



**CHANGE MANAGEMENT STRATEGIES FOR SUCCESSFUL
ORGANIZATIONAL TRANSFORMATION IN THE DIGITAL AGE**

**A Thesis Presented to
East Bridge University**

In Partial Fulfillment
Of the Requirements of the
Professional Doctorate

by
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Declaration

I certify that the paper titled Change Management Strategies for Successful Organizational Transformation in the Digital Age is my original work and has never been presented, in full or in part, to any other academic institution or to any other qualification. The information in all sources utilized in this study has been properly cited and cited in line with academic regulation of the university.

I also affirm that this study has been done according to the ethical rules and principles that have been established by the university.

Amila Prasad Bandara

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Title : Change Management Strategies for Successful Organizational Transformation in the Digital Age

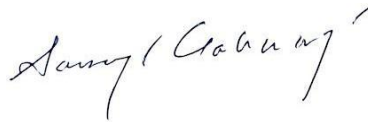
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Abstract

In the age of high technology and digital disruption, organisations are finding the need to reconfigure their organisations, processes, and cultures in order to stay competitive. The proposed research concentrates on the efficiency of the digital transformation programs in Sri Lankan context, the goal of which is to create locally applicable empirical data. The paper analyses the main challenges faced by organisations and the effectiveness of the chosen change management strategies, as well as offers a framework that will be able to increase digital adaptability and resilience.

The research followed a positive and deductive methodology by applying a quantitative survey of 300 participants, who represented three industries finance, telecommunications, and healthcare. Correlation and multiple regression techniques were used to analyse data using descriptive statistics. The results portray that workforce skills gaps, high cost of implementation, and employee resistance to change are some of the challenges that organisations usually face and underline the interaction between technological and human factors in the transformation results. According to the strategies that have been analyzed, effective communication and transformational leadership were identified as the most effective predictors of successful digital transformation, whereas empowerment, agile practices, and cultural alignment provided favorable, but relatively moderate outcomes.

The research finds that all three strategies, culture, and people must be integrated equally to initiate a successful digital transformation. It proposes a five-pillar model based on the core enablers of organisational change, making it leadership, communication, empowerment, agility, and cultural transformation. In this study, the researcher aims at adding to the contextualisation of change management theory in a digital developing economy context and providing practical implications to organisations and policymakers in the quest to enhance a stronger digital preparedness in Sri Lanka.

Keywords: Change Management, Digital Transformation, Leadership, Communication, Organizational Change, Sri Lanka.

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Chapter 1: Introduction

1.1 Background of the Study

The 21st century has observed some extraordinary technological developments that have transformed industries, economies and societies. Digital technologies include artificial intelligence (AI), big data analytics, cloud computing, blockchain, and the Internet of Things (IoT) have altered the way organizations create value, the ways they engage with their stakeholders, and the ways they compete in the global markets (Vial, 2019). The digital transformation as it is commonly defined transcends the use of technology; it necessitates organizational changes in terms of organizational structure, processes, and cultures (Bonnet and McAfee, 2014). In turn, effective digital transformation requires effective and dynamic change management approaches that will help align technology adoption to human and organizational variables (Cameron and Green, 2019).

Although organizations invest more in digital projects, studies have always indicated high failure rates of organizational change. John Kotter (2012) argues that organisational change efforts are frequently faced with serious implementation issues but the level of difficulties is determined depending on the situation. These issues in the Sri Lankan context can be linked to the change resistance, poor practice of change management, and inappropriate alignment of organisational culture with technological plans. This reinforces the urgent need of efficient change management as the condition of organizations to succeed in the digital age.

Organizations around the world have acknowledged that the process of digital transformation cannot be viewed as a purely technological issue but as a wholesome change process. To illustrate, multinational companies such as Microsoft and General Electric have implemented overall change management models to integrate digital technologies into their business processes and, at the same time, transform culture, management, and employee skills (Brock and Wangenheim, 2019). Conversely, small and medium size (SME) businesses have challenges including lack of resources, sufficient infrastructure, and employee resistance in most developing economies.

Sri Lanka offers a most interesting environment to study the change management in the digital era. There has been a significant improvement in digital adoption in the country, and especially in the fields of finance, telecommunications, and e-government. Nonetheless, issues are major. McKinsey (2016) suggests that low digital literacy, lack of sufficient infrastructure, and

resistance to change in culture are some of the most common barriers to digital transformation in developing countries. The same constraints are encountered by the Sri Lankan organizations as they simultaneously struggle with the global competitive world and increasing customer demands.

In that regard, proper change management strategies would better in supporting the sustainability, inclusivity, and organizational alignment of digital transformation initiatives. This study aims to offer both locally and internationally significant insights to change management practices in Sri Lankan organizations by analyzing change management principles in the country.

Moreover, the Sri Lankan corporate environment offers a number of examples of the ways of digital transformation manifesting themselves in the practice. As an example, the redesign of the banking industry (the establishment of mobile banking, online payment gateways, and fintech alliances in the Commercial Bank of Ceylon and Sampath Bank, respectively) can be seen as the increased attention to the digital accessibility and customer-focused innovation. Likewise, telecommunication organizations such as Dialog Axiata and Sri Lanka Telecom have adopted an enterprise-wide change initiative to incorporate AI-based analytics and digital services platforms. Nevertheless, there is still a major problem in local organizations with resistance between the middle management, the lack of digital skills among workers, and cultural inertia restricting innovative practices. These local observations highlight the necessity of contextual based change management approaches that would respond to the socio-cultural realities of Sri Lankan organizations.

1.2 Statement of the problem

The underlying issue that has guided this research is the consistent difference between the potential of digital transformation and the reality of the results obtained by organizations. Even as organizations are increasingly investing in digital technologies, numerous organizations do not tend to achieve equivalent improvement in performance, competitiveness, or customer satisfaction because of poor change management practices (Kotter, 1996; Beer and Nohria, 2000).

The current body of literature on change management offers a number of proven models, including a three-stage model by Lewin (1951), an eight-step process by Kotter (1996), and ADKAR model by Hiatt (2006). These models underscore systematic procedures of taking organizations through change. Critics believe, however, that these frameworks have been built in environments where technology change is slower and more predictable (Cameron and Green, 2019). In the modern digital era, organizations have never experienced greater levels of volatility, uncertainty, complexity, and ambiguity (VUCA), and they have a need to be more nimble and adaptable in managing change (Rigby, 2016).

A number of conceptual and empirical gaps come out. To start with, although much has been said on change management in developed economies, there are less studies when it comes to the developing countries like Sri Lanka, where contextual pressures like poor infrastructure development, staff preparedness, and cultural resistance pose unique challenges (Vial, 2019). Second, the literature regarding the connection of the traditional change management theories to the modern digital change practices is scanty. As an example, although the ADKAR model focuses on the individual adoption, it does not directly tackle the issue of automation, data-driven business, or the necessity to innovate continuously. Third, there is a lack of empirical evidence on how organizations in Sri Lanka specifically modify the change management strategies to fit their local context. The gap in knowledge and practice is due to the absence of localized research.

It is these insights unique to the Sri Lankan context that the organizations may find themselves having a change management strategy that does not fit their needs thus failed digital initiatives. This study aims to fill this gap by discussing the potential to develop and implement change management strategies to facilitate successful organizational transformation in the digital age in Sri Lanka.

However, despite the classical models of change like the one by Lewin (1951) and Kotter (1996) being considered fundamental, they are being criticized due to their linearity and rigidity. Change in fast-changing digital situations is not necessarily performed in a sequence, and organizations have to work in continuous feedback cycle. As an example, the three-stage model proposed by Lewin presupposes that the equilibrium before and after change remains constant, which is hardly applicable in the digital ecosystem context where the disruption is constant (Burnes and Cooke, 2013). Likewise, the eight-step model by Kotter focuses on the top-down change which is facilitated by leaders, but digital transformation usually depends on

decentralized decision-making, cross-functional teamwork, and employee empowerment (Appelbaum et al., 2017).

The system-level digital integration (i.e., data interoperability or agile work design) is not completely taken into consideration by the ADKAR model (Hiatt, 2006), which is applied in individual levels of change. Therefore, these conventional models cannot be easily applied in volatile, uncertain, complex, and ambiguous (VUCA) environment. This represents the necessity to incorporate more dynamic models, including Agile Change Management (Rigby, Sutherland and Noble, 2018) and Digital Maturity Models (Gill and VanBoskirk, 2016), that focus on flexibility, experimentation, and learning by doing.

Table 1 - Comparison of Traditional and Emerging Change Management Frameworks

Framework	Key Focus	Strengths	Limitations in Digital/VUCA Context	Relevance to Sri Lanka
Lewin (1951)	Three-stage linear change (Unfreeze–Change–Refreeze)	Simple, structured approach	Assumes stability; unsuitable for continuous digital change	Limited – static in dynamic digital sectors
Kotter (1996)	Eight-step organizational transformation	Emphasizes leadership and vision	Sequential; lacks agility; time-consuming	Partly applicable with modifications
ADKAR (Hiatt, 2006)	Individual-level change awareness and adoption	Focuses on employee behavior	Ignores systemic and digital complexities	Useful for training but not system-wide change
Agile Change (Rigby et al., 2016)	Iterative, team-driven adaptation	Rapid feedback, flexibility	Requires cultural readiness	Increasingly relevant in tech and telecom sectors
Digital Maturity Models (Gill & VanBoskirk, 2016)	Continuous digital capability development	Integrates technology and culture	Complex to measure maturity	Highly relevant for digital policy and strategy

The research provides a theory in that it presents an integrative framework on the synthesis of the concepts of the Agile Change Management and the Digital Maturity Model to increase the

flexibility and responsiveness of the conventional change models like those of Kotter and Lewin. The Digital Maturity Model offers a systematic way to perform an evaluation of the organizational readiness to change on the levels of technology, culture, and leadership (Westerman et al., 2014), whereas the Agile approach focuses on iterative learning, collaboration with the stakeholders, and adaptability to the changes in the environment (Rigby et al., 2016). Combining these points of view, the presented framework questions the linearity of classical models of change and their relevance to the dynamic and technology-driven environments. The purpose of such integration is to bridge the conceptual gap between structured change management and constant change needed in digital transformation situations.

