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ORGANISATIONAL CHANGE MANAGEMENT AND IMPACT OF LEADERSHIP ON EMPLOYEE PERCEPTIONS

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Abstract. In today's dynamic business environment, organisational change is a key management issue, without which it is impossible for organisations to maintain and develop their competitive position. This study focuses on the psychological and cultural factors that cause resistance to change, including cognitive, emotional, and behavioural aspects, which can hinder the success of change initiatives. During an organisational change, the head plays a decisive leadership role. Their strategic vision and ability to motivate employees and communicate the ongoing process transparently determine the effectiveness of the changes. A total of 520 representatives from 'LTD Batumis Tskal', 'LTD Kobuleti Tskal' and other similar entities participated in the aforementioned study. This number enables a generalisation of the study results to the research object. The paper analyses the reasons for and needs of implementing changes, the skills required of managers to manage changes, and the factors that lead to employee satisfaction in the change process. Hypotheses have been put forward to study these issues, and the verification and justification of these hypotheses reveal the necessary conclusions and recommendations for the effective management of organisational changes. Verifying the presented hypotheses enabled conclusions to be drawn about the factors that determine effective management of organisational changes, the role of managers, employee satisfaction and trust in changes. The study aimed to evaluate employees' attitudes towards organisational changes and to identify the factors influencing their trust in management, satisfaction with the organisation, and willingness to change supervisors. The study was conducted using a quantitative method. Data were collected via questionnaires designed to assess employee satisfaction and awareness, as well as the manager's change management skills. The data obtained were processed using the statistical software package SPSS. The study found that a manager's ability to manage change is the most influential factor in determining employee attitudes. High levels of satisfaction with the organisation significantly reduce the desire to change supervisors. Being aware of the results of changes increases both trust and overall satisfaction. Transparent communication from management simultaneously strengthens trust and loyalty. A lack of information and communication gaps increases employee resistance and dissatisfaction.

Keywords: organisational change, change management, leadership, employee satisfaction, managerial role, communication, human resource management.

JEL Classification: M10, M14, D23, O15

1. Introduction

Organisational change is one of the most important issues in modern management. Without it, it is virtually impossible for an organisation to sustain and strengthen its competitive position in the market. In recent years, particularly against the backdrop of the pandemic, digitalisation and global economic fluctuations, organisational change has ceased to be perceived as a one-off event and has instead become an ongoing strategic process (Cardoso, 2025). Research indicates that the primary objectives of change are to enhance organisational flexibility, adapt to new market demands, optimise operational efficiency, and promote the effective utilisation of human resources (Hanelt, Bohnsack, Marz & Antunes, 2021).

Psychological and cultural factors play an important role in change management. Resistance to change is often viewed as an obstacle; however, recent research

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suggests that such resistance provides valuable insight into employees' emotions and attitudes, particularly their fears and values. According to Oreg (2006), resistance can be categorised into three types within the workplace: cognitive (rational objections based on experience), emotional (fear and frustration) and behavioural (withdrawal, turnover or diversion). Organisations that fail to address employee emotions, such as fear and anxiety, alongside communication deficiencies and trust-related issues, often find themselves dealing with the consequences rather than the underlying causes. This contributes to the high failure rate of change initiatives (Dent & Goldberg, 1999).

Organisational change management is a difficult and multifaceted process in which the manager's leadership skills are paramount. Change encompasses not only structural and technological aspects, but also human relationships, working culture, and values, all of which require strong leadership and strategic vision. As Musagawa (2023) state, the successful realisation of change requires leaders to define clear objectives, motivate employees, and ensure transparent communication throughout the process (Musaigwa & Kalitanyi, 2024). In order to analyse organisational change management, it is necessary to consider the factors that influence change management, such as managerial skills, and the factors that influence employee satisfaction with organisational transformations (Hart, 2025). A series of hypotheses was developed to study the issue. Testing and substantiating these hypotheses provides conclusions and generalisations that are crucial for the successful management of organisational change.

2. Methodology

As previously mentioned, the study included 520 participants from Batumi Water Ltd., Kobuleti Water Ltd. and other similar organisations. Data were collected through online questionnaires completed by the participants. These responses were first entered into Excel and then transferred to SPSS for analysis. The SPSS database was set up according to the 50 variables included in the questionnaire.

