 2018; Bayiz Ahmad *et al.,* 2020)). Therefore, in light of previous literature this study proposed that there is possibility that in the changing atmosphere people may believe in themselves to have control on their actions. So that individuals with more sense-making capability will be having more change-supportive intentions. Based on the above discussion of the literature we hypothesized that:

H3. Sense-making is positively related to change-supportive intentions.

2.5. Mediating Role of Sense-Making between Organizational Change and Change-Supportive Intentions

Individuals build their cognitive cue during the sense-making process, which finally emerge as attitudes and actions around a change. The corresponding cognitive cues are also termed as cause maps and they comprise of the relationships between the senses that have been attributed to particular objects as well as the cause-and-effect results of the sense-making process (Çalışkan and Gökalp, 2020). However, this type of cooperation actively creates changes as opposed to merely quickly adapting to outside changes. When flexibility and responsiveness are required by the external environment, adaptability culture works best. Organizations with this culture are capable of responding to stakeholder needs (Daft, 2007). A person having sense-making will be able to face an organizational change occurring due to COVID-19, which will lead him towards enhanced change-supportive intentions. Individual's personal factors, such as sense-making, influence the extent of control and influence on their lives on the basis of whether they regulate their behavior on the basis of cognition when they are faced with novel situations. When an employee will have sense-making he will try to cope up the situation and it will ultimately make an increase in his change-supportive intentions. Based on the above discussion of the literature we hypothesized that:

H4. Sense-making mediates the relationship between organizational change and change- supportive intentions.

Adaptability culture as a moderator in the relationship between organizational change and sense-making

A recent study revealed the relation between organizational culture with change-supportive intention where developmental culture and hierarchical culture were tested (Ahmad *et al.,* 2023). A latest study expanded the literature on emotional tensions in organizational sustainability and CSR. They further suggested investigating the role of organizational culture in influencing sense-making (Sarna *et al.,* 2022).According to (Chatman *et al.,* 2014) an adaptable culture is the norm that establishes the necessity for an organization to encourage internal flexibility, risk-taking and experimentation. As per social cognitive theory the amount of group performance is predicted by collective efficacy beliefs; the more people believe in their skills as a group, the more they succeed (Bandura, 1999). When an individual faced with organizational change due to COVID-19 in the presence of a culture that is promoting positive qualities like flexibility, risk-taking and internal experimentation, due to the stronger belief in the collective capabilities his personal factor of sense-making would become stronger and vise-versa (See Figure 1). Based on the above discussion of the literature we hypothesized that:

H5. Adaptability culture moderates the relationship between organizational change and sense-making such that this relationship will be stronger when adaptability culture is high as opposed to low.
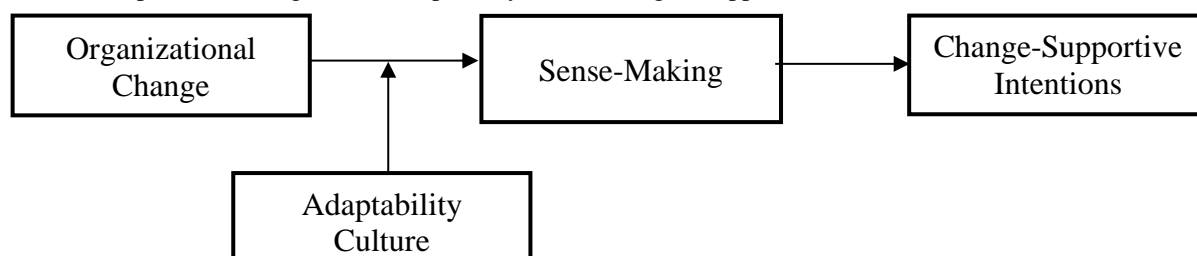

Figure 1. *Research Model*

3. Methodology

3.1. Research Design and Procedure

The current study used time lagged study design as the data was self-reported, following the recommendations of (Podsakoff *et al.,* 2003), which helps in diminishing this threat and also is a recommended strategy for reduction of common method variance effects. The data for antecedent and outcome variables were measured at different

points in time lags with interval of 3 weeks. Self-administered surveys as recommended by (Nederhof, 1985) have been used to reduce social desirability bias. According to literature research, using such a design can reduce possible issues with data collection from a single source that was self-reported (Naseer *et al.,* 2016). To lessen common technique bias, independent, mediating, and response variables were separated in time (Podsakoff *et al.,* 2003; Syed *et al.,* 2022). Similar strategy has been used in the literature to avoid common method bias (Jahanzeb et al., 2021). As the complete list of employees was not shared by the healthcare sector organizations due to issues of confidentiality therefore no system could be attached to the data collection; hence probability sampling was not an option for the study therefore data has been collected using convenient sampling procedure.

