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## MAPPING IDEA & LITERATURE FORMAT

# The Effectiveness of Persuasive Communication in Change Management: A Human Resource Management Perspective

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**Abstract:** The contemporary organizational landscape is characterized by constant change, necessitating effective change management strategies to navigate through uncertainties and sustain success. Persuasive communication emerges as a crucial tool within this context, enabling stakeholders to overcome resistance and mobilize support for organizational transformations. Studies within human resource management (HRM) underscore the pivotal role of persuasive communication in driving change, emphasizing its ability to sway opinions, inspire action, and cultivate shared visions among stakeholders. Key themes include the importance of timing, employee profiles, two-way communication, and message strategies in enhancing change satisfaction and managing public sector change. Persuasive communication goes beyond information dissemination, aiming to create resonance and foster buy-in among diverse audiences by leveraging emotional appeal and crafting compelling narratives. It requires a nuanced understanding of human psychology, communication dynamics, and organizational culture, along with strategic alignment with broader organizational goals and values. In the digital age, where communication is increasingly mediated by digital technologies and social media platforms, HRM professionals must leverage the latest tools and techniques to amplify their persuasive efforts and drive meaningful change amidst information overload and fragmented attention spans. Ultimately, persuasive communication serves as a linchpin for connecting organizational aspirations with individual perspectives, fostering alignment and synergy that propel change initiatives forward.

**Keywords:** Change Management, Persuasive Communication, Human Resource Management, Organizational Change, Stakeholder Engagement.

**JEL Classification Code:** M12, M14, M54

## 1. INTRODUCTION

In the dynamic landscape of contemporary organizations, change has become the only constant. Whether it's adapting to market shifts, technological advancements, or internal restructuring, organizations are continually navigating the turbulent waters of change. Within this context, effective change management strategies are paramount for ensuring smooth transitions and sustaining organizational success. Among the arsenal of tools available to change managers, persuasive communication stands out as a powerful instrument in influencing stakeholders and facilitating organizational change. From a human resource management (HRM) perspective, the effectiveness of persuasive communication in driving change cannot be overstated.

The essence of persuasive communication lies in its ability to sway opinions, inspire action, and cultivate a shared vision among stakeholders. In the realm of change management, where resistance and skepticism often loom large, persuasive communication serves as a catalyst for overcoming barriers and mobilizing support. Whether it's introducing a new technology platform, restructuring organizational

hierarchies, or implementing strategic initiatives, the success of change endeavors hinges on the skillful application of persuasive communication techniques.

A range of studies have highlighted the importance of effective communication in change management, particularly from a human resource management perspective. Wagner (2006) in Haselmayer, Meyer, & Wagner (2019) and Goodman (2004) in Goodman & Hirsch (2010) both emphasize the significance of communication strategies, with the latter stressing the importance of timing, employee profiles, and media use. Malek & Yazdanifard (2012) and Hecht (1984) in Coker & Burgoon (1987) further underscore the role of effective two-way communication and the relationship between message strategies and change satisfaction. Saina & Muya (2015) and Hameed, Khan, Sabharwal, Arain, & Hameed (2019) both discuss the challenges and solutions in communication, with the latter specifically focusing on public sector change management. Wang, Lin, Jiang, & Klein (2007) and Harp (2011) provide practical strategies for effective communication during change, with the latter also introducing a framework for evaluating it. These studies collectively highlight the critical role of persuasive communication in change management, particularly in the context of human resource management. At its core, persuasive communication entails crafting compelling narratives, employing influential rhetoric, and leveraging emotional appeal to win hearts and minds. It transcends mere information dissemination, aiming instead to create resonance and foster buy-in among stakeholders. In the context of HRM, where people are at the heart of organizational change, persuasive communication assumes even greater significance. It involves understanding the diverse needs, concerns, and motivations of employees and stakeholders and tailoring messages accordingly to garner their support and commitment.