Different methods were used depending on the type of variable:

Filtering: Data were filtered based on specific criteria.

Multiple-response questions: Special procedures in SPSS were used to handle questions with multiple answers.

Continuous variables: The Means procedure was used to find relationships and measure effect size.

Dependent variable analysis: Regression analysis was used to study the effect of independent factors.

Categorical vs. quantitative variables: One-way ANOVA was applied to check for statistical associations.

Visualisation: Bar charts and pie charts were used for categorical data, while boxplots and line charts were used for numerical data.

The study also involved testing several hypotheses. Testing these hypotheses helped to inform the main conclusions and recommendations. While the results primarily apply to the organisations surveyed, future studies could involve a larger number of companies to provide a broader understanding and enable comparisons to be made across regions.

3. Research Findings

Hypothesis 1. The desire to change supervisor is significantly influenced by the respondent's awareness of the impact of organisational changes on themselves and their team, their satisfaction with the organisation, and the manager's change management skills.

H1_1. The better informed respondents are about the impact of organisational changes on themselves and their team, the less likely they are to want to change supervisors.

H1_2. The more satisfied employees are with the organisation, the less likely they are to want to replace their supervisor.

H1_3. The manager's ability to manage change significantly influences the respondent's willingness to change supervisors.

To test Hypothesis 1, regression analysis was employed. The dependent variable was qq15 – Would you like to change your current supervisor? (categorised as 1 – Yes, 2 – No). The predictors included:

A32 – Were you informed in advance about the impact the changes would have on you and your team? (categories: 1 – Yes, 2 – No, 3 – No answer, 4 – No changes were made in the organisation);

q49 – How satisfied are you with your organisation? (measured on a five-point scale: 1 – completely dissatisfied … 5 – completely satisfied);

Q36 – How would you rate the manager's change management skills? (categories: 1 – Positive, 2 – Negative, 3 – Neutral, 4 – No answer).

According to the regression output (see Table 1), 8% of the variance in the dependent variable (qq15: Would you like to change your current supervisor?) was explained by factors A32, q49 and Q36. As hypothesised, the desire to change supervisor is partially determined by prior awareness, overall satisfaction with the organisation, and the manager's ability to manage change. This highlights the interconnection between employees' trust and satisfaction, and the actual performance of managers in leading organisational change (Oreg, 2021). It also confirms sub-hypothesis H1_3, which emphasises the decisive influence of a manager's change management skills on their employees' attitudes towards change.

With regard to H1_1, the findings suggest that 'the more informed employees are about the anticipated effects of change, the less likely they are to want a new supervisor'. Having prior knowledge can increase trust levels among employees and encourage their engagement in the change process, helping to achieve stronger support for change. Previous studies have shown that effective communication can substantially reduce unconscious resistance and intentions to leave the organisation (Men, 2021). This perspective clarifies the relationship outlined in H1_1: prior awareness emerges as a critical factor in reducing employees' desire to change supervisors. The results show that transparent communication from management significantly strengthens trust, implying that providing timely information reduces the desire to replace leadership.

Table 1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.291	.084	.077	.407

Source: authors' findings

The analysis of variance (see Table 2) confirms the reliability of the results. The statistical significance indicator (Sig., equivalent to p) does not exceed 0.001, demonstrating that the desire to change supervisor is significantly influenced by all three factors combined.

The coefficients table (see Table 3) presents the parameters on which the regression equation is based. The table also allows us to evaluate the influence of each predictor and the percentage contribution of these predictors to the dependent variable.

As shown in Table 3, the significance values confirm that all three predictors have a significant effect on the dependent variable. Specifically, a highly reliable statistical association was observed at the 0.001 significance level ($p < 0.001$, $t = -3.970$) for variable Q36 – 'How would you rate the manager's change management skills?'. A statistically significant relationship was found at the 0.01 level ($p = 0.001$, $t = 3.491$) for variable q49 – How satisfied are you with your organisation? Similarly, a statistically significant association was recorded for variable A32 (Were you informed in advance about the impact the changes would have on you and your team?) at the 0.01 level ($p = 0.004$, $t = 2.912$). These results confirm the validity of Hypothesis 1.