A cover letter was included to assure confidentiality and the significance of participant replies when combined with those of other participants for the validity of our research. All levels of staff have been given self-administered surveys in natural work settings. It was also explained in person to the employees that the personal information obtained from them was only required to follow them up for a second and subsequently a third round. QID were assigned to raise the accuracy of the so that questionnaire could be filled back from the same employees in next subsequent phases. Participation in the research study was voluntary. Data was collected from employees of public sector service hospitals of Pakistan using 1:20 rule method where 320 sample sizes were targeted to gather data from the respondents (Hair, 2009). Keeping in view the possibility of missing responses at Time 1 total 600 employees were given questionnaires including data related to demographics to complete, who worked at various hierarchical levels, out of which 489 responses were usable providing a response rate of 81%. At Time2 received 371 usable responses providing a 75% response rate. At Time 3, total 330 questionnaires were usable representing a final response rate of 55%. Data collection was conducted in natural settings from full-time employees in three time lags. The data related to demographics, organizational change and adaptability culture was collected during the first phase of data collection from employees. This first data collection activity was complemented with a second phase of data collection after three weeks to deal with the issue of common method variance (a problem associated with self-reported response) (Podsakoff *et al.,* 2003). Data on sense-making (mediator variable) was collected in the second time-lag. Response on outcome change-supportive intentions was collected in the third time lag. Responses in three-time lags were collected from the same employee. For maximum response rate each questionnaire consisted of a cover letter in the beginning to make the study's purpose more clear and reassure participants that their data will be kept private. It was also explained in person to the employees that the personal information obtained from them was only required to follow them up for a second and subsequently a third round.

 The scales adopted in the study are well established as well as tested, hence their operationalization is assumed valid and also reliable. Organizational Change was measured at T1 using four items scale by (Rafferty and Griffin, 2006) of organizational uncertainty change, adaptability culture at T1 using Three items scale of adaptability culture by (Ngo and Loi, 2008), sense-making at T2 using five items scale by (Johnson *et al.,* 2004) and change-supportive intentions at T3 using four items scale of (Ahmad *et al.,* 2021).

3.2. Descriptive Analysis of the Study

According to age demographics, 216 men (65.5%) and 114 women (34.5%) were found among the data collected, with the bulk of respondents falling between the ages of 26 and 35. The majority of employees had Masters degree or higher (55.5%), Bachelor's (23.6%) or M.Phil (15.2 percent) because the data came from businesses in the service industry. 57% of respondents said they had more than five years of experience, compared to 43% who said they had fewer than five years. The complete respondent profile is projected in the Table 1 below.

Table 1. Demographic analysis of the sample

Demographic Variable	Codes	Frequency	Percent
Gender	Male	216	65.5
	Female	114	34.5
Age	Below 25	36	10.9
	26 to 35	215	65.2
	36 to 45	62	18.8
	46 and above	17	5.2
Qualification	Intermediate	10	3
	Bachelor	78	23.6
	Masters	185	55.5
	M.Phil	50	15.2
	PHD	9	2.7
Total Experience	Less than 1 year	7	21.1
	1-2 year	49	14.8
	3-4 year	61	18.5
	5 year	25	7.6
	More than 5 year	188	57.0

4. Results

The current investigation's conclusions were reached using the SPSS and AMOS data analysis software. One of the analyses conducted on the data was confirmatory factor analysis (CFA), which was done in AMOS 21.0 and SPSS 21.0. SPSS was utilized to examine the mediation and moderation that followed Hayes' methodology (Preacher and Hayes, 2004). The fitness model was validated for each variable using the AMOS tool.

4.1. Control Variables

The investigation about the impact of demographic parameters was done by using one-way ANOVA. Control variables of the study were age (F = 4.246, p < .05) and gender (F = 5.103, p < .05).

Table 2: Measurement Model Comparison

Measurement Model	X²	DF	X²/DF	CFI	NFI	GFI	TLI	RMR	RMSEA
1. OC and AC (2Factor) Time 1	28.719	13	2.209	.981	.966	.976	.969	.025	.061
OC and AC (1 Factor) Time 1	19.143	14	19.143	.691	.682	.807	.536	.126	.235
SEN (Time 2)	10.870	5	2.174	.993	.987	.987	.985	.012	.060
CSI (Time 3)	1639.5	1127	1.455	.961	.906	.914	.952	.0253	.039
2. Full Measurement Model (4 Factor)	276.612	18	3.415	.945	.915	.916	.907	.038	.086
3. Full Measurement Model (1 Factor)	9141.912	1951	4.740	.561	.438	.403	.430	.296	.100

Note: Full measurement model comprises of four variables as, AC= Adoptability culture, SEN=Sense-making,OC=Organizational Change and CSI=Change Supportive intentions.

