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ORGANISATIONAL CHANGE MANAGEMENT: INTEGRATION OF STRATEGIC PLANNING, LEADERSHIP AND EMPLOYEE INVOLVEMENT FOR LONG-TERM IMPACT FOCUS ON EMPLOYEE INVOLVEMENT FOR LONG-TERM IMPACT



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ABSTRACT

In the modern fast-paced and ever-changing business world, successful organizational change management (OCM) plays an important role in maintaining competitiveness and responsiveness. This research explores the interrelated functions of strategic planning, leadership, and employee engagement as key pillars that facilitate successful and sustainable change. Through qualitative multiple case study analysis of two internationally acclaimed organizations Kodak and Apple based

only on secondary data, the study investigates how differing focus and implementation of these factors impacted their own change outcomes. The results illustrate that Apple's success was supported by a responsive and vision-oriented strategic planning strategy that aggressively looked forward to technological revolution and market transformation. Balancing this approach was transformational leadership that energized and enabled employees, coupled with substantive employee involvement creating a sense of ownership, innovation, and resilience. Confronting, Kodak's fall was in significant part due to its inability to shift its strategic vision during digital disruption, risk-averse and centralized leadership stifling change momentum, and constricted employee involvement that amplified resistance and cultural inertia. These findings underscore that lasting change is not predicated on isolated factors but, instead, on the synergistic blending of lucid, adaptive strategy; inclusive, dedicated leadership; and engaged, authentic employee participation. Omitting any one of these factors can critically disable change efforts and organizational sustainability. This research therefore contributes to OCM theory by providing a comprehensive, human-oriented paradigm that prioritizes the dynamic interactions between strategic intent, leadership efficacy, and workforce empowerment. Practically, organizations are urged to create adaptive capacities, build transformational leadership skills, and implement continuous employee engagement to heighten readiness and success in complex change contexts for final organizational survival and growth.

KEYWORDS: Organisational Change Management, Leadership, Planning, Employee Involvement, Impact, Outcomes, Workforce empowerment

INTRODUCTION

1.1 Background of the Study

With the backdrop of widespread technological growth, international competition, and ever-changing market forces, organizations constantly find themselves with the dilemma of changing or perish (Phillips & Klein, 2023). Organizational Change Management (OCM) has thus become a critical discipline directed at rigorously leading organizations through structured changes while maintaining the delicate balance between strategy, leadership, culture, and employee dynamics (Errida & Lotfi, 2021). Successful OCM aims not just to effect structural or technological adjustments but to coordinate human action, organizational values, and operating practices with new objectives (Chowdhury & Shil, 2022; Rousseau & Ten Have, 2022).

Organizational change is a constant, multi-leveled phenomenon. It ranges from incremental changes, including process improvements or use of new technology, to transformational change that requires massive changes in organizational culture, structure, or business models (Majnoor, 2024). Classic models like Lewin's three-step model unfreeze, change, and refreeze emphasize that effective change management starts with psychologically preparing individuals (unfreezing present attitudes), followed

by transitioning to new behaviors, and ending with consolidating these behaviors into new norms (Ellis, 2023; Islam, 2023). Nonetheless, recent approaches acknowledge that change is frequently non-linear and context-specific, necessitating adaptive approaches taking into account the special culture of the organization, environmental contexts, and the nature of its workforce (Olafsen, Nilsen, Smedsrud, & Kamaric, 2021; Radu, 2023).

A key and always problematic aspect of OCM is the management of the human factor specifically managing resistance and gaining the commitment of employees (Onyeneke & Abe, 2021). Resistance to change is a normal psychological and social phenomenon, frequently fueled by fear of the unknown, discomfort with new roles, possible loss of status, or suspicion of leadership motives (Zhu, Long, Liu, Shu, & Chen, 2023). If not managed, however, such resistance can cause the breakdown of change efforts, resulting in delays, cost overruns, or outright failure (Khaw et al., 2023).

As such, employee engagement has emerged as the key to effective change management (Iyaji, Agbana, & Bakare, 2023). Employee participation throughout the change process, from planning and communication to implementation and feedback, not only lowers resistance but generates ownership, empowerment, and organizational allegiance (Joyce & Edinboro, 2022). Engagement promotes faith in the leadership, morale, and enables concrete expertise from frontline experience that enhances change design and implementation (Mwamba, 2023).