Effective persuasive communication in change management requires a nuanced understanding of human psychology, communication dynamics, and organizational culture. It demands clarity of purpose, authenticity, and empathy in conveying messages that resonate with diverse audiences. Moreover, it necessitates strategic alignment with broader organizational goals and values to instill a sense of purpose and direction among stakeholders. From HRM's vantage point, this entails orchestrating communication efforts that not only inform but also engage, inspire, and empower employees to embrace change as a collective endeavor. The significance of persuasive communication in change management becomes particularly pronounced considering the inherent complexities and uncertainties associated with organizational change. Whether it's navigating resistance from entrenched interests, managing stakeholder expectations, or mitigating the impact of change-related disruptions, effective communication serves as a linchpin for steering the change process towards desired outcomes. In essence, it serves as a bridge that connects organizational aspirations with individual perspectives, fostering a sense of alignment and synergy that propels change initiatives forward.

Furthermore, the advent of digital technologies and social media platforms has transformed the landscape of communication, presenting both opportunities and challenges for change management practitioners. In an era characterized by information overload and fragmented attention spans, the art of persuasive communication assumes renewed importance in cutting through the noise and capturing audience attention. From crafting viral campaigns to harnessing the power of storytelling, HRM professionals must leverage the latest communication tools and techniques to amplify their persuasive efforts and drive meaningful change.

## 2. LITERATURE REVIEW PROCEDURE

Changes are a fundamental aspect of contemporary organizational dynamics. During the constantly shifting business environment, effective change management becomes crucial for ensuring organizational continuity and success. Within this context, persuasive communication emerges as a key factor in influencing stakeholders and facilitating organizational change. From the perspective of Human Resource Management (HRM), the effectiveness of persuasive communication in driving change holds significant implications. Persuasive communication embodies the ability to shape opinions, inspire action, and foster a shared vision among stakeholders. In the face of resistance and skepticism often encountered in organizational change, persuasive communication serves as a catalyst for overcoming barriers and mobilizing support. Whether it involves introducing new technologies,

restructuring organizational hierarchies, or implementing strategic initiatives, the success of change efforts depends heavily on the skillful application of persuasive communication techniques.

At its core, persuasive communication goes beyond mere information dissemination; it involves crafting narratives that resonate with audiences, employing influential rhetoric, and tapping into emotional appeal to garner support. This extends to understanding the diverse needs, concerns, and motivations of employees and other stakeholders, tailoring messages accordingly to secure their buy-in and commitment. Achieving effectiveness in persuasive communication in change management requires a deep understanding of human psychology, communication dynamics, and organizational culture. It demands clarity of purpose, authenticity, and empathy in conveying messages that make an impact across diverse audiences. Moreover, strategic alignment with the overarching goals and values of the organization is essential to instill a sense of purpose and direction among stakeholders.

From the standpoint of HRM, effective communication becomes a strategic imperative. HR professionals play a pivotal role in fostering open channels of communication, cultivating trust, and facilitating dialogue between different stakeholders. By aligning communication efforts with organizational objectives, HRM ensures that messages resonate with stakeholders and reinforce a sense of shared purpose and commitment. Despite its significance, persuasive communication in change management presents challenges. Resistance from entrenched interests, managing stakeholder expectations, and mitigating disruptions caused by change are common obstacles. Furthermore, the advent of digital technologies and social media platforms has reshaped the communication landscape, requiring HRM professionals to adapt their strategies to engage dispersed and digitally savvy audiences.

Table 1 provides a comprehensive overview of various scholarly works focusing on effective communication during planned change within organizational contexts. It encapsulates research contributions spanning from 1984 to 2022, each offering unique insights into the critical role of communication in managing change processes. Beginning with Wagner's (2006) examination, it highlights communication as a pivotal mechanism for enhancing understanding and acceptance among individuals impacted by change initiatives. This work underscores the dearth of research attention and practitioner guidance concerning the design of effective communication programs amid organizational change, emphasizing the intricate interplay and implications of diverse communication activities. Moving to Goodman and Truss's (2004) study, it elucidates significant communication strategies employed during major change initiatives, stressing the importance of timing, media selection, and minimizing uncertainty in facilitating successful change implementation. Malek's (2012) contribution reinforces the centrality of effective communication in driving successful change management efforts, delineating its multifaceted nature and pivotal role in information sharing, participation, and feedback mechanisms.