Researchers used maximum likelihood Confirmatory Factor Analysis (CFA) to find out if there was discriminant validity. Findings from the full measurement model, which included organizational change, adaptability culture, sense-making, and change-supportive intentions, were as follows: ($\chi 2$ =276.612, DF=18, $\chi 2$ /DF=3.415, CFI=.945, TLI=.907,NFI=.915 GFI=.916 RMR=.038 and RMSEA=.086 Compared to one factor, this model better fits, where all items were loaded onto a single latent factor as ($\chi 2$ =9141.912, DF=1951, $\chi 2$ /DF=4.740, CFI=.561, TLI=.430, NFI=.438, GFI=.403, RMR=.296 and RMSEA=.100)**.**

4.2 Descriptive Statistical Analysis and Inter-Correlation Analysis

Table 3: *Means, Standard deviations, Correlations, and Reliability*

		Mean	SD	1	2	3	4	5	6
1	AGE	2.18	.69	1					
2	GENDER	1.35	.48	-.19**	1				
3	Organizational Change	3.89	.80	-.02	.03	(.84)			
4	Adaptability Culture	3.76	.73	-.05	-.05	.19**	(.76)		
5	Sense-making	4.00	.65	-.01	.12*	.49**	.19**	(.87)	
6	Change-Supportive Intentions	4.18	.58	-.02	.05	.29**	.20**	.48**	(.88)

*** Correlation is significant at the 0.01 level (2-tailed).*

** Correlation is significant at the 0.05 level (2-tailed)*

The mean, standard deviation and correlations of each variable were calculated using SPSS (see table 3). Cronbach's alpha was checked where the results are above 0.7 for each variable. According to (Nunnally, 1978) the internal consistency reliability of the measure used in this study is considered as good and adequate.

4.3 Test of Hypothesis

In order to assess the mediation hypothesis, a mediation regression analysis was also performed in SPSS utilizing PROCESS Hayes. Using SPSS, moderate regression analysis was also carried out to look at the interaction effects.

4.4 Mediation Results

The outcomes of the data analysis for hypotheses 1 indicate that the organizational change is able to predict a variation of change-supportive intents of 23% ($R^\wedge$=.23, p=.00). According to the coefficient ((β =.06, p=.14), .06 positive units will change in the intentions to support the organizational change for every unit change. The findings reject Hypothesis 1 that organizational change has a favorable effect on change-supportive intentions (t=1.49, p=.14).

The second hypothesis proposed that organizational change is positively related to sense-making. The findings, which demonstrate that employees increase their sense-making under organizational change, support this hypothesis ((β =.39, p=.00). According to the findings of the data analysis for hypothesis 2, the organizational change can be used to predict 24% of the variation in sense-making (R^.24, p=.00). According to the coefficient (β=.39, P=.00), the sense-making will change by.39 positive organizational units for every unit that changes. The findings (t= 10.12, p=.00) are consistent with hypothesis 2—that organizational transformation enhances sense-making.

The coefficient ((β = .39, P=.00) demonstrates that a change of one unit in the sense-making .39 positives the units will alter in the change-supportive intentions. The data support hypothesis 3 (t=7.83, p< 0.000) that sense-making is positively related to change-supportive intentions.

TABLE 4: Mediation Model Results

Sr. No	Variable	R2	B	SE	T	P	LLCI	ULCI
1	Direct effect of OC on SEN	.24	.39	.04	10.12	.00	.31	.47
2	Direct effect of OC on CSI	.23	.06	.04	1.49	.14	-.02	.14
3	Direct effect of SEN on CSI		.39	.05	7.83	.00	.29	.49
				M	**SE**		**LLCI**	**ULCI**
	Bootstrap Results for Indirect Effect							
1	SEN			.15	.05		.08	.25

Note: N= n =330. Dummy variables are age and gender. Unstandardized regression coefficients. Bootstrap sample size=5000; LL = lower Limit; CI = confidence interval; UL = Upper Limit.

In the table above, the results for the indirect (mediating) path are shown. The findings indicate that the first indirect path's indirect impact value, which indicates that the SEN mediates the path between OC and CSI, is.15. The upper and lower limits as well as the two tail significant threshold were examined in this investigation. Upper and lower boundaries for the first indirect path are .25 and .08 respectively. The result supported hypothesis 4 that sense-making mediates the relation between organizational change and change-supportive intentions.

4.5 Moderation Results

To examine moderation effects Model 1 in the PROCESS macro for SPSS was used which uses (Preacher and Hayes, 2004) data analysis approach.

Hypothesis 5 stated that adaptability culture moderates the relationship between organizational change and sense-making such that this relationship will be stronger when adaptability culture is high as opposed to low. Table 5 display the OC*AC interaction term to be significant for sense-making distortion (β = .11, ΔR^2= .01, p <.01).