1.3 Research Questions

Considering the problem and research gap found above, the following research questions will guide this research:

- 1. What are the main challenges Sri Lankan organizations face during digital transformation processes?**

The question aims to identify the local barriers such as technological, cultural, structural, and behavioral ones that impede digital transformation.

- 2. Which change management strategies are most effective in enabling successful digital transformation in Sri Lanka?**

The question aims at finding the strategies that will be compatible with the existing change management theories and the peculiarities of the digital transformation.

- 3. How can Sri Lankan organizations design and implement a framework to manage change effectively during digital transformation?**

The question is intended to get past the theoretical analysis, to suggest the practical actionable frameworks, which could be adopted by the organizations in order to enhance their adaptiveness and resilience.

The questions are structured in such a way that the study cover both the gaps in theory and requirements.

1.4 Research Aim & Objectives

Research Aim:

To examine change management strategies that support successful organizational transformation in the digital age in Sri Lanka.

Research Objectives:

1. To assess the challenges faced by Sri Lankan organizations during digital transformation initiatives.
2. To evaluate the effectiveness of specific change management strategies in driving organizational transformation in the digital age.
3. To recommend a framework for implementing change management strategies in Sri Lankan organizations to enhance digital adaptability and resilience.

These objectives are closely aligned with the research questions and are designed to ensure that the study makes both theoretical and practical contributions.

1.5 Significance of the Study

Academic, practical, and policy implications are some of the ways in which this study can be seen as important.

Academically, this study is relevant in the developing body of literature in the digital age regarding change management. Although classical models like those by Lewin and Kotter are still relevant, this paper aims to situate and generalize them with regard to the issues of the digital transformation, particularly in the developing economies. It provides the gap in the local research by concentrating on Sri Lankan organizations and thus enhancing the geographical and cultural context of change management studies.

Practically, the research gives insights to managers, leaders, and practitioners charged with the responsibility of leading the process of digital transformation (Rigby, 2016). The research provides practical advice on overcoming resistance, developing digital skills, and a culture of innovation by determining the successful change management strategies. The suggested framework can be the guide under which organizations can have to navigate the challenges of the digital age.

Policy wise, the results can be used as a guideline on the national policies to drive digital adoption and competitiveness. Since Sri Lanka is aiming at becoming a digital economy, it is important to learn how organizations can effectively deal with change so as to enable policymakers to develop digital infrastructure, improve workforce preparedness, and provide favorable regulatory frameworks. Therefore, the research has the prospect to contribute to the academic, practitioners, policymakers, and organizations that want to succeed in the digital era.

Theoretically this paper attempts to build on the current change management literature by suggesting an all-inclusive framework that connects conventional change management concepts with the needs of digital transformation. Although previous research has mostly considered the change management as an unchanging process, this study considers change management as an ongoing feedback mechanism that can adapt to the swift technological change. The study adds to the concepts of theory because the input of the Agile and digital maturity frameworks can contextualize change management in resource-limited, dynamic, and culturally diverse contexts like in Sri Lanka. This conceptual integration provides a deeper insight into managing digital transformation by making more effective progress in the emerging economies.

1.6 Scope of the Study

The research area is determined by the fact that it concentrates on the change management strategies in the digital transformation environment of the Sri Lankan organizations. The research is confined to organizations in the choice industries like finance, telecommunications, and healthcare that is on the forefront of adoption of digital in Sri Lanka. By focusing on those areas, the study aims to identify the opportunities and challenges of digital transformation in the situations where digital technologies are being actively implemented.

The research design is quantitative in nature, as it based on structured questionnaires to collect the data on the employees and managers engaged in digital transformation initiatives. It is centered on the perceptions of the challenges, strategies, and outcomes and the relationships between the change management practices and transformation success can be statistically analyzed. Although this methodology is objective and generalizable, it might not be able to fully represent the richness of individual experiences that can be addressed in subsequent qualitative research.

There are also some limitations that are recognized in the research. The results might not be applicable to other industries or the organizations other than in Sri Lanka. Moreover, the digital world is developing very rapidly, which implies a strategy that might work at the moment will need constant adjustments in the future. Although such shortcomings exist, the research is expected to give a rich contribution to the literature and application in the Sri Lankan setting.

The quantitative design is also reasonable because the goal of the study is to establish statistically significant correlation between change management strategies and the results of digital transformation in various sectors. Quantitative analysis will allow generalization and construction of a scalable framework that can be applied to a variety of organizational environments. Moreover, the practical application of structured questionnaires is consistent with the past empirical research on organizational change (e.g., Armenakis and Harris, 2009), which is a strong platform to observe the hypotheses. Such a methodological congruency will guarantee that the results of the findings of the study are not only contextually but also empirically rigorous.

1.7 Chapter Organization

The structure of this dissertation is given below.

- **Chapter 1: Introduction** – Gives a summary of the study, such as background, research problem, research questions, aims and objectives, significance, scope and organization of the chapters.
- **Chapter 2: Literature Review** – Performs the critical review of the current theories, models, and empirical research on change management and digital transformation, pointing at the gaps in concepts.

- **Chapter 3: Research Methodology** – Outlines the research design, data collection procedures, sampling procedures, data analysis procedures, and ethics.
- **Chapter 4: Findings** – Eliminates descriptive and inferential statistics in the presentation of the results of the empirical research.
- **Chapter 5: Discussion** – Explains the key findings and finalize the Objectives, and interprets the results according to the research questions.
- **Chapter 6: Conclusion and recommendations** - Provides conclusions, describes practical and theoretical implications, and provides future research recommendations.

1.8 Definition of Key Terms

The following definitions of key terms provided clarity and consistency in understanding the concepts that are discussed throughout the study.

Digital Transformation: Digital transformation is the adoption of digital technologies in organizations to improve their efficiency, innovation, customer experience and competitiveness (Vial, 2019). It's not just about technology; it's about culture and organization change.

Change Management: Change management is a systematic process that organizations follow to prepare, support and guide individuals and groups through a change in an organization to achieve desired outcomes effectively (Kotter, 1996). It involves planning, communicating, leading and engaging employees in a change process.

Organizational Transformation: Organizational change is when an organization undergoes significant and complete shifts in its operations, culture, structure and strategies to respond to internal and external environmental pressures (Cameron & Green, 2019).

Digital Age: Digital age is the modern time when a wide range of digital technologies like the Internet of Things (IoT), big data, cloud computing, and artificial intelligence (AI) play a major role in business and society (Westerman, Bonnet & McAfee, 2014).

Transformational Leadership: Transformational leadership is a leadership approach that inspires and motivates employees to meet the goals of the organization through innovation, vision and personal growth (Bass & Riggio, 2006).

Employee Resistance to Change: Resistance to change by employees is manifested as negative attitudes, behaviours or reactions indicated by employees in the presence of organizational change, arising from fear, uncertainty and lack of trust (Armenakis & Harris, 2009).

Agile Practices: Agile practices are flexible and iterative project and organizational process management that focus on collaboration, continuous improvement, quick adaptation, and customer feedback (Rigby, Sutherland & Takeuchi, 2016).

Organizational Culture: Organizational culture is the values, beliefs, norms and practices that guide employee behavior and affect the way work is done in an organization (Schein, 2010).

Employee Empowerment: Employee empowerment is the process of giving the employees authority, autonomy, resources and opportunities to make decisions and contribute effectively to the organisational goals (Conger and Kanungo 1988).

Digital Adaptability: Digital adaptability is the capacity of an organisation to both respond effectively to technological change, and be innovative in their approach to finding solutions, adjusting strategies and operations to a fast changing digital world.

Workforce Reskilling: Workforce reskilling involves training employees to learn new skills and digital skills needed to work efficiently in technologically changing job environments (World Economic Forum, 2022).

1.9 Chapter Summary

This introductory chapter has already provided the groundwork of the research by presenting the background of the research, stating the research problem and gap, and stating the research questions, aim and objectives. It has also given importance and extent of the study, as well as presented the outline of the dissertation structure.

As highlighted in the chapter, although organizations across the world are being transformed through digital transformation, most of them fail to succeed because of poor change management efforts. Low infrastructure, workforce preparation, and culture are aspects in the Sri Lankan setting that require local research concerning effective change management tools. By resolving such gaps, the study will make a contribution to theory and practice, and provide a framework that organizations that want to successfully cope with the digital transformation can use.

The second chapter, the Literature Review, will critically review literature available on change management theory, digital transformation challenges and successful approaches with the aim of defining the conceptual framework of the study.

Chapter 2: Literature Review

2.1 Introduction to the chapter

The history of the evolution of the organizational change management and the emergence of the digital transformation can be viewed as some of the most important developments in the sphere of modern management research. The inclusion of digital technologies in organizational practices has posed a challenge of traditional business models, forcing organizations to seek alternative means to operate, communicate, and compete in a very dynamic global context (Westerman, Bonnet and McAfee, 2014). Nevertheless, in spite of the common understanding of the disruptive nature of the digital technologies, most organizations do not succeed in realizing the expected fruits of such project mainly because of poor change management behaviors. The studies have always shown that the rate of failure of change initiatives is appalling, and Kotter (2012) suggests that approximately 70 percent of such change initiatives fail to achieve their goals. That is why the effectiveness of change management strategies that are based on the specifics of the digital age is crucial.

Change management literature offers an abundant basis of analyzing organizational adaptation. The classical models like Lewin three-stage (1951), Kotter eight step model (1996) and Hiatts ADKAR model (2006) are still at the focus of the scholarly debate and practice in management. However, as Cameron and Green (2019) believe, these models were created in a comparatively stable environment, which casts doubt on whether they can be applied to the volatile, and uncertain complex and ambiguous (VUCA) realities of digital transformation. Researchers are also demanding new ways of doing things, focusing more on agility, lifelong learning, and the inclusion of technology, human, and cultural aspects (Rigby, Sutherland & Takeuchi, 2016).

This chapter is a critical review of the literature body of change management and its applicability to organizational transformation in the digital era. It starts by addressing theoretical backgrounds of change management, and then transitions to the concept of digital transformation, as a phenomenon both globally and locally. It then analyzes the challenges involved in digital transformation and then explores strategies that scholars and practitioners have determined as key to success. Lastly, the chapter has pinpointed gaps in the literature, which points to the need to conduct a research that contextualizes change management strategies in the context of the unique circumstances in Sri Lanka.