To evaluate the relative effect size of each predictor, the Partial Correlation Coefficients from the same table (see Table 3) were used. According to these data, the variable q49 (How satisfied are you with your organisation?) accounts for approximately 3% of the variance ($0.178^2 \times 100$). The variable Q36 (How would

Table 2
ANOVA Results

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.680	3	1.893	11.426	.000
	Residual	61.558	371	.166		
	Total	67.239	374			

Source: authors' findings

Table 3
Regression Coefficients

Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	1.525	.112		13.623	.000			
	A32 Were you informed in advance about the impact the changes would have on you and your team	.083	.029	.176	2.912	**.004**	.041	.149	.145
	qq49 How satisfied are you with your organisation? (Rate on a 5-point scale, (1 completely dissatisfied, ... 5 completely satisfied)	.077	.022	.176	3.491	**.001**	.210	.178	.175
	Q36 How would you rate the manager's change management skills?	-.086	.022	-.242	-3.970	**.000**	-.166	-.202	-.197

a. Dependent Variable: qq15 Would you like to change your current supervisor?

Source: authors' findings

you rate the manager's change management skills?) accounts for 4% ($0.202^2 \times 100$), while A32 (Were you informed in advance about the impact the changes would have on you and your team?) explains 2% ($0.149^2 \times 100$). These sum to 9%, rather than the earlier estimate of 8%, which may be due to contributions from the predictors overlapping.

On the basis of the data presented in the coefficients table, the regression equation takes the following form:

qq15 Would you like to change your current supervisor?= 1.525 +.083 A32 Were you informed in advance about the impact the changes would have on you and your team qq49 How satisfied are you with your organisation?+077 qq49 How satisfied are you with your organisation? -.086 Q36 Q36 How would you rate the manager's change management skills?

Based on the standardised beta coefficients in Table 3, it is evident that the variable Q36 (How would you rate the manager's change management skills?), has the strongest effect on the intention to change the manager (beta = 0.242) among all predictors. As previously noted, this relationship is statistically highly significant. For the other two predictors, the beta coefficient is 0.176.

Furthermore, the analysis revealed an inverse relationship between the manager's change management skills and the dependent variable (B = –0.086). Specifically, the intention to change the manager is higher when their change management skills are rated negatively or neutrally. Conversely, when these skills are evaluated positively, the intention to change manager decreases. This finding supports the validity of Hypothesis 1_3.

Diagram 1, generated from the regression analysis results, further depicts the relationship.

As can be seen in Table 4, there is also a direct relationship between the intention to change one's manager and overall satisfaction with the organisation. Considering the dependent variable, 'Would you like to change your current supervisor?', (categories: 1 – Yes, 2 – No), the trend indicates that higher organisational satisfaction scores correspond to negative responses regarding changing supervisor. In other words, the more satisfied employees are with the organisation, the less likely they are to want to replace the manager. This confirms Hypothesis 1_2: 'The higher the level of organisational satisfaction, the lower the intention to change the manager.'

High levels of satisfaction with working conditions and perceived cultural support foster employee loyalty and reduce the desire to replace leadership. Logically, when employees are satisfied with the organisational environment, they are less inclined to change management (Jogi, 2024).

The Perceived Organisational Support (POS) theory (Eisenberger, Huntington, Hutchison & Sowa, 1986) suggests that organisational support and recognition of employees' roles strengthens their bond with the organisation, reducing defiance and intentions to leave. (Kwon & Kim, 2024). The study shows that transparent communication reduces uncertainty, builds trust and boosts employee engagement. These findings directly reflect Hypothesis H1_2, demonstrating a clear link between organisational satisfaction and the desire to change manager.

