

Review Paper

# Change Management Models and Methods: Implementing Innovations, Ensuring Sustainability and Engaging Staff

Valentyna Chychun<sup>1\*</sup>, Olena Grechanyk<sup>2</sup>, Talina Khliebnikova<sup>2</sup>, Olha Temchenko<sup>2</sup> and Hanna Kravchenko<sup>3</sup>

<sup>1</sup>Department of Management, International Economics and Tourism, Chernivtsi Institute of Trade and Economics of Kyiv National University of Trade and Economics, Chernivtsi, Ukraine

<sup>2</sup>Department of Scientific Fundamentals of Management, Institute of Postgraduate Education and Management, H.S. Skovoroda Kharkiv National Pedagogical University, Kharkiv, Ukraine

<sup>3</sup>Department of Pedagogy, Foreign Philology and Translation, Faculty of International Relations and Journalism, Simon Kuznets Kharkiv National University of Economics, Kharkiv, Ukraine

\*Corresponding author: ktim2150@gmail.com (ORCID ID: 0000-0003-0032-9757)

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## ABSTRACT

The article is devoted to the important topic of change management in today's business environment, where innovation, sustainability, and employee engagement have become critical factors for organizations' success. The article examines various models and methods of change management aimed at implementing innovative practices, ensuring sustainability, and actively involving personnel. In the modern business world, changes play a key role in the competitiveness of organizations. However, many organizations face difficulties in implementing innovations, ensuring the sustainability of their development, and involving staff to actively participate in changes. The main goal of this article is to research models and methods of change management aimed at introducing innovations, ensuring sustainability, and involving personnel in organizational processes. The object of research is the process of change management in organizations. The research subject is models and methods of change management aimed at introducing innovations, ensuring sustainability, and involving personnel in organizational processes. The authors used the method of scientific literature analysis to familiarize themselves with modern approaches to managing change, innovation, and sustainability in organizations. This analysis helped to understand critical theoretical approaches and concepts. To investigate the practical aspects of change management, the authors conducted empirical research on organizations implementing innovative practices. The article has great relevance in a rapidly changing business environment where organizations must be ready to innovate, ensure sustainability, and engage their staff to achieve success and competitiveness. Researching change management models and methods will help organizations better understand how to achieve these goals and manage change effectively. This article's results can be useful for managers and leaders of organizations that seek to introduce innovation, ensure sustainability, and involve personnel in active participation in change processes. Recommendations and practical findings can be used to improve change management strategies.

## HIGHLIGHTS

- ① Organizational environment necessitates effective change management, innovation implementation, and employee engagement as critical components of strategic success and sustainable development.
- ② The article proposes a new change management model that considers various aspects of innovation, sustainability, and personnel involvement, offering organizations a comprehensive approach to identify and address challenges while achieving high efficiency and competitiveness in the dynamic business environment.

**Keywords:** Change management, enterprises, management models and methods, organizations, personnel

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The modern organizational environment is characterized by constant changes and challenges that require adaptation and innovative development from companies. The management of change in organizations is becoming an essential element of strategic management because it depends on the ability of companies to survive and thrive in conditions of instability. The article is devoted to analyzing modern approaches to change management in organizations. Change management in modern organizations is critical to strategic success and sustainable development. However, organizations face several challenges related to the need to innovate effectively, ensure operational sustainability and engage staff in change management. These aspects require a comprehensive approach and the development of adapted models and methods of change management that consider the specifics of each organization. Today's organizations must constantly improve their products and processes to remain competitive. The introduction of innovations becomes an integral part of the activity, and it is necessary to develop practical models for managing this process. Organizations must also ensure sustainability in their operations to avoid the adverse effects of unforeseen changes. At the same time, they must be prepared for the risk and change that can come with innovation and change in the industry. The involvement of personnel in change management is a key aspect of the successful implementation of the strategic goals of the organization, which requires the development of effective methods of motivation and participation of personnel in change processes. Therefore, this article aims to solve these problems by analyzing current models and methods of change management, developing recommendations, and providing practical advice for organizations that seek to achieve effective change management and innovation, ensure sustainability, and involve staff in joint efforts.

The purpose of this scientific article is to develop a change management model with a focus on innovation, sustainability, and employee engagement in an organizational context. The article aims to analyze the effectiveness and practicality of applying different approaches to change management in modern conditions and to

develop recommendations for practicing managers and scientists by performing the following tasks:

- ♦ analysis of modern approaches to change management;
- ♦ analysis of the impact of innovations on the organization;
- ♦ study of practices in ensuring sustainability;
- ♦ studying approaches to involving personnel in change management;
- ♦ development of recommendations for improving the effectiveness of change management.