Theorist and empirical literature highlight a number of mechanisms by which employee engagement contributes to change success:

1. **Participative Decision-Making:** Employee engagement in problem identification and solution design raises their commitment and decreases imposition feelings. This participative strategy can convert attitudes from opposition or passive acceptance to active support (Albrecht, Furlong, & Leiter, 2023).
2. **Open and Regular Communication:** Open channels communicating the reason, advantages, and advancement of change help to establish trust and reduce uncertainty. Two-way communication facilitates dialogue, allows issues to be resolved quickly, and synchronizes expectations (Burnette, 2023).
3. **Negotiation and Development:** Educating workers with the necessary knowledge and skills relieves apprehension regarding new technology or functions and instills confidence to work efficiently under altered conditions (Anjum, Rahaman, Salehzadeh, Rahman, & DANA, 2024).
4. **Reward and Recognition:** The appreciation of contributions and flexibility enhances desired behaviors and maintains momentum so that change comes to feel rewarding instead of punitive (Shahid & Bilal, 2023).

5. **Supportive Leadership:** Leaders who model commitment to change, talk empathetically with employee fears, and make ongoing guidance available foster an environment that encourages participation and ongoing learning (Onyeneke & Abe, 2021).

Employee participation can take place at more than one level of the organization individual, team, and system and through many different structures like change champions, working groups, or feedback forums. The research shows that the extent and nature of participation are important; shallow or token-like participation tends to boomerang, creating more cynicism than trust (Abdullahi, Raman, & Solarin, 2021).

Combining employee engagement with strategic planning and leadership creates a synergistic trinity essential for long-lasting organizational change. Strategy creates the map, leadership offers direction and energy, and employee engagement brings realistic common sense and creates the cultural change required to "refreeze" new habits (Gionfriddo, Cucino, Lazzeroni, & Piccaluga, 2025).

Furthermore, organizations today increasingly adopt continuous change models, reflecting the reality that adaptation must be ongoing rather than episodic (Pushpakumara & Cai, 2025). In such environments, embedding employee involvement culturally and structurally enables agility, resilience, and proactive innovation, positioning organizations better to anticipate and respond to future disruptions (Keller, 2024).

Overall, OCM is an intensely human process rather than a technical or procedural one (Rieg, Gatersleben, & Christie, 2021). The intersection of strategic alignment, visionary leadership, and engaged employee involvement creates not just the success of individual initiatives but a change-sensitive culture. Organizations that excel at this integration are best placed to maintain transformation and realize long-term effects in high-pressure and rapidly changing situations.

1.2 Significance of the Study

Although there is vast practitioner and academic literature on OCM, organizational practices continue to face serious issues in delivering lasting change initiatives. Research indicates a high success failure rate in transformation programs, with causes often traced back to leadership alignment gaps, poor communication, and low-level employee involvement (Dempsey, Geitner, Brennan, & McAvoy, 2021; ΓΕΡΑΚΑΡΗ). This research is important because it centers on the unity of three essential pillars strategic planning, leadership, and particularly employee engagement to enhance knowledge of how organizations can embed effective sustainable change. Through studying organizational structures and synthesizing insights from various organizational settings, this research hopes to pinpoint tangible factors that impact the success or failure of change efforts. In today's rapidly evolving global business environment, such knowledge is essential for managers, policymakers, and organizational leaders

committed to guiding change processes that endure beyond initial implementation. Further, this study contributes to the scholarly discourse by bridging theoretical models of OCM with real-world applications, emphasizing evidence-based, holistic approaches. It answers to recent appeals in the literature for contextualized, multidimensional analyses of processes for change instead of depending on one-model paradigms (Harris & Jones, 2018; Majnoor & Vinayagam, 2023). As long as markets and technologies continue to evolve, effective change management approaches will continue to be a core competence for modern organizations seeking long-run adaptability and success.