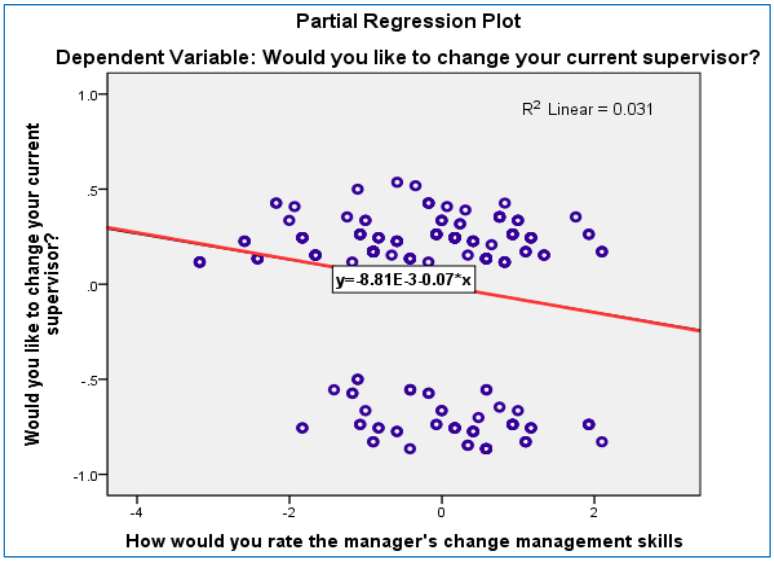


Diagram 1. The relationship between the dependent variable, 'intention to change the manager', and the predictor, 'manager's change management skills'

Source: authors' findings

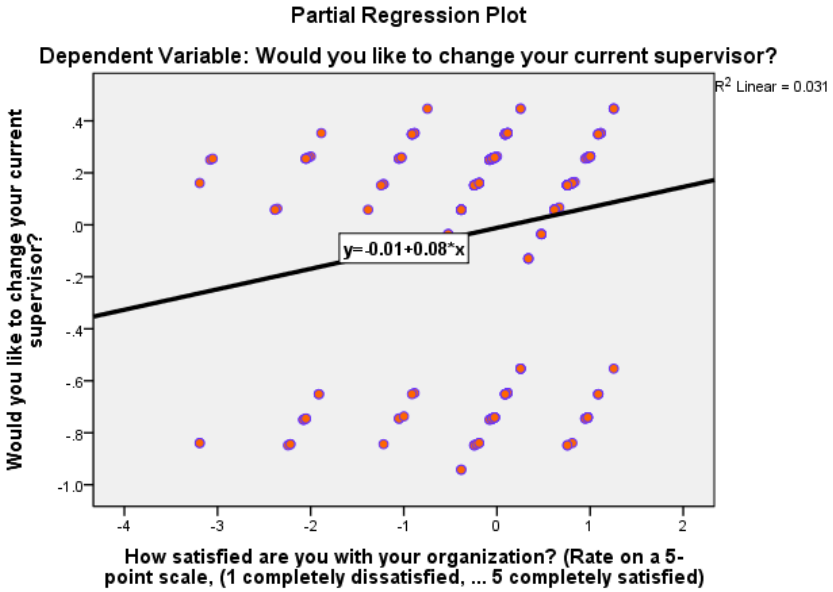


Diagram 2. The trend in the intention to change the manager in relation to the variable 'organisational satisfaction'

Source: authors' findings

As can be seen in Table 3, there is also a relationship between the intention to change one's manager and the respondent's prior awareness of the anticipated effects of organisational changes. The statistical significance of this relationship has already been confirmed.

H1_3: 'The manager's change management skills significantly determine the intention to change the manager'. When employees perceive their manager as an effective leader in the change process, trust and co-operation among staff become key factors in supporting the hypothesis (Engida, Alemu & Mulugeta, 2022). Research indicates that change leadership and organisational culture influence employees' readiness for change, thus providing evidence for Hypothesis H1_3.

As can be seen from the scatterplot generated from the regression analysis (see Diagram 3), the more aware respondents are of forthcoming organisational changes, the less likely they are to want to replace the manager.

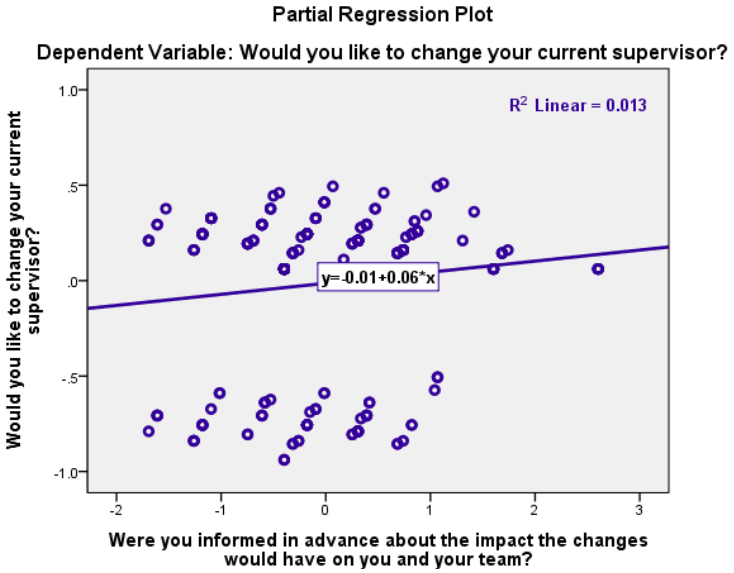


Diagram 3. Trend of the intention to change the manager in relation to respondents' awareness of impending organisational changes.