## LITERATURE REVIEW

This paper "Business Excellence through Sustainable Change Management" presents a compelling argument for attaining business excellence through the effective implementation of sustainable change management strategies. Business excellence, as outlined in the Baldrige Performance Excellence Criteria, serves as our benchmark for organizational success. Sustainable change management, a critical facet of this pursuit, is structured upon three pivotal pillars: enlightened leadership, overseeing the direction of change initiatives; superior project management, adept at managing the technical facets of transformation; and outstanding talent management, instrumental in successfully executing change processes. This article delves into a comprehensive exploration of these three pillars, offering insights and case studies that exemplify sustainable change management practices across diverse sectors. By analyzing these successful examples, we elucidate the pathways to achieving business excellence in modern organizations' dynamic and ever-evolving landscape (Vora, 2013).

This article delves into the intricate relationships between issues about men, management challenges, and the dynamics of change within organizations. A central focus of our inquiry lies in understanding the reciprocal influence of men's authority and managerial power. It is observed that men's behavior within management contexts can sometimes be oppressive, reflecting numerical dominance in managerial roles and a consequential imprint on the organizational structure. In this discourse, we highlight various approaches men employ in response to feminist movements and

explore strategies for transformative management. These strategies encompass the reduction of male representation in management, modifications in men's conduct, addressing issues related to sexuality and violence, and the imperative of encouraging men in management to confront their stances concerning sexism and feminism. By critically examining these dimensions, this paper contributes to a nuanced comprehension of gender dynamics in management and offers potential pathways for progressive change within organizational structures (Hearn, 1992).

This research study aims to elucidate the impact of critical success factors (CSFs) within project management on change management in business process management (BPM). Despite the growing interest in BPM, the existing body of literature falls short of comprehensively addressing the precursors that underpin effective change management in business process projects. The study identifies key factors contributing to change management success in BPM projects through a systematic literature review (SLR). These identified factors are then examined as antecedents of change management within a structural equation modeling (SEM) framework, utilizing data from 464 stakeholders involved in various business projects. Subsequently, a neural network analysis is employed to rank these key factors non-linearly. Finally, a latent class analysis (LCA) is conducted to identify heterogeneous groups within the sample based on their unique project management characteristics. The findings of this study shed light on the intricate relationship between project CSFs and change management in BPM. Through a multifaceted analytical approach, it provides valuable insights into the factors that drive successful change management within the context of business process projects, allowing organizations to better navigate and optimize their BPM endeavors (Idogawa *et al.* 2023).

This chapter provides an insightful exploration into the future of project management, tracing its evolution over the past five decades and projecting its trajectory into the future. The historical perspective underscores the transformation of the project manager's role, transitioning from an engineering manager to a versatile leader capable of navigating the complexities of a multi-perspective

landscape (Lelyk *et al.* 2022). The contextualization of projects within the framework of evolving organizational structures, encompassing siloed and networked organizations, forms a crucial backdrop for the analysis. This context leads to a compelling conclusion: projects will continue to assume a pivotal role in the future, particularly in change management, business modeling, and value creation. As organizations adapt to the ever-changing business landscape, effectively managing projects will be instrumental in achieving strategic goals and fostering innovation. This chapter offers valuable insights into the evolving landscape of project management and its significance in shaping the future of organizations (Mikkelsen and Riis, 2017).

This article explores the essential components of effective change leadership in the digital era. As organizations face unprecedented technological advancements and shifting market dynamics, the need for agile and visionary leaders is paramount. The article presents a comprehensive playbook for navigating digital-era change, encompassing strategies for fostering innovation, building adaptive cultures, and harnessing technology to drive successful transformations. Drawing on real-world case studies and best practices, this article equips leaders with actionable insights to thrive in the rapidly evolving landscape of digital change. In a world defined by relentless technological innovation and evolving market forces, change leadership has never been more critical (Bazaluk *et al.* 2020). This article has presented a playbook for digital-era change leadership, emphasizing the following key takeaways. Successful digital-era change leaders prioritize innovation to gain a competitive edge. Encouraging a culture of experimentation and embracing emerging technologies can drive transformative results.