2.2 Theoretical Foundations of Change Management

Organizational change has been a central focus of management research since the origin of behavioral science that saw scholars attempt to explain how individuals, groups and organizations adapt to dynamic environments. Change is considered a constant occurrence but the fact that organizations have succeeded because they have been able to cope with it has frequently been the difference between successful organizations and those that have failed. Throughout the decades, a set of frameworks has been created to help organizations navigate the transformation, each of which was based on the realities of its context. Although these theoretical models remain useful, the increasing rate of technological disruption in the digital age has cast doubt on their relevance in the modern world setting (Cameron and Green, 2019).

Perhaps one of the most significant and most ancient in terms of impact is the three stage model of change developed by Kurt Lewin (1951) who theorized about change as a linear unfreezing, changing, and refreezing process. Unfreezing stage entails disrupting the status quo of thinking and behavior in order to bring about the state of preparedness to change. The changing stage brings new behaviors, processes, or structures whereas the refreezing stage solidifies and institutionalizes the changes to bring about stability. This model has received much appreciation due to its simplicity and the fact that it has remained relevant as the basis of future frameworks (Burnes, 2004). Nonetheless, researchers believe that the model created by Lewin presupposes the equilibrium that is not always possible, a hypothesis that is becoming more and more realistic in the context of business nowadays, where the environment is volatile and constantly changing (Burnes, 2017). The concept of a refrozen state seems outlived in the environment of the digital transformation when organizations need to continuously change.

Continuing the works of Lewin, John Kotter (1996) created his eight-step model of change leadership, which is currently one of the most popular models used in practice. These actions include creating urgency and guiding coalitions to integrating gains and establishing change in organizational culture. The model developed by Kotter focuses on leadership, communication and vision as important pillars of transformational success. It has also been handy in planning large programs especially on corporate platforms. However, the model has also been criticized to be prescriptive and sequential. According to Appelbaum et al. (2012), the steps presented by Kotter are less applicable to the contexts where change is iterative, emergent and unpredictable, which is the case of digital transformation efforts where a company needs to experiment, pivot, and adjust quickly.

Unlike these organizational level models, the role of the ADKAR model of Hiatt (2006) concentrates on the adoption of individuals as the fundamental building block of change. ADKAR is an acronym that implies Awareness, Desire, Knowledge, Ability, and Reinforcement, which can be taken as the most important building blocks in promoting the behavioral change among staff. The model emphasizes that an organizational change needs to be linked to individual readiness, which is why it is especially useful when it comes to identifying the resistance and addressing it with the interventions (Hiatt, 2006). Its power is found in the fact that it understands that a large-scale change relies on employee engagement and adoption in the end. As Pollack and Pollack (2015) observe, however, ADKAR provides little advice on such systemic challenges like culture, strategy, or structural redesign, which are extremely important in digital transformation situations.

The other theoretical contributions understand that there are two ways through which organizations can approach change. Beer and Nohria (2000) differentiate between Theory E, focusing on economic value, i.e. restructuring, financial incentives and often downsizing, and Theory O, which focuses on the development of organizational capabilities through creation of culture, trust and learning. Whereas Theory E is in line with the efficiency-focused objectives, Theory O is far more concerned with people-based strategies. A combination of the two may be necessary when it comes to successful change (Beer & Nohria, 2000). It applies specifically when it comes to digital transformation, where cost-oriented automation (Theory E) needs to be offset with investments in reskilling and cultural alignment (Theory O). Nevertheless, the literature also indicates the tension inherent in the two approaches as organizations often put a high preference on the short-term financial benefits at the cost of long-term capacity building (Cameron and Green, 2019).

Modern views also argue against the episodic and linear views that prevailed in earlier models. According to Cameron and Green (2019), in the current VUCA (volatile, uncertain, complex, and ambiguous) environment, companies have to accept a gradual change instead of regarding change as a one-off project. Agile change management, which is based on agile software development, reflects this view, as it encourages the use of iterative cycles, cross-functional teams, quick feedback, and flexibility (Rigby, Sutherland and Takeuchi, 2016). This strategy is very appealing to the needs of the digital era when companies have to keep on experimenting, learning, and evolving. However, agile change is not as formalised as traditional models and

should be further empirically proven, especially in a non-western and resource-limited environment (Ahmad et al., 2020).

The Dynamic Capabilities Framework is an up-and-coming theoretical approach that enhances the insight into the organizational flexibility in the digital era (Teece, Pisano and Shuen, 1997; Teece, 2018). Dynamic capabilities can be described as the capability of an organization to combine, create and reconfigure both internal and external assets in response to changes in the environment that occur in a very high rate. This view is congruent with the principles of agile change management since it focuses on the sense of opportunity, capture it by using timely decisions, and transform operations to maintain competitive advantage. The combination of dynamic capabilities and the change management theory offers a more strategic prism of insight into the way organizations constantly adjust in the turbulent digital environment. To illustrate, whereas the traditional models like Lewins and Kotters profile of the steps to follow in managing episodic change, the dynamic capabilities view of change provides an evolutionary process of change that depends on learning, innovation, and reconfigurations. The combination provides a strong base in establishing the adaptive change strategies that will strengthen the resilience of the organization within the digital transformation process in Sri Lanka.

In general, the theoretical grounds of change management can offer long-term insights into organizational change processes, but they need to be modified substantially to be applicable in the digital age. Classical models like those developed by Lewin and Kotter as well as such frameworks as ADKAR and Theory E/O still offer organized guidance but exhibit individual and strategic aspects. Modern methods focus on agility, iteration and resilience. According to the literature, change management in digital age is necessitated by the need to combine the structured clarity of traditional models with the flexibility and adaptability of modern points of view. This way, organizations can wade through the awkwardness of digital transformation and at the same time make sure that technological and human aspects of change are successfully met.

The recent research is increasingly pointing towards the possibility of incorporating classical and modern models in order to develop more adaptive and holistic frameworks of change. Specifically, the ADKAR model with its emphasis on the behavioral change of individuals may be a good complement to the Agile model with its own emphasis on flexibility of the team and the learning process. Whereas ADKAR helps employees to advance through awareness, desire,

knowledge, ability, and reinforcement, Agile methodologies will assist organizations to react swiftly to responses and external changes. These two points of view are particularly applicable to digital transformation, where the human adaptability has to be equalized with technological change. With the help of the systematic level of attention to personal readiness of ADKAR and the responsiveness of Agile, change management will be able to become people-centered and adaptable to changes (Rigby, Sutherland and Takeuchi, 2016; Hiatt, 2006). This integrative model forms a base to build a more resilient and adaptive change management model that is applicable in scenarios that deal with digital transformation like in the case of Sri Lanka.

2.3 Digital Transformation and Organizational Change

One of the most prominent characteristics of the organizational life in the 21st century has been the development of the digital transformation that has affected the industries, economies, and societies altogether. Digital transformation is a discontinuity that radically changes the organizations value generation, competition and stakeholder interaction approach as opposed to the earlier waves of technological innovation that were mainly interested in incremental enhancements (Vial, 2019). It involves not merely the incorporation of novel digital resources, but also the restructuring of business, the redesigning of operations, the nurturing of new cultural standards, which facilitates organisations to succeed in volatile and uncertain conditions. In this sense, digital transformation is coming to be considered as both an opportunity and a challenge to organizations of any size and of any industry.

Both academics and practitioners have noted that digital transformation is not only a technological exercise but an organization-wide transformation. Westerman, Bonnet and McAfee (2014) maintain that technology is not sufficient to bring about change but rather leadership and culture are decisive in defining success. Leaders are to present a vision of digital change that is compelling, gain employee buy-in and integrate digital values into corporate culture. Also, as emphasized by Verhoef et al. (2021), digital transformation entails a radical change in the way business operates, towards customer-centric, data-driven and platform-based business models. Companies like Uber, Amazon, and Airbnb are a benchmark in this shift as they have upended the more traditional industries by utilizing platforms and ecosystems, as opposed to the more traditional linear value chains. These instances demonstrate the fact that

the digital transformation requires not only the technical improvements but also the radical shift in the organizational approaches, frameworks, and attitudes.

Digital transformation has a wide variety of technological foundations that are rapidly changing. Some of the most impactful technologies that have established the modern business include artificial intelligence, big data analytics, cloud computing, blockchain and the Internet of Things (IoT) (OECD, 2021). AI allows organizations to automate their decisions and provide more customization to their customers; big data analytics opens up the world of new insights into the behavior of consumers; cloud computing allows organizations to be more scalable and flexible; blockchain brings transparency and security to transactions; and IoT helps establish a connection between the physical and the digital, creating new possibilities of efficiency and innovation. Nevertheless, the literature states that the effective implementation of such technologies requires a high level of organizational preparedness, skills of the employees, and management dedication (Brock and von Wangenheim, 2019). Technology implementation may fail in various occasions not because it is technically flawed but as a result of employee resistance, or internal culture inconsistency or lack of strategic focus (Schein, 2010).

The experiences of digital transformation across the world depict the potentiality as well as the risks of it. The reinvention of Microsoft under Satya Nadella has been often mentioned as a case of success. Nadella changed the culture of the company towards collaboration, innovation, and lifelong learning to reposition Microsoft as the leader in cloud services and digital platforms (Brynjolfsson and McAfee, 2017). Conversely, the bankruptcy of Kodak and Nokia is a warning example. The two firms had been formerly industry leaders but were not able to swiftly shift their strategies, cultures and business models in reaction to digital disruption (Lucas & Goh, 2009). These examples support the thesis that successful change management is the key towards successfully negotiating digital transformation. Even technologically-advanced companies can stumble in the wake of disruption without teaming leadership, culture and strategy.

Digital transformation poses special threats and opportunities in the developing economies. Sri Lanka, among other countries, is moving towards digital technologies that can help increase its competitiveness and aid economic growth. The government plans such as the national Digital Economy Strategy are supposed to modernise the industries, enhance innovativeness and increase access to digital services (ICTA, 2021). Other industries that have advanced greatly include the financial sector, telecommunication industry and the healthcare sector, which have

seen the proliferation of mobile banking systems, online shopping platforms and telemedicine services. These are however, some of the challenges which do not help in its progress even with the improvement. The lack of digital infrastructure, the disparity of access to internet connectivity, and the relative lack of digital literacy limit the adoption rate. Moreover, the cultural obstacle to change is one of the prominent obstacles since hierarchical organizational cultures and traditionalism may delay the process of adopting innovation (Wijesinghe, 2020).