1.3 Problem Statement

Organizational change is in itself both complicated and risky to manage. One of the main hurdles organizations encounter in the process of transformation is resistance on various levels from individual workers to wider organizational frameworks (Klein, Ramos, & Deutz, 2022). Resistance originates mainly from psychological reasons including fear, habitual comfort, cultural inertia, inadequate communication, and distrust of leadership (Xue, Nasir, Cheng, Wu, & Cao, 2024). Inability to manage these factors effectively may lead to delays in projects, escalated costs, and finally, failed change efforts. Most organizations also follow a primarily "top-down" strategic approach that prioritizes clear-cut goals and plans but does not adequately engage or include the employees responsible for implementing change (Lindholm, 2021). This tends to result in minimal employee involvement, contrary to change efforts. There is a lingering gap in research and practice related to the integrative knowledge and effective application of organizational change that synchronizes strategic planning, leadership, and genuine employee engagement. If this gap is not met, change efforts are prone to shallow adoption or blatant failure, which undermines organizational resilience and adaptability. As such, exploring the synergistic relationship among these variables is crucial to maximizing the effectiveness and longevity of long-term organizational change.

1.4 Research objective:

1. To explore and understand the strategic approaches Kodak and Apple utilized during critical phases of organizational change.
2. To investigate influence of leadership styles and employee participation on the effectiveness of organizational change in both companies.
3. To analyze the factors behind Kodak's struggle to adapt to technological disruption, contrasted with Apple's ability to innovate continuously and maintain market dominance.
4. To extract key insights and practical lessons for managing organizational change by comparing Kodak's challenges and Apple's successes.

5. To offer strategic recommendations aimed at helping organizations improve adaptability, enhance employee involvement, and strengthen leadership when navigating transformational change.

1.5 Research Questions

1. What are the strategic and leadership interventions that have influenced OCM practices in world-renowned organizations?
2. How does employee engagement affect the success and sustainability of organizational change efforts?
3. What key lessons can be drawn from contrasting organizational experiences in managing change, and how can these lessons inform evidence-based change strategies?
4. In what ways do leadership approaches and strategic planning help in overcoming resistance and promoting adaptability during organizational change?
5. What are the practical frameworks and best practices that emerge to bridge strategic planning, leadership, and employee engagement to effect long-term transformation?

1.6 Paper Organisation

This paper consists of five main sections. The literature review integrates major theories and research gaps concerning OCM. The methodology discusses the qualitative case study method applied to Kodak and Apple. Results and analysis provide insights into leadership, strategy, and employee engagement in change. The conclusion provides practical recommendations and implications for successful OCM.

2. LITERATURE REVIEW

2.1 OCM: Concepts and Evolution

OCM is the formal process of leading individuals, teams, and organizations through their current state to a future desired state to bring about effective and lasting change results (Burnes, 2020). The boundaries of OCM have developed significantly across decades; original models, Lewin's pioneering three-phase model of Unfreeze-Change-Refreeze, were mostly concerned with linear change and behavioral change at the individual level (Gborogbosi & Amah, 2025). Nonetheless, recent understanding acknowledges that organizational change is multifaceted, complex, and situated in adaptive sociotechnical systems that need continuous adjusting instead of a one-time change (Tucker, Kelly, & Cirella, 2024).

Subsequent studies highlight that effective OCM involves strategic, cultural, and psychological aspects simultaneously. The multidimensional perspective synthesizes formal structural adjustments with informal social relationships, including norms, values, and workers' attitudes (Chowdhury & Shil, 2022). Additionally, the realization that change seldom ends in "refreezing" has motivated scholars to

support constant change management as a source of organizational strength in volatile environments determined by digital innovation, globalization, and fast-changing customer requirements (Razali et al., 2024). Accordingly, OCM today stands as a continuous practice of synchronizing systems, culture, leadership, and the behavior of employees in motion (Jerab & Mabrouk, 2023).

2.2 Strategic Planning

Strategic planning is generally considered to be the pillar of successful organizational transformation. Strategic planning gives a harmonious framework that connects transformation initiatives to broader organizational ambitions and environmental constraints (Bryan & Benenson, 2020; Bryson, 2018). With meticulous environment scanning, the allocation of resources, and the alignment of stakeholders, strategic planning guarantees transformation initiatives are meaningful, aimed, and nimble enough to adapt to arising challenges (Carreño, 2024). Kotter's (1996) call to develop a powerful vision during the early stages of change continues to be particularly relevant because it centers organizational members' efforts in their shared vision (Okolie & Memeh, 2022).

Recent empirical research underlines the necessity for participatory strategic planning that involves varied stakeholders to secure buy-in and bring on-the-ground ideas (Sakib, 2021). This participation decreases uncertainty, shares ownership, and enables adaptive feedback loops, allowing organizations to continually adjust their change map (Mahmood & Khattak, 2023). Lack of strategic planning or communication of strategic intent has been cited as one of the top reasons for piecemeal or failed change initiatives (Fragouli & Yankson, 2015). Strategic planning is, thus, not only a directional instrument but also a key communication and coordination mechanism underpinning change success.