Table 5. Moderated Regressions of Adaptability Culture and Organizational Change on Sense-making

Sr No	Predictor	B	SE	T	P	LLCI	ULCI
	Adaptability Culture as a Moderator between Organizational Change and Sense-making						
1	Constant	3.60	.59	6.06	.00	2.43	4.77
2	OC_	-.01	.16	-.04	.97	-.31	.30
3	AC	-.30	.16	-1.85	.07	-.61	.02
4	OC*AC	.11	.04	2.53	.01	.02	.19

Note. n =330. Dummy variables are age and gender. Unstandardized regression coefficients. Bootstrap sample size=5000; LL = lower Limit; CI = confidence interval; UL = Upper Limit.
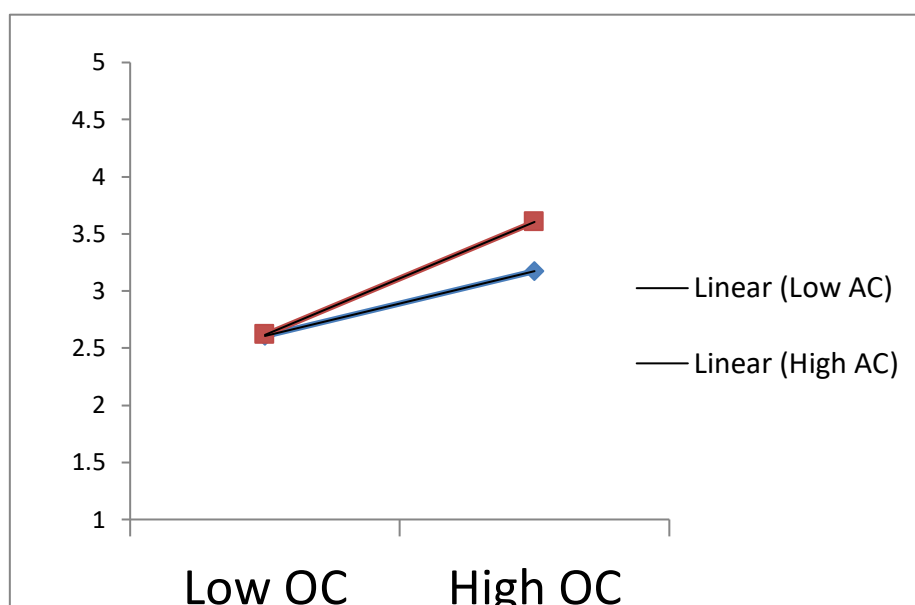
OC= Organizational Change

AC = Adaptability Culture

Fig. 1: Interactive Effect of Adaptability Culture and Organizational Change on Sense Making

5   Discussion

This study extends the literature on organizational change. This research advances current understandings of social cognitive theory (Bandura, 1986). The goal of the study was to bring attention to the less explored organizational change outcome of change-supportive intentions through the mediating path of sense-making. As per the knowledge of researcher through exploring the past research, no any study explored this relationship yet. This study's findings supported all other hypotheses except one direct hypothesis. Organizational change has positive relationship with employees' change-supportive intentions (Hypothesis 1) was not supported; while organizational change has positive relationship with sense-making (Hypothesis 2) was supported. The results supported Hypothesis 3 that proposed relationship between employees' sense-making and employees' change-supportive intentions. While Hypothesis 4 was also supported given the positive relationship that sense-making fully mediates the relationship between organizational change and change-supportive intentions. Adaptability culture appears to fully moderate the relationship between organizational change and sense-making (Hypothesis 5). This study will impact on the society positively as organizational change has been an issue of a great focus post COVID-19.

This research study incorporates the literature on organizational change, sense-making and employees' change-supportive intentions outcome while considering the moderating role of adaptability culture that is again an understudied variable in the research with a combination of these variables.

COVID-19 impacted over the structure of work worldwide including Pakistan. According to the report published by (Division, 2022) initially on 26th February 2020, Pakistan saw the majority of COVID-19 cases reported as 76,398 cases were reported by 1st June 2020, with 1,621 deaths.

This is the first study conducted with the combination of these variables in Pakistan as per to the best of the literature knowledge of the researchers. COVID-19 has made tremendous changes in the overall working of all the organizations of Pakistan. Researchers that desire to do additional research will find this study to be helpful in the area of organizational change post COVID-19. As Pakistan faced many changes in working settings post COVID-19 and an important factor in the current circumstances is learning how to adapt to change.

4.3   Theoretical Implications

This study used Social Cognitive Theory (SCT) that proposed behaviors are affected in reciprocal determination by certain type of personal and environmental factors. After thorough literature investigation of the concerned filed the researcher found no prior study in the past used SCT to describe the proposed process, so that this study will offer the application of SCT to test the relation of organizational change and its impacts on employees. The theoretical implications of this research reveal that sense making is crucial for fostering change-supportive intentions inside organizations. The link among organizational culture and sense-making is further moderated by adaptability culture. The study emphasizes the importance it is to take these variables into consideration when planning interventions that foster organizational transformation.