Sri Lankan situation highlights the dual character of digital transformation as an opportunity and a challenge. On the one hand, the digital technologies can be used to motivate the efficiency, the market expansions, and the enhancement of service delivery. Conversely, the workforce preparedness, leadership and cultural fit are also essential success factors. Digital banking and e-commerce is growing fast, but the gaps in workforce skills and organizational culture frequently do not allow realizing the full potential as Wijesinghe (2020) remarks. This indicates the necessity of change management approaches that are context-specific, and reflect the Sri Lankan socio-economic and cultural realities.

To conclude, digital transformation is not a simple technological upgrade but a massive change process in an organization, which demands changes in strategy, structure, leadership, and culture. Worldwide experience proves that successful change management is the key, and most failures can be due to organizational inertia and lack of alignment with the corporate culture. In the case of developing economies like Sri Lanka, the stakes are however especially high as organizations are forced to break through barriers infrastructural and cultural, and establish themselves in the realm of competitiveness on a global scale. The given dynamics render the research of change management strategies within the framework of digital transformation timely and crucial.

2.4 Challenges of Digital Transformation

There are a number of persistent challenges that impede digital transformation, which is consistently determined by the literature. The most notable is possibly employee resistance. Armenakis and Harris (2009) emphasize that resistance to change is common with the fear of job loss, role ambiguity and distrust of the leadership. Automation and AI manipulation in the digital era makes these fears even tougher and makes employees view change as a threat and not an opportunity. Without focusing upon these concerns by means of open communication

and involvement, Kotter (2012) believes that even the best-financed initiatives may be derailed by the opposition.

Major barriers are also taken by skills gaps and workforce readiness. According to the predictions of World Economic Forum (2022) half of all employees will have to be reskilled by the year 2025 in order to keep up with the flowing technologies. However in most developing nations, such as in Sri Lanka, the levels of digital literacy are disproportionate (Wijesinghe, 2020). This establishes an unfit between organizational aspirations and the ability of the employees and major investments in capacity-building and training are necessary.

Another issue is leadership and cultural misfit. Frequently, leaders need to practice new behaviors and values to transform organizations into agile, innovative, and customer-focused organizations (Bass and Riggio, 2006). Schein (2010), however, cautions that organizational cultures that are long embedded may be immune to such changes especially in hierarchical societies where conformity is more important than experimentation. The cultural beliefs, which focus on stability and power in Sri Lanka, can be a hindrance to the problem of promoting innovation and teamwork.

There are also structural and technological obstacles that make digital transformation hard. Implementation may be slowed by legacy IT systems, silos and fragmented processes that add costs (McKinsey, 2016). These problems are worsened by infrastructural constraints like unreliable connectivity and the high cost of implementation in Sri Lanka (ICTA, 2021).

Last but not the least, context-related issues pertinent to developing nations are the lack of resources, regulatory insecurity, and the absence of innovation ecosystem (Ahmad et al., 2020). All these make the environment in which digital transformation is especially intricate, which is why a thorough and context-related change management strategy is especially crucial.

2.5 Effective Change Management Strategies in the Digital Age

To address these issues, researchers and professionals suggest a number of options in the change management of digital environments. Transformational leadership has been generally accepted as being necessary. Bass and Riggio (2006) postulate that vision, motivation and personalized support are some of the factors that transformational leaders use to inspire

employees. Avolio and Yammarino (2013) also highlight that leaders, in the digital environment, need to demonstrate adaptability, receptiveness, and moral custodianship as well.

It is also important to empower employees and reskill them. Armenakis and Harris (2009) emphasize that establishing confidence and competence within the employees would help to minimize resistance and increase readiness. Additional measures to prepare the necessary skills through various ways, such as continuous learning programs and online academies, are available (World Economic Forum, 2022).

Transparency and communication is important too. To gain trust, Kotter (2012) also underlines that it is necessary to communicate clearly, consistently, and honestly. This also involves curbing issues relating to data privacy, automation, and organizational change in digital transformations (OECD, 2021).

Agile methods have become popular as useful mechanisms to oversee digital change. Rigby, Sutherland and Takeuchi (2016) emphasize the importance of quick adaptation of organizations through iterative cycles, cross-functional cooperation and customer feedback. Agile techniques enable organizations to experiment, fail fast and improvise strategies in dynamic environments.

The other important strategy is cultural alignment. According to Schein (2010), digital initiatives can only succeed when supported by culture that promotes innovation, collaboration and risk taking. Edmondson (2019) further notes that the establishment of psychological safety helps employees to be unafraid to experiment, which will create the culture of lifelong learning.

These strategies are practiced with the help of case studies. An example of such a successful transformation involved DBS Bank in Singapore which managed to reinvent itself as a digital-first organization by making the change a commitment of its leaders, preaching the right culture, and engaging in agile practices (Tan & Lim, 2019). The mobile banking and fintech innovations used by the financial sector have shown improvement in Sri Lanka, yet the need to reskill the workforce and adapt the culture is urgent (Wijesinghe, 2020).

All of these strategies underscore the fact that to be successful in digital transformation, one needs an integrated approach that integrates leadership, communication, empowerment, agility, and cultural transformation.

2.6 Conceptual Gaps in the Literature

Even though change management and digital transformation have been studied extensively, there are a number of conceptual gaps. To begin with, classical change management models are not well integrated to the necessities of digital transformation. Although Lewin, Kotter, and ADKAR continue to have a significant following, they have not been fully tested and adapted to the reality of a constant disruption (Cameron and Green, 2019).

Second, a significant portion of the current studies relates to developed economies, and there is a lack of concern with the developing world. This makes one wonder whether the results can be generalized to other settings like Sri Lanka where they are constrained by resources, cultural values, and infrastructures (Ahmad et al., 2020).

Third, industry-specific knowledge is not well-developed. Although finance and technology are frequently examined, other areas of focus have been less, namely, healthcare, public services, and SMEs, which have distinct barriers, yet are, nevertheless, crucial to national digital economies.

Fourth, dynamics capabilities have not been well studied as being linked to change management in order to result in organizational resilience in the digital world. Teece (2018) points out that dynamic capabilities play a crucial role in the adaptation to the technological disruption, and few studies specifically relate these capabilities to the change management strategies.

Lastly, local research about Sri Lanka is lacking. Current literature presents useful information on a global scale but fails to discuss the effects of cultural values, workforce preparedness, and institutional settings on the outcomes of digital transformation in Sri Lanka. This puts forth an urgency of localized structures that can help in the guidance of local organizations.

Inspired by these gaps, the current research submits to formulate an integrative model that will enhance the traditional change management theories into agile and digital maturity theories. The suggested framework will build on the current models by focusing on three interdependent dimensions, which are (1) the readiness and behavioral adaptation in an individual based on the principles of the ADKAR, (2) the organizational agility and constant learning based on the ideas of Agile methodologies, and (3) strategic alignment and technological adaptability based on the dynamic capabilities view (Teece, 2018). This synthesis attempts to provide a context

responsive strategy that does not only deal with the human and cultural aspects of change, but also includes the necessity of speed, flexibility, and technological proficiency in the digital age. By so doing, the framework hopes to break with the linearity of classical models and offer a practical roadmap that companies in the developing economy such as Sri Lanka ought to follow when going through the digital transformation.

2.7 Theoretical Framework

The theoretical framework of this study provides the underlining theories used to explain the relationship between change management strategies and success of digital transformation in the Sri Lankan organizations. It combines both traditional and modern change management concepts with the leadership and organizational culture views in order to describe the impact of the structured change interventions on transforming results.

The works of the following are the main basis of this study:

- Kurt Lewin – Three-Stage Change Model
- John P. Kotter – Eight-Step Change Model
- Jeff Hiatt – ADKAR Model
- Bernard M. Bass – Transformational Leadership Theory

All these theories explain how organizations initiate, manage and maintain digital transformation.

2.8 Conceptual Framework

The proposed study conceptual framework indicates that transformational leadership, effective communication, employee empowerment and reskilling, agile practices, and cultural alignment change management strategies have a positive impact on digital transformation success in the Sri Lankan organizations. Some contextual factors that might moderate these relationships include the problems in organizations including resistance to change, skills gaps, and limitations of infrastructure. Control variables are its demographic characteristics. This

framework is based on the classical and modern change management theories and was tested with the help of a quantitative regression-based model.

Conceptual Framework for Change Management Strategies and Digital Transformation Success in Sri Lankan Organizations

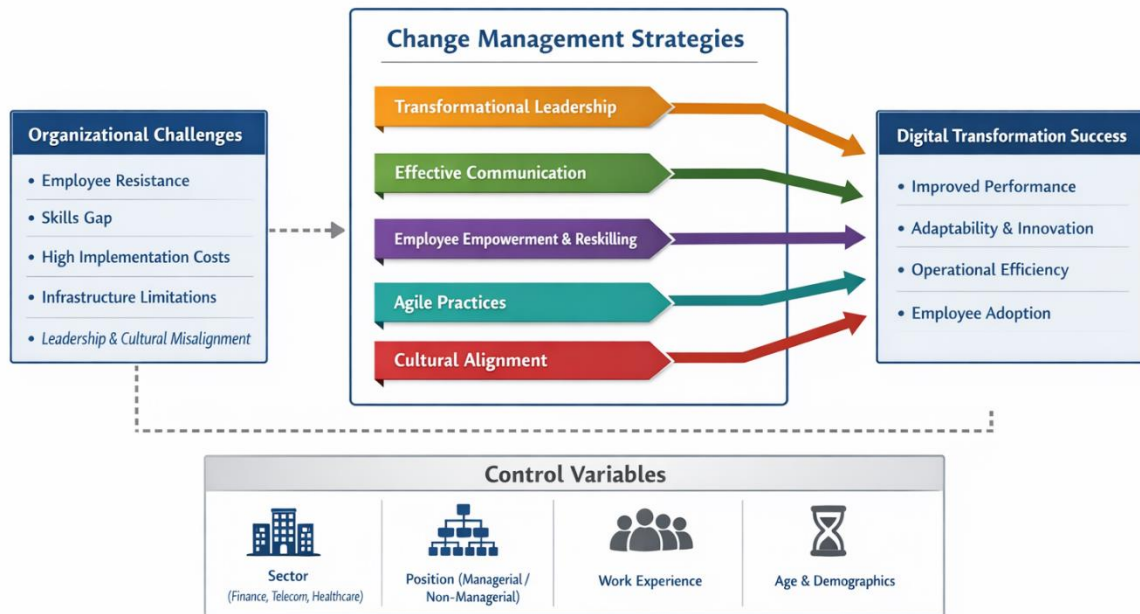


Figure 1 - Conceptual Framework

As shown in Figure 1, the conceptual framework shows the interaction between change management strategies, i.e. transformational leadership, effective communication, employee empowerment and reskilling, agile practices, and cultural alignment with organisational challenges to affect the success of digital transformation within the Sri Lankan organisations.