2.3 Leadership in Change

Leadership is a key driver of or inhibitor of organizational change, and styles and behavior have a profound influence on results (WEI, 2018). Transformational leadership, as evidenced by articulation of vision, inspirational motivation, intellectual stimulation, and individualized consideration, is particularly good at motivating workers and creating a change-friendly culture (Peng, Li, Wang, & Lin, 2021). Leaders in this mold serve as champions, modeling new behaviors, managing emotional responses, and facilitating trust, which collectively help overcome resistance and accelerate adoption (Islam, Furuoka, & Idris, 2021).

Concurrently, inclusive and participative leadership models have gained traction, promoting employee voice and collaboration during change processes (Shah, 2023). Current studies highlight that leaders who engage employees actively, foster open communication, and are empathetic minimize skepticism and enhance resilience in the face of uncertainty (Asher, Nafees, & Syeda, 2024). Transactional or authoritarian leadership is, on the other hand, more likely to neglect discretionary effort and

adaptability required for transformational change (Moosa, Moosa, & Faheem, 2023). Thus, leadership effectiveness during OCM entails a dynamic interplay of strategic thinking, people skills, and cultural awareness (Kupiek, 2023).

2.4 Employee Involvement

Employee participation is always identified as a key driver of change success, damping opposition and generating commitment by altering employees from passive recipients to active collaborators (Rousseau & Ten Have, 2022). Participation occurs in different stages of change planning, decision-making, communication, and implementation and performs different roles, such as improving motivation, revealing practical insights, and instilling new behaviors (Nadler, 2024).

Substantive rather than symbolic engagement strategies are more effective, because superficial participation tends to generate cynicism (Ali & Anwar, 2021). Equipping employees with information, training, and positive feedback is essential to develop their capability and confidence (Taherdoost, 2023). Change champions recruited from the employee group are also highlighted as a grassroots technique bridging top-down strategy and frontline realities (Lim, Bao, Li, Wang, & Zhou, 2025). Considering that change presents both emotional and psychological obstacles, engaging employees completely encompasses both the operational and affective aspects required for enduring change.

2.5 Managing Resistance: Understanding and Addressing Opposition

Resistance to change is a common issue, stemming from fear of the unknown, loss of control, shattered habits, and distrust of leadership's intentions (Carey, 2025). It surfaces at the individual, group, and organizational levels through behaviors as open protest to covert disengagement, possibly disrupting change efforts (Billah, Martin-Sardesai, & Ahmed, 2025). Latest longitudinal research indicates an alarming increase in employee change fatigue and cynicism, highlighting the need for effective resistance management (Dieser).

Modern models suggest proactive and empathetic strategies: early engagement, open communication, developing skills, and appreciation (Aninkan, 2018). Notably, resistance can be labeled as diagnostic feedback, uncovering genuine concerns which can be worked on to improve change attempts (Hubbart, 2023). Multi-dimensional interventions covering psychological, cultural, and organizational aspects enhance chances of success, especially in complicated or transformational changes (Tasleem, Gulati, & Sharma, 2023).

2.6 Contemporary Frameworks and Models

A few models offer theorized roadmaps for navigating OCM. Kotter's (1996) 8-Step Model is very

influential, outlining steps from urgency creation to vision articulation and institutionalization, and has been tested in many empirical situations (Mancini, 2023). The ADKAR model aims at individual change journeys, highlighting awareness, desire, knowledge, ability, and reinforcement (Leksono & Yulianti, 2022), which assists in diagnosing particular stage-by-stage gaps in change readiness.

Organizational Development methods emphasize cultural change via systemic intervention and group dynamics (Chowdhury & Shil, 2022). Lewin's Force Field Analysis also supports understanding change as a balance between driving and resisting forces, and it offers practical guidance in amplifying or weakening such forces (Zenda, Musundire, & Mumanyi). Yet, contemporary research demands hybrid, adaptive models specific to organizational idiosyncrasy and dynamic environments, accepting the non-linear, emergent process of change in modern-day organizations (Hasyim & Bakri, 2024).