Building an adaptive organizational culture is foundational to change leadership. Leaders must foster a culture of agility, learning, and resilience, enabling teams to respond effectively to evolving challenges. Digital tools and technologies are enablers of change. Influential leaders harness the power of technology to streamline processes, enhance decision-making, and facilitate collaboration. Informed decision-making, driven by data analytics, is a cornerstone of digital-era leadership. Leaders

should invest in data capabilities and promote data-driven decision-making throughout their organizations. Embracing change leadership in the digital era necessitates a commitment to continuous learning. Leaders should stay abreast of emerging trends, seek out professional development opportunities, and cultivate a growth mindset. In conclusion, navigating digital-era change leadership requires a holistic approach integrating innovation, culture, technology, data, and learning. By embracing these principles and leveraging the strategies outlined in this playbook, leaders can position their organizations for success in an era of constant transformation (Flanding *et al.* 2018).

This chapter offers a comprehensive overview of contemporary and emerging paradigms in change communication, drawing insights from academic research and practical perspectives. It delves into the implications of these approaches for organizations and practitioners, focusing on the educational aspects. The literature review is conducted within the framework of Kemmis and McTaggart's model, which explores practice through the lenses of individual-social and objective-subjective dimensions, ultimately leading to an integrated reflexive-dialectical approach. The chapter introduces five distinct roles for practitioners leading and influencing change initiatives: Communication Architect, Story-enabler, Empathiser, Engager, and Community Builder. These roles extend beyond the traditional informative function, emphasizing the practitioner's active involvement in co-constructing communication with stakeholders throughout the change process. Furthermore, this exploration prompts a reimagining of education for change practitioners. Traditional qualifications and certifications may no longer suffice in a landscape characterized by evolving paradigms of change management. Instead, there is a growing need for collaboration between scholars and practitioners to develop innovative, continuous learning mechanisms that adapt to the shifting demands of the field (Crestani, 2016).

This paper addresses the growing interest in accounting for quality and its impact on organizational performance within the context of management control research. It emphasizes the need to integrate process innovation into this research area, which has been relatively underexplored.

Drawing on the institutional adaptive theory of organizational change and process innovation strategies, the paper constructs a framework using a 2 by 2 contingency table. This framework combines two key factors: environmental conditions and organizational change/learning strategies, resulting in four distinct process innovation strategies: mechanistic, organic, organizational development (OD), and organizational transformation (OT). The paper then applies these four process innovation typologies to analyze innovations in accounting, specifically focusing on activity-based costing (ABC). ABC is examined as a multi-phased innovation process that creates an environment conducive to initiating and implementing accounting changes. It is suggested that technical innovation is best initiated as an organic innovation characterized by decentralization, radical change, and double-loop learning. Conversely, the implementation phase is more effective as a mechanical innovation within a hierarchical organizational structure involving incremental change and single-loop learning. In conclusion, the paper proposes that integrating ABC into an OD or OT intervention strategy can harness its technical and administrative innovation aspects, offering valuable tools for managing an organization's operational activities (Sisaye, 2003). This paper delves into the intricate dynamics of talent retention within knowledge-intensive industries, focusing on understanding the mediating processes that link the presence and utilization of human resource management (HRM) practices to employee turnover. Drawing inspiration from the conservation of resources theory and job demands-resources theories, the research presents a comprehensive three-dimensional model. This model scrutinizes the interplay between HRM, knowledge management (KM), and change management (CM), along with their interrelationships with employee engagement and turnover intention. By applying this multifaceted framework, the study aims to unveil the underlying mechanisms contributing to talent retention challenges in knowledge-intensive sectors. It explores the role of HRM as a catalyst for fostering knowledge and change management, thereby influencing employee engagement and, ultimately, the intention to leave an organization. This research sheds light on the nuanced connections within these complex systems, offering valuable

insights for organizations seeking to enhance talent retention strategies in a knowledge-driven landscape (Kossovya *et al.* 2023).

This article presents a practical exploration of purpose-driven change management within the context of enterprise leadership. In an era where organizational agility and adaptability are paramount, the paper offers a nuanced understanding of how purpose can serve as a driving force behind transformative change efforts. Drawing from real-world experiences and case studies, this study emphasizes the unique dynamics of change management within enterprises, recognizing their size, complexity, and diverse stakeholder ecosystems. It examines how purpose-driven change initiatives can align with an organization's strategic goals, foster employee engagement, and drive positive outcomes in terms of performance and sustainability. Furthermore, this article discusses the challenges and opportunities that arise when implementing purpose-driven change strategies in enterprise settings. It highlights the need for a holistic approach that integrates purpose into leadership, culture, and strategic decision-making, ultimately fostering a shared purpose that transcends traditional boundaries. In conclusion, this research contributes valuable insights into the practice of purpose-driven change management tailored explicitly for enterprises. It underscores the importance of aligning organizational purpose with change efforts to create a more resilient, agile, and purposeful enterprise leadership ecosystem (Flanding and Grabman, 2022; Flanding and Grabman, 2022).