2.9 Comparative Analysis of Dominant Change Models

Although some of the traditional and contemporary models of change can provide useful information, they vary widely in terms of assumptions made, the level of analysis and the suitability to particular context. Table below brings out major differences.

Table 2 - Comparative Overview of Change Management Models

Model	Level of Analysis	Linear vs Iterative	Suitability for VUCA	Cultural Sensitivity	Key Strength
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Lewin	Organizational	Linear	Low– Moderate	Limited	Simplicity
Kotter	Organizational	Sequential	Moderate	Moderate	Leadership focus
ADKAR	Individual	Linear but flexible	High	High	Individual adoption
Agile Change	Team/Organizational	Iterative	Very High	Moderate	Adaptability
Dynamic Capabilities	Strategic	Iterative	Very High	Context- dependent	Long-term adaptability

The behavioral orientation of ADKAR is complemented with iterative routines of Agile at the team level and the strategic renewal of Dynamic Capabilities is the next step of the lens. Multi-level integration, i. e., individual readiness (ADKAR), team agility (Agile), and organizational sensing and reconfiguring (Dynamic Capabilities) seem to be more contextually relevant in volatile settings like the post-crisis economy in Sri Lanka, compared to the use of a purely linear model.

2.10 Summary of Literature Review

This chapter has examined the theoretical and empirical studies on change management as well as digital transformation. It emphasized the fact that classical models may have great foundations, but they must be adjusted to the changing dynamic of the digital era. Digital transformation is not a technological phenomenon, but a profoundly organizational phenomenon, which entails cultural, leadership, and skills changes. The literature highlights such critical issues as resistance, lack of skills, and cultural mismatch as they usually derail initiatives.

Strategies like transformational leadership, employee empowerment, agile, communication and cultural alignment are found to be key enablers. Nevertheless, there are still important gaps, especially in the area of adapting the models of change management to the digital environment, the role of dynamic capabilities and the usage of these findings in developing nations such as Sri Lanka.

The current work aims to fill these gaps by evaluating change management approaches that will assist in a successful organizational transition in the digital era with particular interest to

Sri Lanka. Chapter two will describe the research methodology that will be used to explore these issues.

Conceptual framework will guide selection of variables, measurement tools and analysis tool that will be used in Chapter 3 to ensure that there is coherency between theoretical basis of the research and empirical research.

Chapter 3: Research Methodology

3.1 Introduction

Research methodology is the main foundation of any empirical research since it states the philosophical assumptions, research design, and particular methods that determine the collection and analysis of data. The methodology chapter, as Saunders, Lewis and Thornhill (2019) point out, gives a justification of why the strategy adopted in the research study is appropriate and makes the study rigorous, transparent and replicable. The current paper examines change management practices to successfully transform an organization in the digital era with particular attention to the Sri Lankan organizations. Since the nature of a technological innovation as well as leadership practices, organizational culture, and employee behaviors is very complex, a well-designed methodology is essential to reflect the scope as well as depth of these dynamics.

This chapter starts with the philosophical background of the study which is succeeded by the discussion of the research approach and design. It then explains the research plan of action, data gathering approaches, population and sampling and the methods used in the analysis. There is also focus on reliability, validity, and ethics, which provides integrity of research. Lastly, the chapter recognizes the weaknesses of the methodology, but it explains why the methodology in its entirety is acceptable in meeting the objectives of the study.

3.2 Research Philosophy

The nature of research philosophy reflects the assumption of the researcher regarding the nature of reality (ontology) and the nature of how knowledge may be obtained (epistemology). Saunders et al. (2019) describe a number of leading philosophical paradigms of business and management research: positivism, interpretivism, critical realism, and pragmatism.

This research is positivist in nature. Positivism presumes that reality is objective and does not depend on the researcher, and knowledge could be obtained with the help of observable phenomena with the help of systematic measurement and analysis (Bryman, 2016). Positivism is directly linked to the application of quantitative data and statistical methods, and it is therefore suitable as a research type used to establish the relationship between variables. As the current research seeks to assess the association between change management practices and

digital transformation success, a positivist paradigm is also suitable since it allows testing the making generalizations, and repeating the findings.

The other paradigms were taken into account. Interpretivism, in particular, focuses on subjective meaning-making and, as such, is quite appropriate to qualitative studies that investigate lived experiences (Creswell and Creswell, 2018). Nevertheless, interpretivist methods might be helpful in providing deep insights into individual views, which are not consistent with the aim of the current research that aims to statistically test the efficacy of various change management methods in different organizations. It also took into account the pragmatism which promotes methodological pluralism and emphasis on practical results (Morgan, 2014). However, due to the limited resources and the obvious nature of the study as being only interested in quantifiable relationships, a positivist approach was eventually adopted.

Therefore, the philosophical stance of the research paper is a positivist one, that is, an ontological belief in the objective reality and an epistemological faith in scientific measurement and analysis.

3.3 Research Approach

The methodology of research is generally divided into deductive and inductive logic (Saunders et al., 2019). Deduction starts with a known theory and tries to verify them with empirical evidence whereas induction generates theories based on data observations.

This research is deductive. The study is based on the existing theories of change management development, including the three-stage model by Lewin (1951), the eight-step process theory by Kotter (1996), and the ADKAR model by Hiatt (2006), as well as modern views on being agile and transforming constantly (Cameron and Green, 2019). Judging by these theories, it is possible to formulate about the links between change management strategies (leader, communication, employee empowerment, and cultural alignment) and effective outcomes in terms of digital transformation. The deductive type of reasoning is thus suited because it allows testing systematically with the help of statistical methods (Robson and McCartan, 2016).

Although inductive methods are useful in exploratory studies, they are not as appropriate in the present study because the aim is not to establish new theory but to determine the relevance of the existing theories in the Sri Lankan setting. However, according to Ketokivi and Mantere (2010), aspects of induction tend to be used to support deduction in practice, especially in the interpretation of results. In this regard, although the main focus of orientation is deductive, the study is open to inductive insights that could be inferred out of the data. To test the relationships between the change management strategies and the success of digital transformation, specific research hypotheses were developed based on the literature review.

3.4 Research Design

Research design used to describe the general approach to combining all the different elements of the research in a logical and coherent manner to make sure that the research problem is solved in an effective manner (Creswell and Creswell, 2018). The current research assumes the quantitative, cross-sectional design.

The quantitative direction is explained by the necessity to evaluate variables objectively and test associations with the help of statistical methods (Cohen, Manion and Morrison, 2018). As an example, effective leadership, clarity of communication, employee empowerment, and cultural fit are examples of variables that operationalized into measurable indicators through the use of survey tools. This allows testing statistically their association with the success of digital transformation.

The design is cross-sectional since it implies a gathering of data at one point in time of a sample of organizations in the course of digital transformation. Although longitudinal studies may give a deeper understanding of the processes of change over time, they are intensive in resources and will be impractical within this time limit of this study. Cross-sectional designs, on the contrary, are common to organizational research and are effective to test (Saunders et al., 2019).

Also, the research design is descriptive and explanatory. Descriptive aspects reflect the present condition of the change management practice in Sri Lankan organizations whereas the explanatory aspects are used to test the causal relationships that exist between the change management practice and the digital transformation outcomes. This two-fold attention adds value to both operational and theoretical value of the work.

3.4.1 Research Hypotheses

Based on the literature reviewed and the deductive approach of the study, a number of hypotheses were formulated to explore the relationship between change management strategies and digital transformation success in organizations in Sri Lanka. All these hypotheses are based on the existing theories of change management and organizational transformation as developed by Kotter (1996), Hiatt (2006) and Cameron and Green (2019).

The following hypotheses are suggested in the study:

H1: Transformational leadership has a significant positive relationship with digital transformation success in Sri Lankan organizations.

H2: Effective communication has a significant positive relationship with digital transformation success in Sri Lankan organizations.

H3: Employee empowerment and reskilling have a significant positive relationship with digital transformation success in Sri Lankan organizations.

H4: Agile practices have a significant positive relationship with digital transformation success in Sri Lankan organizations.

H5: Cultural alignment has a significant positive relationship with digital transformation success in Sri Lankan organizations.

These hypotheses offer a foundation for conducting statistical analyses and allow for empirical evaluation of how much each specific change management strategy contributes to organizational change results in the digital age. In Chapter 4, correlation and multiple regression analysis are used to test the hypotheses.

3.5 Research Strategy

Yin (2018) defines research strategy as the specific plan we intend to (the researcher) respond to the research questions. In this research, a survey design is used, whereby structured questionnaires are used to administer the survey to both employees and managers working in organizations that have undergone digital transformation.

As a positivist, deductive research, the survey technique is considered appropriate as it allows gathering standardized data in large samples, which allows statistical generalization (Bryman, 2016). It also leads to anonymity, which may provoke truthful answers of participants concerning the sensitive topics, including resistance to change, effectiveness of leadership, or cultural barriers.

Other plans were also taken into consideration. An example of such a method is a case study approach where the researcher would be able to study specific organizations in depth, yet the results would not be very generalizable (Yin, 2018). Likewise, ethnographic or interview based approaches may be useful in providing in-depth qualitative data but would not permit statistical testing. The survey strategy is therefore the most suitable to use considering the objectives of the study.

3.6 Data Collection Methods

The data used in this study gathered using a structured questionnaire. Questionnaires are also popular in organizational studies because they make it possible to gather large amounts of standardized data in an efficient way (Dillman, Smyth & Christian, 2014).