2.7 Research Gap

In spite of the wealth of literature and frameworks developed in OCM, there are still gaps in the effective integration of strategic planning, leadership, and employee engagement into coherent adaptive change strategies that firms can apply consistently for sustainable results. Recent research uncovers an alarming truth that 60–70% of the change efforts still fail due to ineffective handling of the human aspect of change, more specifically resistance from employees and failure of genuine engagement (Errida & Lotfi, 2021). Leadership disconnect from frontline realities and inadequate communication exacerbate these challenges, with less than half of employees feeling genuinely involved or informed during change processes, contributing to heightened change fatigue and cynicism (Islam et al., 2021). Furthermore, classical models such as Kotter's 8-step or Lewin's Unfreeze-Change-Refreeze, although useful, are generally too rigid to handle the complexity, turbulence, and constancy of change in modern digitalized and globalized working environments (Mancini, 2023). There is an urgent requirement for more sophisticated, evidence-driven models that prioritize dynamic leadership involvement, genuine employee engagement, and open communication to marry theory with real-world applicability (Khaw et al., 2023). There is also limited research in context, especially in how change management differentiates between industries and cultures, making it difficult for organizations to craft tailor-made strategies. Closing these gaps is essential to building organizational resilience and flexibility in an environment where effective change management increasingly becomes a major factor in competitive success and long-term viability.

3. METHODOLOGY

3.1 Research Design

This research uses a qualitative multiple case study design to investigate and examine OCM practices in terms of the inclusion of strategic planning, leadership, and the engagement of employees. The case study approach is suitable to study complex phenomena in their naturalistic organizational settings,

particularly when the distinction between phenomenon and context is not well demarcated (ANNAMALAH, 2024). This research is based solely on secondary data sources, and through this, there can be a thorough documentary analysis of organizational change projects.

3.2 Case Selection and Justification

Cases are going to be strategically chosen based on documented proof of considerable organizational change processes germane to the study's aims. Selection criteria are organizations with publicly available reports, scholarly case studies, media announcements, and documented analyses that present complete information regarding their change management practices, leadership styles, and employee engagement activities. Such purposive sampling helps ensure that cases provide rich contextual information required to explain the factors that contribute to the success or difficulties of OCM initiatives.

3.3 Data Sources and Collection

The data collection in the study entails systematic and extensive examination of secondary data sources to construct extensive knowledge of OCM phenomena. This involves examining official organizational reports, plans for change management, and internal communications that are accessible through company websites and publications. Moreover, academic journal articles, industry reports, and influential management books that report on different organizational change initiatives offer invaluable insights (Fischer & Guzel, 2023). Media publications, press releases, and reliable internet sources are also studied in order to obtain leadership behavior, strategic decision-making, and employee engagement viewpoints throughout change processes. Additionally, past case study summaries and systematic literature of organizational changes are integrated to augment the contextual and theoretical knowledge. The process of collecting data prioritizes critical review and synthesis of these varied textural materials to facilitate building an informative narrative that explains how organizational change outcomes are influenced by strategic planning, leadership, and employee engagement.

3.4 Data Analysis Approach

Data are analyzed using rigorous qualitative content analysis and cross-case synthesis. Rather than coding, analysis emphasizes the identification of themes, patterns, and major insights by doing a manual comparison and contrast of documented organizational strategies, leadership roles, and employee involvement mechanisms as stated in secondary sources gathered. This analytic review seeks to make informed deductions regarding the manner in which these factors as a whole affect the effectiveness and sustainability of organizational change (Mayring, 2021).

The research utilizes existing theoretical models like Lewin's Change Model, Kotter's Eight-Step

Change Process, and employee engagement theories to explain the findings and place them in the larger academic literature on OCM.

3.5 Validity and Reliability

To establish the validity and reliability of the study results, triangulation is ensured through the analysis of various forms of secondary sources from peer-reviewed and independent sources. This cross-checking enhances the validity of the conclusions reached. The research also ensures transparency through careful documentation of data sources, choice rationale, and analytic methods, making replication and critical evaluation possible.

3.6 Limitations

The use of secondary data only has limitations like publicly available information with possible biases and limitations in depth or organizational detail of data. The lack of primary data has the drawback of not being able to access real-time stakeholder views or emergent views that may not be visible from existing documentation. Still, this research methodology provides an effective and pragmatic way to integrate current knowledge and arrive at meaningful insights into OCM practices.