Hecht's (1984) study delves into the persuasive efficacy of communication strategies, elucidating the impact of positive identification on interpersonal relationships and change outcomes. Saina and Muya's (2015) work underscore the evolving significance of communication in human resource management, particularly amidst technological advancements and competitive pressures, emphasizing the necessity of adept communication skills for HR practitioners. Hameed et al.'s (2017) research sheds light on the positive role of communication in fostering employees' readiness for change within public sector organizations, emphasizing the mediating influence of organizational identification. Klein's (1996) study emphasizes differentiated communication tactics tailored to various phases of organizational change, advocating for empirically supported principles to facilitate change acceptance.

Additionally, Harp's (2011) investigation offers a framework for evaluating effective change communication, analyzing data based on gender, communication sources, and perceptions of supervisory communication efficacy. Torppa and Smith's (2011) study examines the impact of a change management communication plan on personnel beliefs and receptivity to restructuring efforts within a public sector organization. Amir's (2022) work underscores the significance of positive communication in managing change, elucidating its role in fostering internal direction and mitigating resistance. Bel, Smirnov, and Wait's (2017) research highlights the interplay between communication, managerial attributes, and successful change implementation, emphasizing the role of strong advocacy and tailored communication strategies.

Furthermore, Garvin and Roberto's (2005) study underscore the importance of effective persuasion campaigns in driving change initiatives, emphasizing the need for proactive communication strategies. Simões and Esposito's (2014) work explores the impact of dialogic communication on resistance to change, suggesting its potential in mitigating resistance. Helpap's (2016) research compares participatory versus programmatic change communication, highlighting the former's efficacy in fostering change commitment, particularly among employees with low power distance orientation. Christensen's (2014) study identifies robust dimensions of organizational communication factors relevant to change processes, validating their reliability and construct validity.

Lastly, Suh and Battaglio's (2021) examination delves into the mediating effects of internal communication on the relationship between strategic human resource management and organizational performance, emphasizing sectoral differences and potential barriers faced by public and nonprofit organizations. In sum, the table offers a comprehensive synthesis of scholarly insights into the multifaceted nature of communication in facilitating successful organizational change, underscoring its pivotal role across diverse contexts and highlighting avenues for future research and practical application.

### 3. Conclusion and Proposition

Based on the interpretation of the previously discussed table, which examined the effectiveness of persuasive communication in change management, several hypotheses can be formulated as follows:

- Hypothesis 1:* Effective communication influences the level of organizational change acceptance. Drawing from the research findings presented in the table, it can be assumed that effective communication has a positive impact on the level of acceptance and understanding of organizational change. Therefore, this hypothesis posits that organizations implementing effective communication during change processes are likely to have higher levels of acceptance among their members towards such changes.
- Hypothesis 2:* Utilizing participatory communication enhances engagement and commitment to change. Based on research depicting the effectiveness of participatory communication in facilitating commitment to change, it can be hypothesized that the use of participatory communication will enhance individual engagement and commitment to organizational change.
- Hypothesis 3:* Organizational factors moderate the relationship between communication and change success. Highlighting organizational factors moderating the relationship between communication and change success, this hypothesis suggests that factors such as organizational size, culture, and leadership may influence the effectiveness of communication in supporting organizational change.
- Hypothesis 4:* Employee engagement in the change process is influenced by communication quality. This hypothesis states that the level of employee engagement in the organizational change process will be influenced by the quality of communication occurring during the change. The more effective the communication, the higher the level of employee engagement in understanding and supporting the change.
- Hypothesis 5:* Positive communication increases the likelihood of organizational change success. Based on research emphasizing the importance of positive communication in change management, this hypothesis suggests that organizations employing positive communication in change communication are likely to achieve higher success rates in implementing change initiatives.