The questionnaire split into closed-ended questions, which are arranged into several sections: demographic (e.g. age, gender, position, industry sector), perceptions of organizational challenges in digital transformation, assessment of particular change management strategies (e.g. leadership, communication, empowerment, agility, cultural alignment), and perceived success of digital transformation initiatives. Likert scales (e.g., a five-point scale between strongly disagree and strongly agree) used to measure items because they are highly appropriate to measure attitudes and perceptions (Joshi et al., 2015).

The questionnaire items taken as much as possible out of the literature scales to ensure content validity. To illustrate, leadership behaviors assessed with the items of the transformational leadership framework by Bass and Riggio (2006), whereas communication effectiveness assessed with the items that have been validated in the work of Kotter (2012). The draft questionnaire vetted by academics and practitioners with a pilot study (n = 30) conducted to test the clarity, reliability, and time of completion. It included feedback to make the final instrument better.

The way of distribution is both online (through email and survey tools like Google Forms) and physical (paper-based survey handed out in organizations). This mixed methodology enhances the accessibility and will guarantee the involvement in industries where the levels of digital adoption are not the same.

3.6.1 Operationalization of Variables

Operationalization refers to the process of converting the abstract theoretical constructs into measurable variables that can be analyzed empirically (Creswell and Creswell, 2018). In this research, all variables are coded in terms of the structured questionnaire items which are measured on a five point Likert scale of 1 to 5 (Strongly Disagree to Strongly Agree). The questionnaire structure follows the operationalization itself so as to guarantee construct validity and analytical consistency.

Table 3 - Operationalization

Variable Type	Construct	Indicators (Questionnaire Items)	Measurement Scale
Independent (Challenges)	Digital Transformation Challenges	Employee resistance, lack of digital skills, infrastructure limitations, leadership misalignment, high costs (Q6–Q10)	5-point Likert scale
Independent	Communication	Vision clarity, communication frequency, employee feedback opportunities (Q11–Q13)	5-point Likert scale
Independent	Leadership	Inspirational leadership, commitment to change, guidance during uncertainty	5-point Likert scale
Independent	Employee Empowerment & Reskilling	Digital training, ownership of initiatives, career development alignment	5-point Likert scale
Independent	Agile Practices	Responsiveness to change, cross-functional collaboration, flexible project management	5-point Likert scale
Independent	Cultural Alignment	Innovation orientation, collaboration, openness to change	5-point Likert scale
Dependent	Digital Transformation Success	Operational efficiency, customer experience, competitiveness, future adaptability (Section D)	5-point Likert scale
Control	Demographic Variables	Gender, age, job position, sector, work experience (Section A)	Nominal / Ordinal

Using this operationalization framework, there is great correspondence between theory, data collection, and data analysis, thus, increasing construct validity and easy statistical interpretation.

3.7 Population and Sampling

The target group includes employees and managers, who work in the organizations of Sri Lanka and which are in the process of digitalization, especially finance, telecommunications, and healthcare, where digital efforts are the most noticeable. The selection of these industries was due to the fact that they are the major contributors to the digital economy in Sri Lanka and provide ample grounds of studying change management practices (ICTA, 2021).

Considering the heterogeneity of the population, stratified random sampling method will be employed. The stratification is used to make sure that the representation of the sectors, the organizational levels (managers against employees), and the demographics (age, gender, tenure) are represented. Participants are randomly chosen within each stratum in order to minimize bias (Cohen et al., 2018).

It have a sample size of about 300 respondents. Such a figure corresponds to the statistical requirements of survey research, according to which a sample size of 200 - 400 is sufficient to conduct a regression analysis and generalizations (Tabachnick and Fidell, 2019). In addition, an increased sample increases the external validity and gives adequate statistical power to test.

Stratified random sampling was the most suitable sampling technique as the target population is heterogeneous as the employees and managers belong to various sectors, various level and various demographic. Saunders et al. (2019) state that stratified sampling enhances representativeness by making sure that the key subgroups of the population are proportionately represented within the study. Stratification helps the researcher obtain a broader and a more balanced view of the digital transformation experiences in Sri Lanka as finance, telecommunications, and healthcare sectors are not similar in terms of their levels of digital maturity, organizational culture, and practices of digital transformation. In addition, by splitting the respondents into managers and non-managers the strategic and operational perspectives are represented, thus driving the findings to be more comprehensive.

A sample size of about 300 respondents was deemed statistically appropriate and practically adequate. According to Tabachnick and Fidell (2019), the optimum sample size for multiple regression analysis in social science studies is between 200 and 400. The number of 300 respondents is therefore deemed to be sufficient to test the relationships between change management strategies and digital transformation success and achieve reliability and generalizability in the selected sector. Secondly, a larger sample size decreases sampling error and increases the reliability of the statistical estimates.

Several steps were also taken to minimize potential bias in sampling and data collection process. Stratified random sampling minimized selection bias by providing each subgroup participant an equal chance of being selected. Second, the use of both online and paper-based questionnaires enhanced access and minimized non-response bias, especially for those with differing levels of access to the digital world. Third, the anonymous and confidential nature of the participants was promised to eliminate social desirability bias and to promote truthful responses. Lastly, the questionnaire was pre-tested for possible ambiguous or leading questions that might lead the participants to respond in a certain direction, thus enhancing the validity and neutrality of the questionnaire.

A purposive screening technique will be used to identify organizations, as it will be required to be on the subject of the study, which is digital transformation. The selection criteria will be based on the presence of current or recently used digital efforts e.g. enterprise systems adoption, digital platforms, automation technologies or data-driven decision-making processes. The sources of information that will be employed in the identification of the appropriate organizations (based on the finance, telecommunications and healthcare sectors) include industry reports, organizational websites, professional networks and sectoral associations. After this identification, formal participation requests will be forwarded to organizational gatekeepers like human resource managers, transformation leaders or senior management representatives. Such requests will contain an elaborate participant information sheet that will explain the purpose of study, confidentiality, and approximate time commitments. Questionnaires will be circulated internally either electronically or paper based with an organizational consent and voluntary participation.

3.8 Data Analysis Techniques and Alignment with Research Objectives

Data gathered analyzed with the help of Statistical Package of the Social Sciences (SPSS). This analyzed in three phases:

1. The demographic data summarized with the help of descriptive statistics (means, standard deviations, frequencies), and give an idea of the answers to the questionnaire questions.
2. The internal consistency of scales tested with the help of the reliability analysis and values of Cronbach alpha above 0.7 taken as acceptable (Hair et al., 2019).
3. Test using inferential statistics. The interrelationships between change management strategies and digital transformation outcomes investigated using the correlation analysis. The multiple regression analysis was conducted to estimate the predictive strength of the strategies. Control variables (gender, job role, sector, and work experience) were analyzed at the beginning but dropped in the final model because they were not statistically significant because this way yields a more parsimonious and interpretable model. Robustness checks can be requested. Also, the dimensionality of such a construct as leadership or communication could be validated through the use of exploratory factor analysis.

The proposed hypotheses were tested by correlation and multiple regression analysis to find the strength and significance of the relationship between digital transformation success and independent variables.

Such a method of analysis is compatible with positivist, deductive research and can test theoretical propositions in a strong way statistically.

To enhance analytical clarity, every research objective is clearly oriented towards the corresponding parts of the questionnaire and methods of data analysis. Such systematic alignment assures the empirical analysis of the objectives presented directly and helps to draw strong conclusions (Saunders, Lewis and Thornhill, 2019).

Research Objective 1: *To assess the challenges faced by Sri Lankan organizations during digital transformation initiatives.*

Section B of the questionnaire will be used to respond to this objective by including some of the major challenges like employee resistance, skills gaps, infrastructure constraints, leadership

misalignment and cost limitation. The most critical challenges as perceived by respondents will be determined using descriptive statistical methods such as means, standard deviations, and frequency distributions. Moreover, comparisons between sectors and positions can be carried out with the help of cross-tabulations to make more contextual results.

Research Objective 2: *To evaluate the effectiveness of specific change management strategies in driving organizational transformation in the digital age.*

Section C and D of the questionnaire will be used to analyze this objective. Section C includes change management (communication, leadership, employee empowerment and reskilling, agile practices, and cultural alignment), whereas Section D includes the change in digital transformation success. The first step will involve correlation analysis, which will be carried out to determine the strength and direction of the relations between these strategies and transformation outcomes. After that, the predictive role of each change management strategy on the success of the digital transformation will be measured through the multiple regression analysis. Control variables were first analyzed but they were not included in the final model as they were not found to be significant.

Research Objective 3: *To recommend a framework for implementing change management strategies in Sri Lankan organizations to enhance digital adaptability and resilience.*

The synthesis of the empirical data obtained in Objectives 1 and 2 will incorporate this objective. The listed challenges and statistically significant change management strategies will be combined with the previously accepted theoretical models (e.g., Kotter, ADKAR, agile change perspectives) and used to create the context-specific framework adapted to the situation in the Sri Lankan organizations. This model will be derived analytically and not tested statistically to guarantee theoretical as well as practical applicability.

The study is also characterized by methodological transparency and analytical rigor by clearly connecting research objectives, parts of questionnaires, and analysis methods.

3.9 Reflexivity

Reflexivity is a critical reflection by the researcher about the way his/her personal background, assumptions, and possible biases might affect the research process and findings. Despite the fact that the research philosophy of this study is positivist and has a quantitative approach that require objectivity and detachment, nevertheless the position of the researcher to the study must be considered.

Knowledge of business and finance background combined with the experience of the researcher in the organisational practices in Sri Lanka could influence the perception of the digital transformation and change management concepts. This prior knowledge may affect the decision on variable selection, questionnaire design and analysis of results. Nonetheless, subjective bias was minimised by the use of existing theories and tested measurement scales in available literature.

In order to provide objectivity, the study used a structured questionnaire that had close-ended questions, which minimized the likelihood of interference by the researcher in the collection of data. Moreover, the data were analysed using statistical methods like correlation analysis and multiple regression analysis, to make sure that decision was not made using assumptions.

Moreover, the researcher was transparent during the research process as methodological decisions, data collection process, and method of analysis were sufficiently documented. This increases reliability and replicability of the study. Ethical issues such as anonymity and privacy of the respondents were also taken seriously to prevent any form of influence to the responses of the respondents.