While previous research has acknowledged the positive association between trust and performance, there has been a notable gap in understanding the role of management in cultivating valued organizational behaviors crucial for both effectiveness and well-being. This paper fills this void by investigating the intricate interplay of organizational trust and performance within the context of management change. It does so through a comparative analysis of two case organizations, one from the private sector and the other from the public sector. This study offers insights into how trust dynamics within an organization can influence its performance trajectory during periods of management change (Sumets *et al.* 2022). Examining both private and

public sector cases provides a comprehensive perspective on how the management's approach to trust-building can impact the outcomes of change initiatives. The research sheds light on the nuances of trust as a catalyst for fostering positive organizational behaviors and, consequently, enhancing overall effectiveness and employee well-being. Through qualitatively exploring these real-world cases, this paper contributes to the broader understanding of the complex relationship between trust, performance, and management change. It underscores the significance of trust-building as an integral aspect of successful organizational transitions, with implications for both the private and public sectors (Karhapää *et al.* 2022; Sadangi and Mohapatra, 2017).

The article explores the role of multinational corporations (MNCs) in the global market environment following the transition to the post-industrial era. The authors examine the strategic management approach of MNCs in the context of changes in economic, technological, and socio-cultural aspects. The article analyzes the key challenges that MNCs face in the contemporary global market environment, such as globalization, increasing competition, changes in consumer preferences, and technological innovations. The authors provide insights into strategic management that enable MNCs to adapt to these challenges and achieve competitive advantages. The article also investigates the role of MNCs in developing the global economy and their contribution to the global market. It discusses essential aspects such as foreign investments, international trade, and transnational supply chains that help MNCs become significant players in the world economy. The article concludes that strategic management is a key success factor for MNCs in the post-industrial global market environment. It urges MNCs to carefully analyze changes in the global business environment and develop appropriate strategies to ensure sustainable growth and enhance competitiveness (Tallman, 2004; Hoskisson *et al.* 2004).

This article aims to address the challenges associated with strategic changes within organizations, emphasizing the importance of how the organization interprets and comprehends its future vision. The paper explores visual management as a potential asset in change management research, offering

a means to manage the complexities of change processes and enhance communication. The article aims to problematize episodic change processes in the context of communication and introduces a proposed model for effectively facilitating dynamic strategic change management through visual management techniques (Eriksson and Fundin, 2018; Rusly *et al.* 2012).

This article titled “Adoption of Employee Involvement Practices: Organizational Change Issues and Insights” delves into adopting employee involvement practices within organizations, focusing on the challenges and insights related to organizational change. The paper examines the complexities and issues that arise when organizations aim to implement employee involvement strategies and provides valuable insights into effectively managing and navigating the change processes associated with these practices. It offers a comprehensive understanding of the dynamics involved in adopting employee involvement initiatives and offers practical guidance for organizations seeking to enhance employee participation and engagement (Benson *et al.* 2013).

This article explores the correlation between the utilization of management accounting practices and two critical dimensions within business management: organizational change and organizational performance. The study investigates how the adoption and application of management accounting practices impact an organization’s ability to effectively navigate and implement changes within its structure and processes. Furthermore, it analyzes the subsequent effects on the organization’s overall performance metrics. By examining the interplay between management accounting practices, change management, and performance outcomes, the article offers valuable insights into the strategic role of accounting in modern organizations (Nuhu *et al.* 2016; Levytska *et al.* 2022).

This article delves into the intricate landscape of change management within public sector organizations, recognizing the unique challenges and contextual factors that influence transformation efforts in this specific domain. It provides a comprehensive examination of the various dimensions, drivers, and complexities associated with change initiatives within the public sector. Through an in-depth analysis, the article sheds

light on the significance of understanding the specific context in which these organizations operate and the implications it has on the planning and implementation of change strategies. By contextualizing change within the public sector, this article offers valuable insights and strategies for achieving successful organizational transformations in this distinctive environment (Aher and Luoma-Aho, 2017).