Source: authors' findings

To mitigate these challenges, it is crucial that managers actively raise employees' awareness of the need for change, the strategies involved and other relevant matters. This approach can reduce employee stress and anxiety during the change process, ultimately influencing their attitude towards the manager (Cameron, 2021).

Hypotheses H2_1 and H2_2

H2_1: Clear communication from management about upcoming changes significantly influences employees' trust in their managers during organisational change.

H2_2: Employees' overall satisfaction with the organisation is significantly affected by greater management communication regarding upcoming changes.

These hypotheses were tested using the MEAN statistical procedure, since the factor is categorical and the dependent variables are continuous. Specifically, the dependent variables were employees' trust in the manager during the change process and their overall satisfaction with the organisation. Both were measured on a five-point scale. For the trust variable, 1 corresponds to 'completely distrust' and 5 to 'completely trust'. For organisational satisfaction, 1 corresponds to 'completely dissatisfied' and 5 to 'completely satisfied'.

In this procedure, the variable representing the extent to which management informs employees about forthcoming changes was the key factor. The first table generated by the MEAN procedure (Report), see Table 4, presents the descriptive statistics for trust in managers and organisational satisfaction, categorised by the independent variable. This table shows the mean values, number of respondents and standard deviations for each category.

Based on Table 4, it can be observed that the means for the independent variable qq47 ('Yes' and 'No' categories) differ substantially for both dependent variables: 4.09 / 3.36 for trust in the manager, and 4.24 / 3.49 for organisational satisfaction. Management communication regarding upcoming changes has a stronger effect on organisational satisfaction than on trust in the manager. Specifically, the mean organisational satisfaction score is 4.24 when respondents are informed, compared to 4.09 for trust in the manager. Even respondents who reported not receiving information from management exhibited relatively high mean scores for both variables.

The ANOVA table (see Table 5) shows that trust in the manager during organisational change is statistically significant at the 0.001 level ($F(2, 517) = 17.430$, $p < 0.001$), thereby supporting Hypothesis H2_1: 'Clear communication from management about upcoming changes significantly influences employees' trust in their managers during organisational change'. When implementing change, which is often associated with uncertainty for employees, informed communication from management increases trust. According to Pollack (2024), empathetic and transparent management communicates clearly and demonstrates an understanding of employees' concerns and needs during times of change. This study also found that good managerial communication directly increases employees' trust, thus confirming Hypothesis H2_1 (Men, 2021).

For organisational satisfaction, the ANOVA results indicate $F(2, 517) = 18.586$, $p < 0.001$, again showing a statistically significant difference at the 0.001 level, confirming Hypothesis H2_2: 'Employees' overall satisfaction with the organisation is significantly affected by greater management communication regarding upcoming changes'. The F-statistic is higher for organisational satisfaction than for trust in the manager. This indicates that management communication

Table 4

Descriptive Statistics of Manager Trust and Organisational Satisfaction by Level of Management Communication

Report

qq47 Would you like to be more informed about the changes to be implemented by management?		qq37 Rate your trust factor towards the manager during the implementation of changes	qq49 How satisfied are you with your organisation?
1 Yes	Mean	4.09	4.24
	N	254	254
	Std. Deviation	.924	.794
2 No	Mean	3.36	3.49
	N	76	76
	Std. Deviation	1.139	1.071
3 No answer	Mean	4.07	4.12
	N	190	190
	Std. Deviation	1.004	1.062
Total	Mean	3.97	4.08
	N	520	520
	Std. Deviation	1.018	.973

Source: authors' findings

regarding upcoming changes has a stronger effect on organisational satisfaction than on trust.