Generally, total impartiality is likely to be challenging to attain, but deliberate attempts were made to reduce bias and methodological rigour, and the results are likely to be the accurate view of the digital transformation practice in the organisations of Sri Lanka.

3.10 Reliability and Validity

Research credibility is important in ensuring that the research is reliable and valid. Reliability means the consistency of measurement and validity deals with the precision of measurement of constructs (Cohen et al., 2018).

The reliability increased by usage of published measurement scales, pilot testing and statistical tests such as Cronbach alpha. There are various approaches to validity: content validity is considered by basing the items on previous literature and expert validation; construct validity also evaluated with the help of factor analysis, and critical validity checked with the help of examining the correlations between constructs and the results.

3.10.1 Strategies to Minimize Bias in Self-Reported Data

Since the research is based on self-reported survey data, to reduce possible biases in responses, a number of methods will be used to reduce possible responses bias, such as social desirability bias and common method bias (Podsakoff et al., 2012). One, the study will explicitly inform all the participants of anonymity and confidentiality so that they can respond honestly and impartially. No personal or organizational information will be obtained.

Second, the questions in the questionnaires are neutral and not based on performance evaluations, but on perception to minimize pressure on the respondents. Third, the questionnaire design places independent variables (Section B and C) and the dependent variable (Section D) apart, alleviating the presence of common method variance. Fourth, a pilot study will be carried out to determine ambiguous or leading items and improve wording respectively.

Lastly, statistical tests like reliability analysis and factor analysis will be employed to identify inconsiderate or pattern trend of responses, which will further increase the validity of the data obtained.

3.11 Ethical Considerations

Research practice is based on ethical integrity. This work follow both the ethical standards of the institution of the researcher and the international standards (Resnik, 2018). The participants shall be given an informed consent form to specify the purpose of the study, procedures and their rights. This will be on a voluntary basis and they have the right to leave at any point. Coding the responses and eliminating identification provided responses with confidentiality and anonymity. Data preserved and utilized in research only. Since the participants are professionals, special attention given to ensure that the participants are confident that the information not disclosed to employers. The encrypted media (AES-256) contain de-identified data which can be accessed by the principal investigator and the supervisor only. There will be

no re-identification key that will be retained so that the participants will be completely anonymous. The records will be kept within a span of five years after the study is completed after which they will be destroyed irrevocably and safely. All the findings in aggregate form can be used in academic or publication purposes, but no raw data on an individual level will be disclosed.

3.12 Limitations of the Methodology

Although the selected methodology is strong, it does not lack its limitation. First, the cross-sectional design only measures perceptions at one point in time, which does not give any information about the change in practices of change management in the digital transformation. Second, the use of self-reported information creates the risks of bias, including social desirability bias or recall bias. Third, stratified sampling may improve representativeness, but may not necessarily be applicable to organizations outside of the sampled sectors and country context. Lastly, although quantitative approach is appropriate in testing, it might fail to capture the subtle experiences of people that can be more effectively summarized in a qualitative approach like interviews.

In addition, the study is sectorial and contextual in nature hence limits the generalizability of the findings. Even though the addition of the finance, telecommunications, and healthcare industries increases the applicability of the study to the digital economy of Sri Lanka, the results might not be applicable to other sectors of the economy, like manufacturing, education, or small and medium-sized business, where digital maturity levels and change dynamics might also vary. Also, the applicability of the findings to other national contexts may be constrained due to cultural specifics, regulatory surroundings, and technological infrastructures in Sri Lanka.

3.13 Instrument Development and Provenance

The survey tool was prepared under the basis of validated scales acquired in the literature of previous research in the field of change management, leadership, communication effectiveness, employee empowerment, organizational agility, and cultural adaptability. The products were localized to the Sri Lankan business environment.

Table 4 - Constructs and Measurement Sources

Construct	Number of Items	Example Item	Source
Transformational Leadership	5	“Leaders articulate a compelling vision for digital transformation.”	Bass & Riggio (2006)
Communication Effectiveness	4	“Information regarding digital initiatives is communicated transparently.”	Kotter (1996); Men (2014)
Employee Empowerment & Reskilling	5	“Employees receive adequate training to adapt to digital changes.”	Armenakis & Harris (2009)
Organizational Agility	4	“Our organization responds quickly to market changes.”	Rigby et al. (2016)
Cultural Alignment	4	“Innovation is encouraged and rewarded in this organization.”	Schein (2010)
Digital Transformation Success	5	“Digital initiatives have improved organizational performance.”	Vial (2019)

Everything was measured by a 5-point Likert-scale (1 = Strongly Disagree; 5 = Strongly Agree).

3.14 Pilot Study

A pilot study was carried out with 30 participants who are in the field of finance and telecommunication industry.

Minor revisions included:

- Breaking down of technical language.
- Defining the words digital maturity.
- Reduction of double-barreled statements.

Initial reliability testing gave Cronbach alpha of between 0.74 and 0.88, which is a good internal consistency.

3.15 Sampling Frame and Response Rate

There were 380 invitations of the survey.

Completed responses: 312

Valid responses after data cleaning: 300

Response rate: 78.9%

The non-response bias was measured by t-tests of independent samples between the early and late respondents. The results did not show any significant differences ($p > 0.05$), which means low non-response bias.

3.16 Chapter Summary

This chapter has presented the research design that was used in the study of change management techniques of successful digital transformation in organizations in Sri Lanka. It has a positivist philosophy and follows a deductive approach, cross-sectional quantitative design and a survey strategy. The structured questionnaires used to collect data on a stratified sample of about 300 employees and managers working in key sectors. The SPSS used to conduct the analysis, and the descriptive, reliability, and inferential methods used. Reliability, validity, and ethical issues have been taken care of and limitations have been recognized. All in all, the methodology presents a sound and suitable framework of attaining the research objectives of the study.

Chapter 4: Findings

4.1 Introduction

In this chapter, the authors provide empirical results of the study, which is founded on the answers of 300 participants employed in Sri Lankan organizations that have undergone a digital transformation. This analysis estimated the problems that organizations encounter, the success of certain change management practices, and how these practices are interconnected to the success of digital transformation. Results are organized logically, with demographic attributes of the respondents, then organizational challenges, the perception of change management strategies and the outcome of statistical tests (correlations and regressions).

4.2 Demographic Characteristics of Respondents

The demographic distribution of respondents is summarized in Table 5.

Table 5 - Demographic Profile of Respondents (n = 300)

Variable	Category	Frequency	Percentage (%)
Gender	Male	176	58.7
	Female	124	41.3
Age Group	20–29 years	92	30.7
	30–39 years	126	42.0
	40–49 years	57	19.0
	50 years and above	25	8.3
Job Position	Managerial	112	37.3
	Non-managerial	188	62.7
Sector	Finance	108	36.0
	Telecommunications	96	32.0
	Healthcare	96	32.0
Work Experience	Less than 5 years	79	26.3
	5–10 years	118	39.3
	More than 10 years	103	34.3



Figure 2 - Demographics

The demographic analysis showed that most of the respondents were male (58.7%), and the highest number of respondents were their age bracket 30-39 years (42.0%). The sample was broadly representative with majority of the respondents working in non-managerial functions (62.7%). There was a reasonably even distribution of sectoral representation, with finance

(36.0% of the sample), telecommunications and healthcare (32.0% each) correspondingly. The number of years of work experience also indicated that the sample contained individuals with considerable knowledge of the organization; a large percentage of respondents (39.3) had five to ten years of work experience.

4.3 Organizational Challenges during Digital Transformation

Respondents were questioned to express the challenges related to digital transformation on a five-point Likert scale (1 = strongly disagree, 5 strongly agree). The average and standard deviation of each challenge is shown in Table 6.

Table 6 - Challenges of Digital Transformation

Challenge	Mean	SD
Employee resistance to change	3.89	0.92
Skills gap and workforce readiness	4.12	0.84
Inadequate digital infrastructure	3.75	0.97
Leadership and cultural misalignment	3.68	0.89
High implementation costs	3.94	0.81

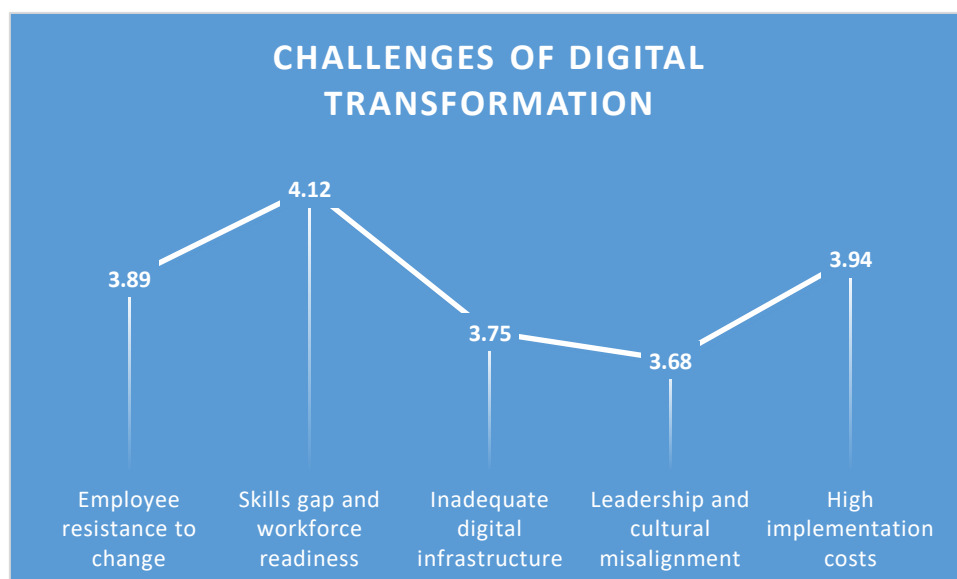


Figure 3 - Challenges of Digital Transformation (Mean scores)

The findings show that skills gap and workforce readiness ($M = 4.12$, $SD = 0.84$) was the greatest challenge identified, and high implementation costs ($M = 3.94$, $SD = 0.81$) came in second. The problem of employee resistance to change was also a critical one ($M = 3.89$, $SD = 0.92$). Less, but significant in comparison were poor infrastructure ($M = 3.75$) and poor leadership and cultural misfit ($M = 3.68$). These results reveal the interaction between technical and human aspects of forming the effects of digital transformation.