4.4   Practical Implications

This study contributes in existing literature of organizational change and employees' change-supportive intentions by explaining that how organizational change fosters individuals to indulge into such intentions. The managers are encouraged to concentrate on how to cope up with the organizational change by focusing on making the culture of the organization more adaptable as the results of the current study stated that having more adaptable culture

will make employees to have more sense-making. The practitioners in organizations must design such training programs which help employees to understand the significance of sense-making and develop their capability to cope up with the organizational changes using their internal cognition. Moreover, A culture of adaptation and sense-making may be promoted within an organization through organizational policies, leadership development programs, and training programs. Such businesses that want to make changes in the activities due to COVID-19 can take the initiative by taking some interviews and by conducting surveys from subordinates to know about whether they possess change-supportive intentions.

5.3 Limitations and Future Recommendations

The impact of organizational change on employees and their attitude plays important role in the organization. In recent research, it has been urged that organizations pay special attention to the underlying causes of their employees' behavioral displays. COVID-19 made organizations to change the routine and working patterns and it became a necessity of the time to investigate the outcome of such change on employees' intentions. Present study provides an exclusive and new perspective of organizational change and its outcome; change-supportive intentions, in addition with sense-making as one of the underlying mechanisms through which organizational change positively associates with an employees' change-supportive intentions. Moreover, the present study considers one of the appropriate boundary conditions of adaptability culture in the organizational change and sense-making relationship.

There was a need to contribute in the literature and research by exploring research gaps in the field of organizational change and related outcomes. COVID-19 became cause of major organizational changes and became a topic of fast attention in the literature. By using social cognitive theory this study answered to the call about broadening the methods used and the theories drew upon to study sense-making (Christianson and Barton, 2021).

This study managed to explore sense-making and expanded the literature by investigating the role of organizational adaptability culture influence on sense-making (Sarna *et al.,* 2022). The current study expands the change-supportive intentions literature by giving attention on cultural influences to better explain how relevant they are in formatting of change-supportive intentions (Ahmad *et al.,* 2021). There was a need to make a literary contribution by examining the employee responses to change as it was recommended to further investigate on it (Brazzale *et al.,* 2022). This research tried to fulfill the need to bring to light the critical role played by the people in terms of the pandemic rarely studied in sense-making literature by exploring the role of nurses (Christianson and Barton, 2021).

Strength of the study is that it adds to the literature of organizational change by exploring the social cognitive theory, the study variables have not been studied with this theory in the past literature. This work will open new horizons for the practitioners as they can use the results of the current research to handle organizational change post COVID-19 and get positive controlling mechanism towards organizational change. When organization will provide such a flexible culture to employees where they feel flexibility to cope up with organizational change it will make become beneficial for the employees as well as the whole organization's environment.

Data was collected from service sector where only public hospitals were approached. Other sectors, rarely studied in sense-making literature domain, delivery drivers, daycare providers, community activists, restaurateurs, and small business entrepreneurs, health and hospitality could be used for data collection (Christianson and Barton, 2021). A time lag research design was adopted in the current investigation. It's possible that employees' cognitive and behavioral responses to changes have changed over time as the COVID-19 issue continues and has an impact on organizational responses. Future studies could use longitudinal design to understand the employees' intentions to support change during different stages of the post COVID-19 organizational change.

Data was gathered from the individuals (employees) where same employee reported organizational change, adaptability culture, sense-making and change-supportive intentions. Future studies may use other designs for portraying better results and more authenticity.

The current study explored the moderating role of adaptability culture in the interactions between organizational change and sense-making. Future researchers can use other moderators between these variables, like mindfulness can be used as a moderator (Shahbaz and Parker, 2022).

The present study investigated the mediating role of sense-making in the relationship between organizational change and change-supportive intentions, other variables could be used as a mediator in the proposed relationship, such as mindfulness could be used as a mediator (Shahbaz and Parker, 2022). Despite the fact that this research presents valuable details on the connections between organizational change, sense-making, adaptability culture, and change-supportive intents, there are certain limitations that should be observed. Firstly, the study's use of self-reported data, which is prone to bias, is a drawback. The study failed to examine the influence of any other possible mediators or moderators that could have an effect on the relation between organizational change and change-supportive intentions.

Future research should replicate the current study in different cultures and other countries to see does culture have an influence on the variables and the individuals' responses that are considered in this research study.

Finally, future researchers are encouraged to explore the mechanisms, implications, and boundary conditions of interpersonal sense-making and work meaning (Kong and Belkin, 2021).

6 Conclusion

The study's findings support the concept that organizational change impacts sense-making, which in turn impacts the intentions of those supporting the change. The association between organizational culture and sense-making is also moderated by adaptability culture. The study sheds significant light on the important role of sense-making and adaptation culture in fostering change supportive intentions inside organizations, despite the lack of supporting data for a direct relationship between organizational transformation and change supportive intentions.