Open and detailed communication with employees enhances their perception of the meaningfulness of their work, as well as their overall satisfaction with the organisation. Research in SMEs (Andrews & Tijani, 2020) shows that clear and effective communication is key to increasing employee satisfaction. Similarly, Kwon & Kim (2024) emphasise that transparent and well-informed communication enhances organisational satisfaction, providing strong support for Hypothesis H2_2.

Table 6 shows the effect that management communication about upcoming changes has on employees' trust in their managers and their satisfaction with the organisation. As can be seen in Table 6, the effect is moderate for both dependent variables. However, the impact on organisational satisfaction is slightly higher, with an effect size of 7% (Eta Squared = 0.067) compared to 6% (Eta Squared = 0.063) for trust in the manager.

Diagram 4 shows how employees' trust in their manager and organisational satisfaction change with different levels of management communication about upcoming changes. The boxplots provide a visual comparison of the medians, interquartile ranges and potential outliers for each category of the independent variable. As can be seen, an increase in communication from management is associated with higher scores in both manager trust and organisational satisfaction, with organisational satisfaction showing a slightly stronger response.

As the boxplots illustrate, when management actively communicates forthcoming changes, 50% of the trust-in-manager and organisational satisfaction scores fall within the 4–5 range, with a median of 4. A similar distribution is observed among respondents who did not indicate a preference regarding communication: in this case, 50% of the scores lie within the 3–4 range. Specifically, the median score for trust in the manager is 3.5, whereas the median score for organisational satisfaction is 4. Therefore, respondents who do not seek information tend to rate both trust and satisfaction as being primarily within the 3–4 range.

The findings of the organisational change study indicate that successful transformation depends not only on technological or structural solutions, but also on human factors (Al-Haddad, 2021). Employees' attitudes towards change are significantly influenced by the level of information they receive, their satisfaction with the organisation and their immediate manager's change management skills.

Research shows that change initiatives often fail without effective communication, transparent processes and strong leadership (Furxhi, 2021). Also, while resistance to change is initially perceived as a barrier, under effective management it can become a valuable resource for understanding employees' needs and emotional states.

Table 5
ANOVA Results

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
qq37 Rate your trust factor towards the manager during the implementation of changes qq47 Would you like to be more informed about the changes to be implemented by management?	Between Groups (Combined)	33.963	2	16.982	17.430	.000
	Within Groups	503.714	517	.974		
	Total	537.677	519			
qq49 How satisfied are you with your organisation? qq47 Would you like to be more informed about the changes to be implemented by management?	Between Groups (Combined)	32.987	2	16.494	18.586	.000
	Within Groups	458.796	517	.887		
	Total	491.783	519			

Source: authors' findings

Table 6
Effect Size Assessment of Management Communication on Manager Trust and Organisational Satisfaction

Measures of Association

	Eta	Eta Squared
qq37 Rate your trust factor towards the manager during the implementation of changes qq47 Would you like to be more informed about the changes to be implemented by management?	.251	.063
qq49 How satisfied are you with your organisation? qq47 Would you like to be more informed about the changes to be implemented by management?	.259	.067