This paper explores the intricate relationship between organizational transformation, the design of management control systems, and the ongoing mobilization process. It highlights how change is not confined to the initial design and implementation phases but continues to evolve post-implementation, sometimes leading organizations into unanticipated territories. The procedures conceived during the design phase act as dynamic agents capable of fundamentally transforming organizations over time, necessitating intervention to mitigate unintended consequences. The paper emphasizes the concept of mobilization, where managers actively intervene to complement the design with processes and procedures aimed at addressing and rectifying any unintended effects. This ongoing mobilization is essential for aligning the design with the evolving needs and realities of the organization, ensuring it remains workable and sustainable. Drawing on examples such as Economic Value Added and the Balanced Scorecard, this paper illustrates the potential for management control system design to produce highly nonintuitive effects. It underscores the continuous nature of mobilization efforts, highlighting the need for ongoing adjustments and interventions to navigate the complexities of organizational transformation. In conclusion, this research offers valuable insights into the dynamic nature of organizational change, emphasizing the pivotal role of design and mobilization in shaping and sustaining management control systems (Mouritsen, 2005; Alsharari, 2023).

This study delves into the relatively under-explored territory of how employees’ psychological contracts evolve during significant organizational changes. Focusing on a group of air traffic control workers accustomed to long periods of stable work roles, it investigates how their perceptions of the employment relationship transform when faced with enforced job changes. As job transitions loom, the

paper unravels the factors influencing employees' acceptance or violation of their psychological contracts. It reveals that these responses are shaped by a complex interplay of sense-making processes, including appraisals of management decisions, the interpretation of pre-move uncertainties, and perceptions of victimization. The study follows employees through the transition and uncovers that sense-making continues, eventually leading to either a calculative reassessment of the employment relationship or the persistence of feelings of violation. Notably, sustained violation triggers visible expressions of resistance against management, rooted in a desire to reinstate the familiar employment relationship.

In contrast, those who adapt to the personal outcomes of management breaches become less committed to the contractual relationship and opt to exploit management's weaknesses and oversights. This divergence arises from separating the contractual meanings attributed to individual breach events from the overarching assessment of management's behavior during the reorganization. In summary, this research offers valuable insights into how employees navigate changes in their psychological contracts during major organizational shifts. It underscores the multifaceted nature of these transformations, driven by sense-making processes and influenced by employees' interpretations of management actions and decisions (Hallier and James, 1997).

Organizations striving for certification in quality standards face the imperative of implementing comprehensive change methodologies to integrate these standards into their operations seamlessly. This paper highlights the relevance of established change models, such as the Burke-Litwin model, as fundamental tools for identifying the underlying predictive variables influencing key outcomes within a quality management system, including quality and delivery performance. The selection of these change models is rooted in their applicability and capacity to closely align with the integration of organizational variables, which resembles the components of a typical quality management system. By adapting these change models to the specific context of quality management standards, this research offers a conceptual framework that businesses can employ to guide their efforts. In

conclusion, this study underscores the critical role of change methodologies in institutionalizing quality standards within organizations. It emphasizes the value of established models like Burke-Litwin as powerful tools for analyzing and optimizing the implementation of quality management systems, ultimately enhancing quality and delivery performance (Johnson, 2004).

The article is intended to study the dynamics of the process of emergence and change of routines in managerial accounting. It aims to explain how these complex routines contribute to stability and change in managerial accounting practice. Managerial accounting in modern organizations is critically essential for decision-making and achieving strategic goals. However, the dynamics of the emergence and change of managerial accounting routines have not been sufficiently studied. This article aims to fill this research gap. The study is based on analyzing different organizational environments and their managerial accounting routines. The authors use both quantitative and qualitative analysis to reveal the factors influencing the emergence and change of these routines. The main goal of this article is to study the dynamics of the emergence and change of managerial accounting routines. The authors seek to find out how these routines contribute to stability and simultaneously stimulate changes in managerial accounting practice. The article reveals that managerial accounting routines are not only tools for data collection and analysis but also complex organizational processes that actively influence management practice. The study shows that routines can provide stability in managerial accounting, but also become a source of change and innovation. The authors provide recommendations on how organizations can manage these routines to achieve better performance and strategic goals. This article is relevant in today's business environment, where organizations are constantly faced with changes and need to adapt to new requirements and opportunities (Van der Steen, 2011).

In the realm of knowledge management, extensive attention has been devoted to change management programs within the corporate sector. However, the systematic exploration of change management at a national level, specifically concerning establishing knowledge management systems for entire countries, remains a largely uncharted territory.