References

Ahmad, A. B., and Cheng, Z. (2018). The role of change content, context, process, and leadership in understanding employees' commitment to change: The case of public organizations in Kurdistan region of Iraq. *Public Personnel Management, 47*(2), pp.195-216.

Ahmad, A. B., Butt, A. S., Chen, D., and Liu, B. (2023). A mediated model of the effect of organizational culture on the intentions to engage in change-supportive behaviors: Insights from the theory of planned behavior. *Journal of Management & Organization, 29*(2), pp.345-365.

Ahmad, A. B., Straatmann, T., Mueller, K., and Liu, B. (2021). Employees' Change Support in the Public Sector— A Multi-Time Field Study Examining the Formation of Intentions and Behaviors. *Public Administration Review, 81*(2), pp.231-243.

Aidman, E. V., Ivannikov, V. A., and Barabanov, D. D. (2015). Sense-making Mediates the Effect of Action Orientation on Willpower. *Kyoto, Japan,* pp.92-93.

Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes, 50*(2), pp.179-211.

Al-Abrrow, H., Ali, J., and Alnoor, A. (2022). Multilevel influence of routine redesigning, legitimacy and functional affordance on sustainability accounting: Mediating role of organizational sense-making. *Global Business Review, 23*(2), pp.287-312.

Arora, P., and Suri, D. (2020). Redefining, relooking, redesigning, and reincorporating HRD in the post Covid 19 context and thereafter. *Human Resource Development International, 23*(4), pp.438-451.

Bamber, G. J., Bartram, T., and Stanton, P. (2017). HRM and workplace innovations: formulating research questions. *Personnel Review, 46*(7), pp.1216-1227.

Bandura, A. (1986). Social foundations of thought and action. *Englewood Cliffs, NJ, 1986*(23-28).

Bandura, A. (1986). Social foundations of thought and action: A social cognitive theory. Englewood Cliffs, NJ: Prentice-Hall.

Bandura, A. (1999). Social cognitive theory: An agentic perspective. *Asian journal of social psychology, 2*(1), pp.21-41.

Barai, M. K., and Dhar, S. (2021). COVID-19 pandemic: Inflicted costs and some emerging global issues. *Global Business Review,* p.0972150921991499.

Bayiz Ahmad, A., Liu, B., and Saleem Butt, A. (2020). Predictors and outcomes of change recipient proactivity in public organizations of the Kurdistan region of Iraq. *International Public Management Journal, 23*(6), pp.823-851.

Brazzale, P. L., Cooper–Thomas, H. D., Haar, J., and Smollan, R. K. (2022). Change ubiquity: Employee perceptions of change prevalence from three countries. *Personnel Review, 51*(2), pp.770-786.

Çalışkan, Ö., and Gökalp, G. (2020). A Micro-Level Perspective in Organizational Change: Cognitive Dissonance, Sense-Making and Attitude Change.

Cameron, E., and Green, M. (2015). Making sense of change management: A complete guide to the models, tools and techniques of organizational change. Kogan Page Publishers.

Cameron, E., and Green, M. (2015). Making sense of change management: A complete guide to the models, tools and techniques of organizational change. Kogan Page Publishers.

Canning, J. and Found, P.A., 2015. The effect of resistance in organizational change programmes: A study of a lean transformation. *International Journal of Quality and Service Sciences, 7*(2/3), pp.274-295.

Chatman, J. A., Caldwell, D. F., O'Reilly, C. A., and Doerr, B. (2014). Parsing organizational culture: How the norm for adaptability influences the relationship between culture consensus and financial performance in high-technology firms. *Journal of Organizational Behavior, 35*(6), pp.785-808.

Christianson, M. K., and Barton, M. A. (2021). Sensemaking in the time of COVID-19. *Journal of Management Studies, 58*(2), p.572.

Daft, R. L. (2007). Organization theory and design.

Division, G. o. P. F. (2022). Pakistan Economic Survey 2020-21 *Impact of COVID-19 on Socioeconomic Situation of Pakistan* [Accessed 12 July. 2023].

Dougherty, D., Borrelli, L., Munir, K., and O'Sullivan, A. (2000). Systems of organizational sensemaking for sustained product innovation. *Journal of Engineering and technology management, 17*(3-4), pp.321-355.

Faux-Nightingale, A., Kelemen, M., Lilley, S., and Stewart, C. (2023). Sensemaking in the early stages of the COVID-19 pandemic: A narrative exploration of polarised morality in an NHS Trust. *Sociology of Health & Illness, 45*(2), pp.386-404.

Fugate, M., Kinicki, A. J., and Scheck, C. L. (2002). Coping with an organizational merger over four stages. *Personnel Psychology, 55*(4), pp.905-928.

Gupta, A., Banerjee, S., Das, S., and Saha, S. (2021). COVID-19 and its impact on the economy, society, and mental health in India. *Annals of Indian Academy of Neurology, 24*(1), pp.18-33.

Hair, J. F. (2009). Multivariate data analysis.