Source: authors' findings

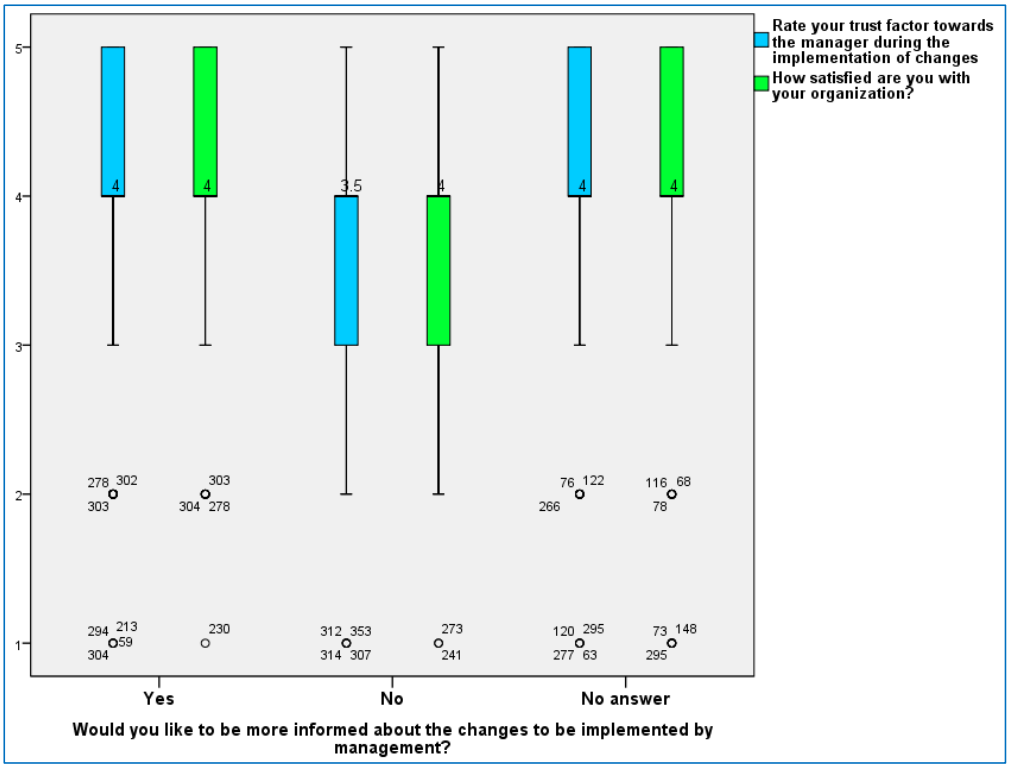


Diagram 4. Boxplots of Manager Trust and Organisational Satisfaction by the Level of Management Communication Regarding Upcoming Changes

Source: authors' findings

4. Main Problem

The study identified the following three primary challenges in the organisational change process: a lack of information; communication gaps; and a lack of change management skills among managers.

These three factors collectively lead to:

1. Employee dissatisfaction.
2. Reduced trust in management.
3. Increased resistance to change.
4. A higher interest in replacing the current supervisor.

However, in order to solve the organisation's problems, managers need to pay more attention to transparent communication, the development of managerial skills and the systematic engagement of employees throughout the change process.

5. Conclusions

The results of the study suggest that employees' attitudes towards organisational change are closely linked to their prior knowledge, satisfaction with the organisation, and their manager's change management skills (H1, H1_1, H1_2, H1_3). It was found that the more detailed and clear the information provided to employees about the potential impact of changes on themselves and their teams, the less likely they were to want a new supervisor. Similarly, high organisational satisfaction reduces the demand for managerial change, while effective leadership skills significantly mitigate tension and enhance trust during the change process.

It was also found that increased communication from management regarding upcoming changes improves both managerial trust and organisational satisfaction (H2_1, H2_2). Employees who are well-informed are more likely to engage with the change process and exhibit lower levels of resistance.

The findings suggest that the desire to change managers is connected to awareness of organisational changes, satisfaction with the organisation, and the manager's change management skills.

H1_1 confirms that a greater awareness of the impact of changes reduces employees' desire to replace their supervisor. This highlights the important part that informational transparency plays in building trust and stability.

H1_2 demonstrates that a higher level of organisational satisfaction reduces the desire for managerial change, highlighting the importance of the work environment, conditions and organisational culture.

H1_3 shows that a manager's change management skills have a direct impact on their employees' attitudes towards them.

Furthermore, providing information about changes (H2_1 and H2_2) significantly increases trust

in the manager and organisational satisfaction. This suggests that communication about changes should be systematic, transparent and bidirectional, rather than merely formal or one-off.

6. Recommendations

Based on the findings of the study, the following recommendations are proposed:

1. Enhancing informational transparency. Managers should have open communication with employees to help share detailed information about planned changes, goals, scales and expected results in a timely manner. Regular meetings, question-and-answer sessions and feedback systems are also recommended.

2. Developing managerial and change management leadership skills. To enhance their effectiveness in leading organisational transformations, training programmes focusing on strategic communication, conflict resolution and change management should be provided for managers.

3. The organisation's culture should be strengthened and employee satisfaction increased. It is recommended that improvements be made to working conditions, motivational programmes be implemented, and career development opportunities be expanded. Involving employees in planning and decision-making processes will enhance trust and loyalty.

4. Conflict prevention and management. It is recommended that a conflict management mechanism is implemented to ensure the timely detection and resolution of problems.

5. Developing a change support strategy. Implementing the above recommendations together creates an environment where employees feel their opinions are valued. This increases trust, motivation and engagement, ultimately ensuring the successful implementation of organisational change initiatives.

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