Existing studies predominantly derive their insights from corporate perspectives, mainly overlooking the complex needs and dynamics inherent to a larger scale, such as that of an entire nation. This paper sets out to address this critical gap in the literature by focusing on change management programs aimed at the establishment of national knowledge management systems. Its primary objective is to delve into the intricacies of implementing such comprehensive systems on a national scale and to derive valuable insights and strategies that cater specifically to the unique challenges and requirements at this level. The research methodology comprises a multi-faceted approach incorporating qualitative and quantitative analyses. It draws upon case studies, surveys, interviews, and in-depth examinations of existing knowledge management initiatives at a national level. By synthesizing data from various countries and regions, this study aims to uncover common patterns, critical success factors, and potential pitfalls associated with national knowledge management system implementation. Preliminary findings suggest that change management at the national level presents unique challenges and complexities that diverge significantly from those encountered within the corporate realm. Factors such as cultural diversity, governmental structures, and varying levels of technological readiness play a substantial role in shaping the success or failure of these initiatives. Successful change management at the national level necessitates a highly adaptive and context-specific approach, with a keen understanding of the broader socio-political landscape. This paper contributes to the evolving field of knowledge management by shedding light on the under-explored domain of change management at the national level. It underscores the imperative of tailoring change strategies to meet the distinct needs of entire countries when establishing knowledge management systems. The research findings provide valuable guidance for policymakers, government agencies, and knowledge management practitioners who aspire to embark on the challenging journey of implementing national-level knowledge management systems. The significance of this research lies in its potential to inform and influence the design and execution of national knowledge management initiatives, ultimately contributing to enhanced knowledge sharing, innovation, and socio-

economic development at a national scale. It offers a road-map for change management practitioners and policymakers seeking to harness the power of knowledge for the collective advancement of their nations (Jafari and Akhavan, 2007).

## METHODS

The article provides a literature review and analysis of modern approaches to change management. In particular, the review of available scientific sources and publications related to change management and innovation made it possible to identify and analyze the main theoretical concepts and models of change management. A critical review of the developed models and their application in the organizational context determined the impact of innovation on the organization. Analysis of changes in strategic planning and business processes caused by innovations made it possible to determine the interaction between innovations and the effectiveness of the organization and to investigate practices in ensuring the sustainability of the functioning of organizations. Research on methods of risk management and preservation of key success factors was carried out using comparative analysis. The analysis of strategies and practices of personnel involvement in change management processes made it possible to study methods of personnel motivation for active participation in changes and innovations. A review of cases of organizations that ensured successful mobilization and involvement of their personnel in changes was carried out.

The formulation of recommendations based on the received data and analysis to improve change management practices was carried out by using the methods of correlation-regression analysis and economic-mathematical modeling, establishing approaches to measuring and evaluating the effectiveness of proposed changes and innovations.

The applied research methods in the article aim to provide an in-depth analysis of modern approaches to change and innovation management, reveal their impact on organizations, investigate sustainability methods, analyze approaches to staff involvement, and develop recommendations for improving change management. The methods used make it possible to carry out complex analysis and draw practical conclusions for the researched topic.

## RESULTS

Indicators of changes depending on the degree of application of innovations can be formulated as follows:

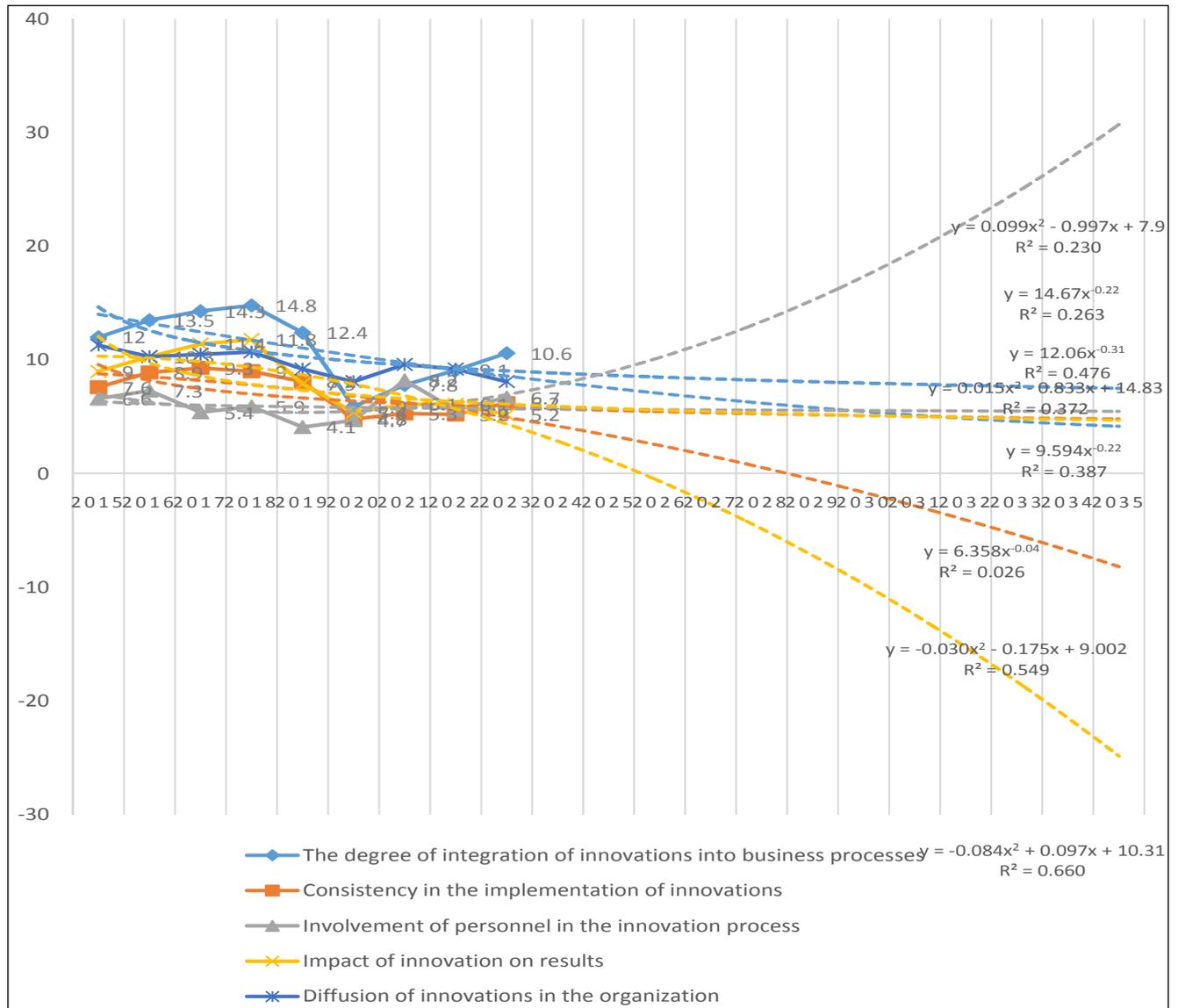
1. The degree of integration of innovations into business processes:
  - 1.1. The number of innovative solutions that were implemented in the main business processes.
  - 1.2. The percentage of change in the structure of business processes after the introduction of innovations.
  - 1.3. The level of staff satisfaction with the results of innovation integration.
2. Consistency in the implementation of innovations:
  - 2.1. The length of time from the concept of an innovation to its actual implementation.
  - 2.2. The number of interventions or corrections that were made during the implementation of the innovation.
  - 2.3. The level of agreement and acceptance of innovations among staff at different stages of implementation.
3. Involvement of personnel in the innovation process:
  - 3.1. The number of ideas and suggestions from employees that were considered when creating innovations.
  - 3.3. The level of staff participation in testing and improving innovative products or services.
  - 3.3. Percentage of staff participating in education and training on innovations.
4. Impact of innovation on results:
  - 4.1. Change in financial performance indicators (for example, profit growth, cost reduction) after the introduction of innovations.
  - 4.2. Increasing market share or improving competitiveness after innovative changes.
  - 4.3. Increasing customer or user satisfaction with new products or services.
5. Diffusion of innovations in the organization:
  - 5.1. The number of departments or units that actively use innovative approaches.

- 5.2. Increasing the scope of joint work between departments after the introduction of innovations.
- 5.3. Measures taken to disseminate innovative knowledge and practices within the organization.
- 5.4. These indicators will help to monitor and evaluate the effectiveness of change management related to innovation and to determine the extent to which innovation is integrated into organizational culture and processes.

Based on the analysis of statistical data from five domestic enterprises, a forecast of trends in management indicators was developed (Fig. 1).

The trend line determines that by 2035, the changes depend on innovation projects:

1. Digital transformation and automation. Indicator of change: growth in the implementation of automated processes and the use of artificial intelligence technologies. Organizations must actively implement digital solutions and innovative technologies to increase productivity and competitiveness.
2. Development of eco-friendly initiatives. Indicator of change: Reduction of emissions and introduction of environmentally friendly technologies. Organizations must pay attention to sustainability and implementing green innovations to preserve the environment.
3. Development of a culture of innovation and learning. Indicator of change: Increase in the number of ideas implemented by employees and increase in learning. Organizations must create incentives for innovation and staff training to ensure continuous development.
4. Flexible working practices. Change indicator: Increasing the number of remote and flexible work modes. Organizations must adapt to new work standards and facilitate remote work to maintain efficiency.
5. Increasing support for innovative startups. Indicator of change: An increase in the number of innovative partnerships and investments in startups. Organizations must



Source: Developed by the author based on the analysis of statistical data (State Statistics Service).