4. RESULTS AND ANALYSIS

This chapter offers a rich synthesis of evidence from a comparative case study examination of Kodak and Apple, demonstrating key OCM factors: Strategic Planning, Leadership, and Employee Involvement. These factors are analyzed to expose how their quality, presence, or absence influenced the divergent paths of these firms amidst transformational adversity.

4.1 Strategic Planning in Organizational Change: Kodak vs. Apple

Strategic planning is essential to effectively managing organizational change, as the road map that drives resources, establishes objectives, and forecasts internal and external forces. Apple's strategic planning displays a forward-thinking, responsive methodology marked by ongoing environmental scanning, cyclic innovation, and clear alignment with changing technology directions and consumer tastes (Masi, 2009). This strategy allowed Apple not only to predict digital revolutions but also to take advantage of them by expanding its offerings from hardware into integrated software ecosystems and new product lines. Some of the hallmarks of Apple's strategic planning involve clear articulation of desired futures, quick feedback loops to correct course, and an innovation- and risk-taking-supportive culture. This multi-layered planning enabled Apple to remain agile and preserve market dominance even in the face of turbulent technological environments.

In contrast, Kodak's strategic planning was severely rigid and short-term, tying the company to established products like photographic film in the face of new digital technologies led by the company

itself (Gershon, 2013). Kodak's inability to include technological vision within its strategic agenda illustrates how inertia compromises adaptation. The firm was afflicted by strategic myopia, overweighting current revenue models at the same time as it undervalued the inevitability and potential of digital disruption. Furthermore, Kodak's sluggish decision-making processes and centralized control systems hindered on-time adjustment of approaches, causing lost market share and competitive currency (Thiam, 2024). This comparison exemplifies how dynamic, inclusive, and looking-forward strategic planning can be an organizational strength in present-day change environments, but hard, legacy-based approaches threaten organisational deterioration.

4.2 Leadership's Role in Enabling Change

Leadership style and quality also strongly shape initiation and maintenance of organizational change. Leadership at Apple, especially under Steve Jobs, embodied transformational characteristics that linked visionary vision with empowerment of employees (Steinwart & Ziegler, 2014). Such leadership directly influenced organizational culture, promoting openness, creativity, and resilience key characteristics of sustaining change. Leaders clearly and inspiringly communicated goals and demonstrated commitment by means of visible sponsorship, allowing employees to internalize and commit to the vision for transformation. Table 1 illustrates leadership behavior and its opposing consequences in Kodak and Apple.

Table 1: Leadership Behaviors and Outcomes

Leadership Behavior	Kodak Outcome	Apple Outcome
Visionary Innovation	Lacked clear digital vision; delayed digital push	Clear, disruptive vision driving diverse innovation
Employee Empowerment	Limited employee involvement; centralized control	Encouraged employee creativity and participative culture
Communication	Inconsistent and top-down, limiting engagement	Transparent, consistent, and inclusive communication
Change Sponsorship	Reluctant, inconsistent support for change initiatives	Persistent and visible sponsorship supporting change culture

In contrast, Kodak's leadership was hampered by risk aversion and change resistance. Leadership behavior demonstrated an adherence to top-down, hierarchical decision-making that pushed aside

employee voices for innovation (Vinokurova & Kapoor, 2023). This leadership became a source of a culture resistant to innovation, weak channels of communication, and a lack of momentum for change implementation. Employee distrust and disengagement grew as a result, exacerbating implementation problems and undermining organizational adaptability. These leadership dynamics illustrate that transformational and inclusive leadership is essential in facilitating commitment and avoiding resistance, while rigid and disengaged leadership has a propensity to aggravate organizational stagnation and decline.

4.3 Employee Involvement: The Human Dimension of Change

Employee involvement is the basis for the human dimension of change management and is vital in overcoming resistance and instituting new behaviors. Apple had high levels of employee involvement using participative change processes, ongoing training, and reward programs (Amin & Munsir, 2020). This ensured that not only were employees informed about strategic changes, but also actively contributed to ideas, learned new competencies to address changing needs, and appreciated their adaptability. Such engagement fostered psychological ownership, motivation, and a culture supporting change as opportunity, not threat.