These hypotheses provide a basis for testing the relationship between communication and organizational change success, as well as clarifying the role of other factors in moderating this relationship.

**Table 1. Mapping Literature**

Title	Authors	Year	Abstract summary	State of The Art	Main findings
Effective Communication During Planned Change: An Evaluation from The Recipients' Perspective	E. Wagner	2006	Communication is a key mechanism for increasing understanding and acceptance among those affected by the change.	The "State of The Art" in E. Wagner (2006) is the lack of research attention and guidance for practitioners on designing effective communication programs in the context of organizational change. The paper emphasizes the complexity and interdependencies between different communication activities and provides implications for practitioners on structuring communication aims and designing communication activities.	The main findings of the paper are: - Insufficient research attention and guidance for practitioners on designing effective communication programmes. - Focus on recipients' perceptions of communication activities and their specific aspects. - Highlighting the importance of a holistic approach and the complexity of designing a communication programme.
The Medium DnD the Message: Communicating Effectively During a Major Change Initiative	Joanna Goodman, Catherine Truss †	2004	The timing of change messages, matching communication strategies to the employee profile, the use of appropriate media, flexibility and the minimization of uncertainty were significant communication strategies during the implementation of major change initiatives.	The "State of The Art" in Joanna Goodman, Catherine Truss (2004) is the significant impact of organizational communication on the success of change initiatives, the lack of prior studies in exploring communication strategies in support of major change initiatives, and the proposed model of effective internal communication during the management of change programs.	The main findings of the paper are the demonstration of various communication strategies used during change initiatives and their effects on employees, the significance of both process and content of communication strategy, and the importance of factors such as timing of change messages, matching communication strategies to employee profile, use of appropriate media, flexibility, and minimization of uncertainty.
Communication as a Crucial Lever in Change Management	Reza Malek	2012	Effective communication is the key to successful implementation of the change.	The "State of The Art" in Reza Malek (2012) is the essential nature of effective change management in organizations, with a specific focus on the crucial role of communication as a lever for successful implementation. Effective communication is described as a two-way process serving various functions.	Effective change management is essential for organizations in a fast-changing era. The objective of change management is to maximize benefits and minimize the risk of failure during implementation. Effective communication, serving functions such as information sharing, participation, compliance, and feedback, is crucial for successful change implementation.



Title	Authors	Year	Abstract summary	State of The Art	Main findings
Persuasive Efficacy: A Study of The Relationships Among Type and Degree of Change, Message Strategies, And Satisfying Communication	M. Hecht	1984	The type of change is influenced by the strategy of positive identification.	The persuasive efficacy of message strategies in interpersonal relationships is influenced by the target's satisfaction with communication and the strategy of positive identification, while threat has little effect on change.	The main findings of the study are: - The degree of change in interpersonal relationships is linked to the target's satisfaction with communication. - The type of change is influenced by the strategy of positive identification. - Threat had little effect on change.
Meeting The Challenges of Human Resource Management: A Communication Perspective	Saina Peris C., James N Muya	2015	Communication skills are important for HR managers at all organizational levels and in all functional areas.	The "State of The Art" in Peris C. Saina, James N Muya (2015) is the evolving significance of communication in HR due to competitive pressures, technological advancements, and the challenges faced by organizations in effectively communicating internally and externally. The paper also emphasizes the necessity for HR managers to be adept in communication skills.	- Communication is a vital skill for HR managers at all organizational levels and in all functional areas, and its significance has developed over the years in response to the substantial increase in competitive pressures in business organizations. - Organizations increasingly acknowledge the necessity of internal communications and are adopting new technologies for recruitment, such as Snapchat, Facebook, and LinkedIn. - Challenges to communication in today's organizations include information overload, sterility of electronic communication technologies, and the linkage between organizational communication and change. Solutions to communication barriers must be adopted by every organization.
Managing Successful Change Efforts in The Public Sector: An Employee's Readiness	Imran Hameed, A. Khan, Meghna Sabharwal, G. A. Arain, I. Hameed	2017	Communication is a positive role in developing employees' readiness for change.	The "State of The Art" in Imran Hameed, A. Khan, Meghna Sabharwal, G. A. Arain, I. Hameed (2017) is the identification and operationalization of factors for managing successful change, with a specific focus on the positive role of involved	The main findings of the study are the positive role of involved communication in developing employees' readiness for change and the significant mediating role of