Hameed, I., Khan, A. K., Sabharwal, M., Arain, G. A., and Hameed, I. (2019). Managing successful change efforts in the public sector: An employee's readiness for change perspective. *Review of Public Personnel Administration, 39*(3), pp.398-421.

Harris, S. G. (1994). Organizational culture and individual sensemaking: A schema-based perspective. *Organization Science, 5*(3), pp.309-321.

Huy, Q. N. (2002). Emotional balancing of organizational continuity and radical change: The contribution of middle managers. *Administrative science quarterly, 47*(1), pp.31-69.s

Jahanzeb, S., Fatima, T., Gul, S., Majeed, M., and Irshad, M. (2021). Servant leadership and machiavellian followers: A moderated mediation model. *Revista de Psicología del Trabajo y de las Organizaciones, 37*(3), pp.215-229.

Jesuthasan, R., Malcolm, T., & Cantrell, S. (2020). How the Coronavirus crisis is redefining jobs. *Harvard Business Review, 2020*(4).

Jimmieson, N. L., Peach, M., and White, K. M. (2008). Utilizing the theory of planned behavior to inform change management: An investigation of employee intentions to support organizational change. *The journal of applied behavioral science, 44*(2), pp.237-262.

Jimmieson, N. L., White, K. M., and Zajdlewicz, L. (2009). Psychosocial predictors of intentions to engage in change supportive behaviors in an organizational context. *Journal of Change Management, 9*(3), pp.233-250.

Johnson, J. L., Sohi, R. S., and Grewal, R. (2004). The role of relational knowledge stores in interfirm partnering. *Journal of Marketing, 68*(3), pp.21-36.

Kaplan, R. S., Mikes, A., and Tufano, P. (2018). Strategy, control systems, and resource sharing: Effects on business unit performance. A*ccounting, Organizations and Society, 66*, pp.1-13

Kong, D. T., and Belkin, L. Y. (2021). You don't care for me, so what's the point for me to care for your business? Negative implications of felt neglect by the employer for employee work meaning and citizenship behaviors amid the COVID-19 pandemic. *Journal of* business ethics, pp.1-16.

Louis, M. R. (1980). Surprise and sense making: What newcomers experience in entering unfamiliar organizational settings. *Administrative science quarterly*, pp.226-251.

Maitlis, S. (2005). The social processes of organizational sensemaking. *Academy of management journal, 48*(1), pp.21-49.

Maitlis, S., Vogus, T. J., and Lawrence, T. B. (2013). Sensemaking and emotion in organizations. *Organizational Psychology Review, 3*(3), pp.222-247.

Malopinsky, L. V., & Osman, G. (2006). Dimensions of organizational change. *Handbook of human performance technology, 3*, pp.262-286.

McEachan, R. R. C., Conner, M., Taylor, N. J., and Lawton, R. J. (2011). Prospective prediction of health-related behaviours with the theory of planned behaviour: A meta-analysis. *Health psychology review, 5*(2), pp.97-144.

McKinley, W., and Scherer, A. G. (2000). Some unanticipated consequences of organizational restructuring. *Academy of Management Review, 25*(4), pp.735-752.

Michael, S. R. (1982). Organizational change techniques: Their present, their future. *Organizational Dynamics, 11*(1), pp.67-80.

Mihalache, M., and Mihalache, O. R. (2022). How workplace support for the COVID-19 pandemic and personality traits affect changes in employees' affective commitment to the organization and job-related well-being. *Human resource management, 61*(3), pp.295-314.

Morin, A. J., Meyer, J. P., Bélanger, É., Boudrias, J.-S., Gagné, M., and Parker, P. D. (2016). Longitudinal associations between employees' beliefs about the quality of the change management process, affective commitment to change and psychological empowerment. *Human Relations, 69*(3), pp.839-867.

Mühlemann, N. S., Steffens, N. K., Ullrich, J., Haslam, S. A., and Jonas, K. (2022). Understanding responses to an organizational takeover: Introducing the social identity model of organizational change. *Journal of Personality and Social Psychology, 123*(5), p.1004.

Naseer, S., Raja, U., Syed, F., Donia, M. B., and Darr, W. (2016). Perils of being close to a bad leader in a bad environment: Exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviors. *The leadership quarterly, 27*(1), pp.14-33.

Nederhof, A. J. (1985). Methods of coping with social desirability bias: A review. *European journal of social psychology, 15*(3), pp.263-280.

Ngo, H.-Y., and Loi, R. (2008). Human resource flexibility, organizational culture and firm performance: An investigation of multinational firms in Hong Kong. *The International Journal of Human Resource Management, 19*(9), pp.1654-1666.

Nunnally, J. C. (1978). *Psychometric Theory 2nd ed*: Mcgraw hill book company.

Oreg, S., Bartunek, J. M., Lee, G., and Do, B. (2018). An affect-based model of recipients' responses to organizational change events. *Academy of Management Review, 43*(1), pp.65-86.