Fig. 1: Indicators of changes depending on the degree of application of innovations

actively interact with innovative startups to access new ideas and technologies.

- 6. Increasing attention to cyber security. Indicator of change: Increased investment in cybersecurity and measures to protect data. Organizations must maintain data privacy and security in a world of increasing cyber threats.

These trends and indicators of change indicate important directions for organizations in the field of transformations and innovations. Analysis and consideration of these trends will allow organizations to successfully adapt to changes and achieve the desired results.

Thus, a matrix was created for designing effective factors of the influence of change indicators on management Table 1.

Table 1: Change management matrix

Indicators	Optimal scenario	A negative scenario	A positive scenario	Parameter
1	8,0	18,3	6,3	6,3-18,3
2	6,7	16,5	5,5	5,5-16,5
3	5,6	10,5	4,8	4,8-10,5
4	6,7	10,1	5,7	5,7-10,1
5	6,8	11,3	5,2	5,2-11,3

The developed indicator assessment matrix allows you to determine the impact of each indicator on changes and the impact of changes on financial and economic processes.

Increasing the motivation of personnel in the system of implementing change indicators, depending on the degree of application of innovations, can be implemented using the following algorithm:

1. Communication and participation:
  - 1.1. Ensure an open and transparent exchange of information on innovation and change indicators.
  - 1.2. Involve staff in the implementation process by allowing them to express their thoughts and suggestions.
2. Target direction:
  - 2.1. Show staff how their actions affect the achievement of innovation goals and indicators of change.
  - 2.2. Define specific tasks and responsibilities for each employee.
3. Training and development:
  - 3.1. Provide staff with the learning and development opportunities they need to successfully innovate.
  - 3.2. Support education and training programs.
4. Recognition and reward:
  - 4.1. Define a system of reward and recognition for achievements in the field of innovation and indicators of change.
  - 4.2. Highlight the successes and achievements of employees.
5. Monitoring and reporting:
  - 5.1. Constantly monitor the degree of application of change indicators and the implementation of innovations.
  - 5.2. Provide regular reporting and feedback on results.
6. Support and consultations:
  - 6.1. Provide an opportunity for employees to seek advice and support in the implementation of innovations.
  - 6.2. Build a team or resources that can provide the help you need.

7. Inform about successes:
  - 7.1. Highlight the positive results and achievements that have been achieved through innovation and indicators of change.
  - 7.2. Create an atmosphere of success and morale in the organization.

This algorithm will help to create a favourable environment for increasing the motivation of personnel in the implementation of indicators of changes and innovations and contribute to the achievement of the desired results.

## DISCUSSION

The sustainability of the organization's activity affects its competitiveness. Factors affecting sustainability during change and innovation are examined and recommendations for managing them are provided. Successful sustainability requires appropriate practices in the form of change management models and methods. The involvement of personnel in change management can have a positive effect on organizational performance. Implementing change management models and methods can present challenges and obstacles. Best practices and recommendations can be derived from the analysis of current approaches to change management and innovation.

Further research in the field of change management may reveal new directions and opportunities for improving innovation implementation, sustainability and employee engagement in organizations.

## CONCLUSION

The paper will scrutinize existing change management models and practices and assess their viability and effectiveness in driving innovation, sustainability and employee engagement. The article will explore how the implementation of innovation affects organizational structure, culture and strategy, and how these changes can be effectively managed. The article will analyze methods that help to ensure sustainability in the context of change management, in particular, the preservation of key processes and values of the organization. The article will explore methods and strategies that help engage staff in change management and sustain an innovative environment. Based on the analysis of the research results, the article will develop

recommendations for managers and researchers on effective change management, innovation implementation, sustainability and employee engagement in an organizational context.

As a result of our research and analysis of modern models and methods of change management aimed at introducing innovations, ensuring sustainability and attracting personnel, we developed and proposed a new model of the influence of indicators on the functioning of the organization. This model takes into account various aspects of change management and innovation, which help to achieve greater sustainability and performance in the organization. Using this model allows organizations to effectively manage change, innovate and ensure the sustainability of their operations. The indicators that we consider in this model help to identify problems and opportunities for improvement in time, as well as to involve personnel in active participation in change processes. Applying this model can help organizations achieve high efficiency and competitiveness in the market while ensuring sustainability and resistance to changes in the modern business environment.

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