Title	Authors	Year	Abstract summary	State of The Art	Main findings
for Change Perspective				communication in developing employees' readiness for change in public sector research and development organizations in Pakistan. The study also contributes significantly to the existing literature by highlighting the importance of employees as key players in an organization's change process.	employees' organizational identification and change recipients' beliefs in this relationship.
A Management Communication Strategy for Change	Stuart M. Klein	1996	Differentiated communication tactics during different phases of organizational change can have an important impact on the level of acceptance of that change by organizational participants.	The "State of The Art" in Stuart M. Klein (1996) is the examination of differentiated communication tactics during different phases of organizational change and the application of empirically supported principles of effective communication to facilitate change. The author also draws examples from personal research and/or consulting experience to illustrate their points.	Differentiated communication tactics during different phases of organizational change can impact the level of acceptance of the change by organizational participants. Empirically supported principles of effective communication can be applied to several stages of organizational change. General communication strategies and specific tactics are offered as possibilities to help facilitate change.
Effective Change Communication in The Workplace	A. Harp	2011	The data was divided between males and females, communication sources, and the perceptions of effective supervisory communication.	The "State of The Art" in A. Harp (2011) is the investigation of effective change communication in the workplace using goal setting theory, the development of a new measure for effective change communication, and the framework for evaluating effective change communication on individual and organizational levels. The paper also discusses practical implications, limitations, and future research.	The study yielded a framework for evaluating effective change communication on individual and organizational levels. The data was analyzed based on gender, communication sources, and perceptions of effective supervisory communication.
Organizational Change Management: A Test of The	C. B. Torppa, K. L. Smith	2011	A communication plan that was hypothesized to ease accommodation was tested in a large public sector	The "State of The Art" in C. B. Torppa, K. L. Smith (2011) is the testing of a theoretically grounded change management communication plan in a large public sector organization	The main findings of the paper are that personnel beliefs supporting the restructuring targeted in the communication plan accounted for a significant portion of



Title	Authors	Year	Abstract summary	State of The Art	Main findings
Effectiveness of A Communication Plan			organization as it underwent major restructuring.	undergoing major restructuring, and the findings regarding the impact of personnel beliefs on receptivity, motivation, and pessimism about the change.	the variance in receptivity to the new structure, motivation to make the new structure a success, and pessimism about the change.
Role Of Leaders' Positive Communication in Facilitating Change	M. Amir	2022	Positive communication can encourage effective change agents while reducing the resistance of the individual change target.	The "State of The Art" in M. Amir (2022) revolves around the significance of positive communication in managing change, the impact of positive practices on organizational performance, the challenge of reluctance or resistance to change, and the theoretical assumption of positive change. The paper also discusses the dimensions where change agents have important roles and highlights the relevance of models related to positive communication in explaining the success of positive change.	Positive communication models can facilitate leaders in managing change by making change agents more internally directed and purpose-oriented, affecting positive relationships, establishing a positive climate, and facilitating the positive meaning of work and the organization. The application of positive communication by leaders and change agents can facilitate the management of positive change, reducing resistance and making individuals more open to change ideas.
Managing Change: Communication, Managerial Style, and Change in Organizations	Roland Bel, Vladimir Smirnov, Andrew Wait	2017	Frequent communication in firms that successfully implemented a significant change is moderated in larger establishments.	The "State of The Art" in Roland Bel, Vladimir Smirnov, Andrew Wait (2017) revolves around the interplay between communication, manager attributes, and the successful implementation of significant change in establishments. It emphasizes the importance of strong advocacy and sufficient communication to overcome inertia within firms, while also highlighting the potential costliness of frequent communication, especially in the presence of strong managers and in larger establishments. The findings suggest that firm size, regular communication, and result-oriented managers are all positively associated with change, but the use of frequent communication is moderated in firms that successfully implemented significant change,	The main findings of the study are that regular communication, firm size, and result-oriented managers are positively associated with change. However, the use of frequent communication in firms that successfully implemented a significant change is moderated by the focus of managers on results and the size of the establishments.