Oreg, S., Vakola, M., and Armenakis, A. (2011). Change recipients' reactions to organizational change: A 60-year review of quantitative studies. *The journal of applied behavioral science, 47*(4), pp.461-524.

Pilipenko, A. I., Pilipenko, Z. I., and Pilipenko, O. I. (2022). Dialectics of self-movement of resilient companies in the economy and society post COVID-19: patterns of organizational transformations of networking interactions. In Handbook of Research on Digital Innovation and Networking in Post-COVID-19 Organizations (pp. 164-192). IGI Global.

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., and Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), p.879.

Preacher, K. J., and Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers, 36*, pp.717-731.

Rafferty, A. E., and Griffin, M. A. (2006). Perceptions of organizational change: a stress and coping perspective. *Journal of Applied Psychology, 91*(5), p.1154.

Rafferty, A. E., and Restubog, S. L. (2017). Why do employees' perceptions of their organization's change history matter? The role of change appraisals. *Human resource management, 56*(3), pp.533-550.

Rerup, C., and Feldman, M. S. (2011). Routines as a source of change in organizational schemata: The role of trial-and-error learning. *Academy of management journal, 54*(3), pp.577-610.

Sarna, B., Onkila, T., and Mäkelä, M. (2022). Rationality, experiences or identity work? Sensemaking of emotionally tense experiences of organizational sustainability. *Social Responsibility Journal, 18*(8), pp.1692-1707.

Schermerhorn Jr, J. R. (1976). Experiences in Management and Organizational Behavior: Academy of Management Briarcliff Manor, NY 10510.

Seidel, S., Chandra Kruse, L., Székely, N., Gau, M., & Stieger, D. (2018). Design principles for sensemaking support systems in environmental sustainability transformations. *European Journal of Information Systems, 27*(2), pp.221-247.

Seidel, S., Recker, J., and Vom Brocke, J. (2013). Sensemaking and sustainable practicing: functional affordances of information systems in green transformations. *MIS quarterly*, pp.1275-1299.

Shahbaz, W., and Parker, J. (2022). Workplace mindfulness: An integrative review of antecedents, mediators, and moderators. *Human Resource Management Review, 32*(3), p.100849.

Shaw Bonds, M. (2018). Unplanned Change and Crisis Management. *Global Encyclopedia of Public Administration, Public Policy, and Governance*, pp.2-5.

Shin, J., Taylor, M. S., and Seo, M.-G. (2012). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of management journal, 55*(3), pp.727-748.

Shulman, H. C., Bullock, O. M., and Riggs, E. E. (2021). The interplay of jargon, motivation, and fatigue while processing COVID-19 crisis communication over time. *Journal of Language and Social Psychology, 40*(5-6), pp.546-573.

Smollan, R. K. (2017). Supporting staff through stressful organizational change. *Human Resource Development International, 20*(4), pp.282-304.

Stolovitch, H. D., and Keeps, E. J. (1992). *Handbook of human performance technology: A comprehensive guide for analyzing and solving performance problems in organizations*: Pfeiffer.

Straatmann, T., Kohnke, O., Hattrup, K., and Mueller, K. (2016). Assessing employees' reactions to organizational change: An integrative framework of change-specific and psychological factors. *The journal of applied behavioral science, 52*(3), pp.265-295.

Straatmann, T., Nolte, J. K., and Seggewiss, B. J. (2018). Psychological processes linking organizational commitment and change-supportive intentions. *Personnel Review*.

Sun, R., Li, J.-Y. Q., Lee, Y., and Tao, W. (2021). The role of symmetrical internal communication in improving employee experiences and organizational identification during COVID-19 pandemic-induced organizational change. *International Journal of Business Communication*, p.23294884211050628.

Syed, F., Naseer, S., and Shamim, F. (2022). Dealing with the devil: Combined effects of destructive leadership and Dark Triad personality on revenge, happiness and psychological detachment. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration, 39*(2), pp.213-230.

Thakur, R. R., and Srivastava, S. (2018). From resistance to readiness: The role of mediating variables. *Journal of Organizational Change Management*.

Thomas, J. B., Clark, S. M., and Gioia, D. A. (1993). Strategic sensemaking and organizational performance: Linkages among scanning, interpretation, action, and outcomes. *Academy of management journal, 36*(2), pp.239-270.

Tidd, J., and Bessant, J. R. (2020). *Managing innovation: integrating technological, market and organizational change*: John Wiley & Sons.

Wee, E. X., and Taylor, M. S. (2018). Attention to change: A multilevel theory on the process of emergent continuous organizational change. *Journal of Applied Psychology, 103*(1), p.1.

Weick, K. E., Sutcliffe, K. M., and Obstfeld, D. (2005). Organizing and the process of sensemaking. *Organization science, 16*(4), pp.409-421.