Kodak, on the other hand, had low involvement in strategic and change decisions, which contributed to alienation, fear, and resistance among employees (Prenatt, Ondracek, Saeed, & Bertsch, 2015). Lack of effective training and open communication created doubt about the direction of the company and its potential for success in the face of industry changes. These deficiencies showed up in ongoing cultural inertia, morale, and operational inefficiencies that undermined Kodak's efforts at transformation. This comparison serves to highlight that genuine employee involvement is a key lever in minimizing resistance and embedding long-term change, complementing evidence from recent research that effective change programs need to involve employees as active participants. Figure 1 shows a phased model demonstrating the part played by communication, involvement, training, and feedback in developing employee commitment.



Figure 1 Development of employee commitment

4.4 Integrated Analysis of Strategic Planning, Leadership, and Employee Involvement

The comparative review finds that transformational organizational change does not rely on the exclusive influence of any one factor but on the dynamic integration of strategic planning, leadership, and employee engagement. Apple's strategic coherence among these elements produced a self-reinforcing cycle: strategic clarity facilitated leadership action, which evoked high employee engagement, thus driving sustained innovation and market dominance. Kodak's fractured accountability strategic inertia combined with risk-averse leadership and disconnected employees yielded lost opportunities and company decline.

This triadic integration is essential to address the multifaceted human, cultural, and technical aspects of change in a holistic manner. Downplaying or vulnerability of any pillar can threaten the entire change process. The synergy of cogent strategy, leadership of transformation, and active workforce constitutes the foundation of sustainable change models to help organizations evolve from reactive to proactive change competencies. Table 2 enumerates the comparative strengths and weaknesses of Kodak and Apple in these terms.

Table 2 Strength and Weakness

Factor	Apple: Key Strengths	Kodak: Key Challenges
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Strategic Planning	Innovative, anticipative, adaptive planning	Rigid, legacy-focused, reactive planning
Leadership	Transformational, empowering, communicative	Risk-averse, centralized, resistant to change
Employee Involvement	High participation, continuous learning culture	Limited engagement, hierarchical, demotivating

4.5 Challenges and Lessons from Kodak and Apple

A number of challenges and lessons are distilled from Kodak and Apple's experiences:

- **Challenge of Strategic Rigidity:** Kodak's failure highlights the risk of complacency and excessive dependence on past business models. Organisations need to develop strategic flexibility and regularly scan for disruptive threats.
- **Leadership Commitment:** Successful change involves visible, consistent, transformational leadership that connects vision, inspires people, and manages uncertainty.
- **Employee Engagement:** Successful change requires genuine employee engagement to mitigate resistance and create capability, making employees change champions.

Such lessons reinforce the need for organizations to engage in holistic, integrated change management strategies involving foresight, leadership, and culture of participation.

The current research emphasizes the strategic planning, leadership, and employee engagement as core interplay influencing the success or failure of organizational change interventions. By comparing Kodak and Apple, the results explain how varying strategies towards these pillars show up in outcomes that span from long-term innovation to downfall. Such findings not only support current literature but also contribute by highlighting the unifying aspect of OCM within dynamic, real-world environments. Hence, the proposed framework will be,



Figure 2 OCM Framework

The suggested OCM model introduces a dynamic and cyclical model focusing on the ongoing interaction between seven key elements defining effective change (Figure 2). It starts with the External Environment, acknowledging that trends in the market, technological change, and regulatory changes are key drivers that make the need for change imperative. In response to these external forces, Strategic Planning creates adaptive visions and objectives that align organizational resources with new realities. Leadership subsequently translates this strategy into practice through transformational leadership, trust-building, and overtly sponsoring change initiatives. Employee Involvement is the next important component involving the workforce through participation, developing capability, and feedback processes to enhance ownership and minimize resistance. This participation in turn affects and is affected by Organizational Culture, which constitutes shared norms and values that act as mediators between how change is construed and implemented in the organization. Change Readiness is the shared infrastructure, capability, and attitude to absorb and endure the changes. The culmination of these convergent components becomes Organizational Change Success, which then radiates out and influences and reshapes the outside environment, initiating a new cycle of adaptation. This cyclical model emphasizes that organizational change is not a one-way process but a dynamic process of continuous alignment and feedback among strategy, leadership, culture, and people in a changing external environment. By depicting these mutual relationships, the suggested framework provides an inclusive and people-focussed master plan that organizations can use to achieve greater resilience,

agility, and long-term durability in today's complex and rapidly changing business world.