Title	Authors	Year	Abstract summary	State of The Art	Main findings
				particularly when managers are strongly focused on results and in larger establishments.	
Change Through Persuasion.	D. Garvin, M. Roberto	2005	Leaders must convince people that the organization is truly on its deathbed.	The state of the art in D. Garvin, M. Roberto (2005) involves the need for an effective persuasion campaign to make change stick, which should begin before the turnaround plan is finalized. Turnaround leaders must convince people of the necessity for radical changes and demonstrate their capability as leaders with the right plan. A four-part communications strategy is outlined, involving setting the stage for employees' acceptance, presenting a framework for interpreting information, managing employees' emotional states, and providing reinforcement at critical intervals.	Effective persuasion campaign is essential for making change stick, Turnaround leaders must convince people of the necessity for radical changes and demonstrate their capability as leaders with the right plan, A four-part communications strategy is crucial for successful change efforts
Improving Change Management: How Communication Nature Influences Resistance to Change	P. Simões, M. Esposito	2014	Resistance to change reduces under dialogic communication.	The "State of The Art" in P. Simões, M. Esposito (2014) is the exploration of how communication nature influences the change process, using a mixed method approach to characterize resistance to change and communication nature within an organization undergoing radical change. The paper also introduces an instrumental grid to characterize dialogic communication nature and suggests that resistance to change reduces under dialogic communication.	The main findings of the paper are: - Resistance to change reduces under dialogic communication. - Revealing how communication dimensions perform in time may enhance guidelines to effective change communication management.
The Impact of Power Distance Orientation on Recipients' Reactions to Participatory Versus	Sevda Helpap	2016	Participatory communication is more likely to lead to change commitment than programmatic communication.	The "State of The Art" in Sevda Helpap (2016) is the impact of managerial communication on employees' support for organizational change, with a focus on the influence of participatory and programmatic change communications and the	Participatory communication is more effective in fostering change commitment, especially for employees with low power distance orientation. Additionally, power distance orientation indirectly influences



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Programmatic Change Communication				moderating effect of power distance (PD) orientation on change commitment and resistance intention.	resistance intention through its impact on change commitment.
Communication As a Strategic Tool in Change Processes	M. Christensen	2014	The communication factors were examined as predictors of employee assessment of communication in these three groups.	The "State of The Art" in M. Christensen (2014) involves the development, testing, and partial validation of organizational communication factors for use in an organizational-change setting, based on literature reviews, pilot interviews, and a survey study using three samples. The study identified eight robust dimensions within five categories related to organizational communication factors.	The study identified eight robust dimensions of organizational communication factors and confirmed their reliability and construct validity through factor analyses.
Assessing The Mediating Effect of Internal Communication on Strategic Human Resource Management and Perceived Performance: An Intersectoral Comparison	Jiwon Suh, Paul Battaglio	2021	Only for-profit firms have been able to tap into the advantages of internal communication channels in an effort to improve the alignment between strategic human resource management and perceptions of organizational performance.	The "State of The Art" in Jiwon Suh, Paul Battaglio (2021) is the examination of the mediating effects of internal communication channels on the relationship between strategic human resource management and organizational performance, with a focus on sector differences in communication and the potential barriers faced by public and nonprofit human resource managers.	The main findings are: - The study examines the mediating effects of internal communication channels on the relationship between strategic human resource management and organizational performance using KWPS data. - Only for-profit firms have been able to utilize internal communication channels to improve the alignment between strategic human resource management and perceptions of organizational performance. - Public and nonprofit human resource managers may face structural, cultural, and knowledge barriers to effective communication.



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