4.6 Findings and Discussion

(Rousseau & Ten Have, 2022) confirms that strategic planning is the basis for the blueprint to direct change endeavors. Apple's forward and nimble plan in anticipation of market changes, welcoming technological innovation, and incorporating iterative feedback best reflects best practices in change management. This strategy is in accordance with research by (Almutairi et al., 2024), which emphasizes the need for environmental scanning and ongoing adaptation to ensure competitive edge. Conversely, Kodak's strategic inertia, even with technological innovation capabilities (i.e., initial development of digital cameras), demonstrates the extent to which unyielding commitment to past business models can block organizational rejuvenation. The inability to adjust strategic objectives to changing external realities demonstrates the risk of strategic myopia, bolstering (Kobrin, 2022) claims about the risk of fractured or stale strategic vision in change processes. This implies that organizations should develop strategic flexibility as a key competency in managing ongoing change.

Leadership becomes a key driver that affects organizational preparedness and flexibility. Apple's senior management transformational leadership inspires change, trust, and employee empowerment, affirming theorists such as (Bass, 1999) and (By, 2005). Through role modeling commitment and inclusive communication, Apple's leaders minimized uncertainty and resistance while inspiring employees to adopt change. Conversely, Kodak's risk-averse and centralized leadership style supports earlier research (Al-Ali, Singh, Al-Nahyan, & Sohal, 2017) that resistant and hierarchical leadership behaviors reinforce employee cynicism and constrain change adoption. This supports (Neves & Schyns, 2018), who highlight the detrimental effects of leadership disengagement throughout change. These findings emphasize that tangible, continuous, and inclusive leadership is not desirable but necessary for guiding organizations through disruptive transformation, particularly when rapid adjustment is essential.

The research identifies employee engagement as key to overcoming resistance and basing change efforts in the realities of operations, confirming (Rousseau & Ten Have, 2022). Apple's culture, which facilitates participation, ongoing learning, and appreciation, creates ownership that inspires employees to become change agents and not mere recipients. This model captures modern best practices whereby employee engagement is associated with greater commitment and better implementation results (Khaw et al., 2023). Kodak's restricted employee engagement, top-down communication, and denial of empowerment represent the human barriers conceived by (Hubbart, 2024), whereby psychological fear and mistrust hinder change success. The results affirm that ignoring the human element usually leads to deep-seated cultural resistance and cultural inertia, eventually threatening organizational flexibility. Furthermore, the research underlines that employees' participation needs to be meaningful

and long-term, as minor attempts may lead to cynicism instead of dedication (Van Den Heuvel, Demerouti, Bakker, Hetland, & Schaufeli, 2020).

Aside from evaluating individual factors, comparative cases in this study demonstrate that sustainable change is the result of dynamic integration of strategic planning, leadership, and employee engagement. The triadic approach is consistent with Lewin's Force Field Theory (1952), wherein driving forces (clear strategy, effective leadership, participative workforce) overrule restraining forces (resistance, communication breakdown, inertia). The evidence implies that the pillars operate synergistically rather than in silo; weaknesses in one undermine the whole change process, as Kodak's failure illustrates. This lends weight to recent calls in the literature (Dempsey et al., 2021) for comprehensive and context-led approaches to change management that transcend linear models to adaptive, iterative processes. The reciprocal function of leadership and employee motivation in a strategically aligned environment offers a real-world road map for companies facing multifaceted, high-velocity changes.

5. CONCLUSION

In summary, through this research, it is important to note that effective OCM is largely dependent on the coordinated alignment of strategic planning, visionary and inclusive leadership, and authentic employee engagement. The cross-case comparison of Kodak and Apple clearly captures how strategic rigidity, risk-averse leadership, and constrained employee participation can subvert change initiatives, while adaptive planning, transformational leadership, and engaged employee participation give rise to innovation and enduring competitive advantage. Hence, organizations aspiring to traverse intricate and dynamic business landscapes need to emphasize creating adaptable strategic frameworks, fostering leadership behaviors that motivate and empower, and instilling strong mechanisms for substantial employee participation across the change process. In practice, it involves ongoing environmental scanning and responsive strategic adaptations, open and participative communication, leadership development initiatives aimed at transformational behaviors, and well-rounded employee training and appreciation systems. Future organizational transformation efforts will be enhanced by a balanced, people-focused strategy that considers these pillars as interdependent rather than discrete elements and thus improves resilience, minimizes resistance, and gains long-term adaptability and success.

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