4.4 Perceptions of Change Management Strategies

The respondents were also to assess the degree to which their organizations utilized particular change management strategies. The results are summarized in Table 7.

Table 7 - Effectiveness of Change Management Strategies

Strategy	Mean	SD
Transformational leadership	3.95	0.76
Effective communication	4.08	0.7
Employee empowerment & reskilling	3.81	0.82
Agile practices	3.74	0.85
Cultural alignment	3.67	0.88

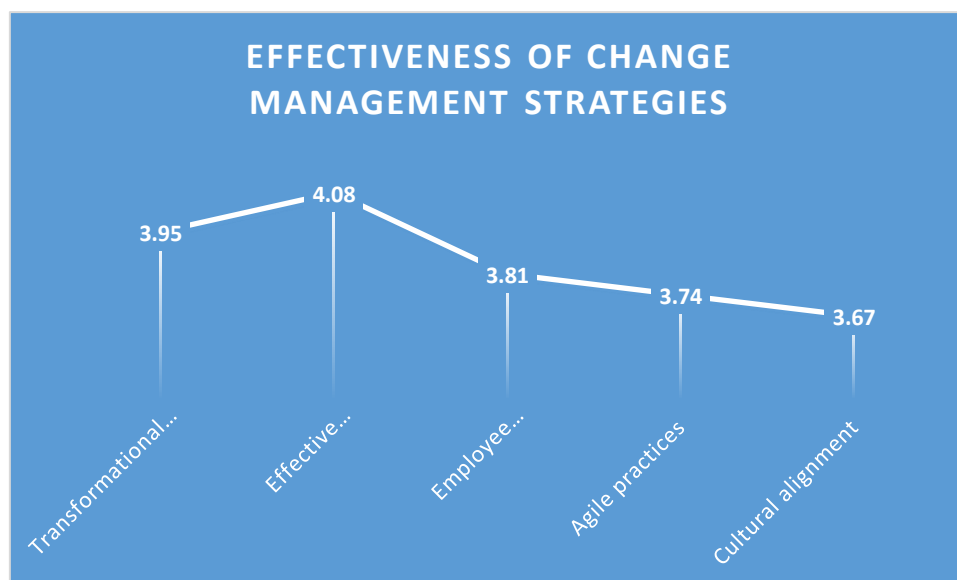


Figure 4 - Effectiveness of Change Management Strategies (Mean scores)

Effective communication ($M = 4.08$, $SD = 0.70$) was the highest-rated strategy since it is important to have clear and regular communication in digital transformation. Transformational leadership was also seen favorably ($M = 3.95$). The employee empowerment and reskilling had a medium score ($M = 3.81$), which implies improvement, although the score could be improved. Agile practices ($M = 3.74$) and culture alignment ($M = 3.67$) were the lowest rated, which means that the two areas might need more organizational focus to facilitate long-term change.

4.5 Measurement and Diagnostic Tests

Before running the correlation and regression, a number of statistical tests were conducted to test the reliability, validity, and assumptions of the data.

Reliability Analysis: The measurement scales were assessed to determine the internal consistency through the use of Cronbach alpha. The constructs were all acceptable with the values surpassing the required level of 0.70 (Hair et al., 2019). This means that the tools of measuring each variable were similar and could be used to further analyze.

Sampling Adequacy and Factor Validity: To determine whether the data was appropriate in analyzing the factors, the Kaiser- Meyer-Olkin (KMO) measure and Bartlett's test of Sphericity were performed. The KMO value of 0.86 was a good indicator of sampling adequacy, and the Test of Bartlett was statistically significant ($p < 0.001$), which showed that the variables had correlated with each other in a good enough manner to warrant the use of factor analysis.

Multicollinearity Diagnostics: Diagnostics Multicollinearity Multicollinearity was checked with the help of Variance Inflation Factor (VIF) and tolerance values. There were no severe cases of multicollinearity between the predictors since all the values of VIF were lower than the 5 threshold, and the tolerance values exceeded 0.20.

Residual and Normality Tests: Normality tests were used to test the assumption of regression analysis using residual tests. The normal probability was used to show that the residual values were normally distributed. Also, the Breusch-Pagan test of heteroscedasticity was done and the test did not reveal any statistical significance ($p > 0.05$) implying that the homoscedasticity assumption was indeed met.

In general, these diagnostic tests ensure that the data satisfy the assumptions required to make correlation and multiple regression analyses and, therefore, guarantee the soundness and reliability of the results.

Table 8 - Measurement reliability & sampling adequacy (n=300)

Construct	No. of Items	Cronbach's α	KMO	Bartlett's χ^2 (df)	Sig. (p)	Action
Transformational Leadership	5	0.87	0.86	2156.34 (210)	0.000	Retained
Effective Communication	5	0.89	0.86	2156.34 (210)	0.000	Retained
Empowerment & Reskilling	5	0.85	0.86	2156.34 (210)	0.000	Retained
Agile Practices	4	0.82	0.86	2156.34 (210)	0.000	Retained
Cultural Alignment	4	0.83	0.86	2156.34 (210)	0.000	Retained
Digital Transformation Success	5	0.9	0.86	2156.34 (210)	0.000	Retained

4.6 Hypothesis Testing and Relationship between Change Management Strategies and Transformation Success

4.6.1 Correlation Analysis

Correlation analysis was performed to investigate the correlation between change management strategies and digital transformation success.

Table 9 - Correlation Matrix

Variable	1	2	3	4	5	6
1. Digital Transformation Success	1					
2. Leadership	0.62	1				
3. Communication	0.68	0.59	1			
4. Empowerment & Reskilling	0.55	0.48	0.53	1		

5. Agile Practices	0.49	0.45	0.47	0.51	1	
6. Cultural Alignment	0.57	0.52	0.50	0.48	0.46	1

Note: $p < 0.01$ (2-tailed).

The findings show that there are a lot of positive correlations between all the change management strategies and digital transformation success. The greatest correlations were found with communication ($r = .68$, $p < 0.01$) and leadership ($r = .62$, $p < 0.01$) and weakest but still significant with agile practices ($r = .49$, $p < 0.01$). These findings highlight the significance of leadership and communication as of the main facilitators of a change.

4.6.2 Regression Analysis

To identify the degree to which the change management strategies anticipated the success of digital transformation, an analysis was done using multiple regression.

Table 10 - Regression Analysis Predicting Digital Transformation Success

Predictor	Beta (β)	t-value	Sig.
Leadership	0.24	4.72	.000
Communication	0.32	6.05	.000
Empowerment & Reskilling	0.18	3.65	.000
Agile Practices	0.11	2.21	0.028
Cultural Alignment	0.15	3.14	0.002
$R^2 = 0.61$; $F(5, 294) = 93.18$; $p < 0.001$			

The regression model had a strong explanatory power ($R^2 = 0.61$) which explained 61% of the variation in digital transformation success. The strongest predictor of the communication ($\beta = 0.32$, $p < 0.001$) followed by leadership ($\beta = 0.24$, $p < 0.001$) were found to be among the strongest predictors. Other significant contributors were employee empowerment and reskilling ($\beta = 0.18$) and cultural alignment ($\beta = 0.15$) whereas agile practices ($\beta = 0.11$) were also significant but less contributory. In line with the methodological strategy described in Chapter 3, control variables were first analyzed and then omitted in the final regression model

because they were not statistically significant to include in the final model, in order to have a more parsimonious model that would look at the main independent variables.

Table 11 - Summary of Hypothesis Testing

Hypothesis	Statement	Result
H1	Leadership positively influences digital transformation success	Supported
H2	Communication positively influences digital transformation success	Supported
H3	Empowerment and reskilling positively influence digital transformation success	Supported
H4	Agile practices positively influence digital transformation success	Supported
H5	Cultural alignment positively influences digital transformation success	Supported

The regression results show that the five hypotheses were all supported. Communication and leadership were the most significant predictors of digital transformation success, with empowerment and agile practices showing strong positive relationships and cultural alignment showing moderate positive relationships. The results underscore the need to combine the human and organizational aspect with digital transformation.

4.7 Summary of Findings

The results demonstrate a number of valuable lessons. To begin with, skills gaps, high implementation cost, and employee resistance to change are the greatest threats to digital transformation in Sri Lanka, which explains the dual contribution of technical and human barriers. Second, as organizations are adopting various change management approaches, communication and leadership seem to be the most established ones, and cultural alignment, as well as agile practices need more consideration. Third, a statistical analysis showed that the most significant indicators of digital transformation success are communication and leadership, yet empowerment, cultural alignment, and agile practices also have significant implications. In general, the findings emphasize that the effective digital transformation relies on the balanced combination of the strategies that touch on the technological and human aspects of change.

Chapter 5: Discussion

5.1 Introduction

This study has investigated change management techniques to ensure successful organizational change in a digital era, but in the Sri Lankan setting. The paper was informed by the fact that organizations nowadays act in a highly volatile, uncertain, complex, and ambiguous environment in which digital technologies do not just act as efficiency-enhancing tools but as disruptive and reinventing agents. The broad objective of the research was to discuss how organizations in Sri Lanka are coping with the digital transformation using change management practices with an aim of identifying the challenges, assessing the practice and formulating a framework that enhances flexibility and sustainability.

The above chapters have followed the research path and started with the introduction, the literature review, methodology, the discussion of the empirical findings and the interpretation of the findings. This final chapter is a synthesis of the thoughts that have been developed in the study. It gives a comprehensive discourse on the findings reached, and it directly touches on the research objectives and Research questions.

5.2 Discussions in Relation to the Research Objectives

The initial research problem was to measure the difficulties encountered by the Sri Lankan organizations in the process of digital transformation. The article concluded that organizations face serious technical and human barriers. The strongest challenge was identified as the skills gap and the readiness of the workforce, implying the lack of the match between the needs of the digital technologies and employee skills. This is not the only gap identified in Sri Lanka but has been identified in other countries across the world, with researchers like Bughin et al. (2018) suggesting that digital transformation demands reskilling on scale never seen before during industrial revolutions. The problem is however complicated in Sri Lanka by structural constraints in the education system, lack of investment in continuous professional development, and the lack of resources within organizations themselves. Lack of the necessary skills means that the most sophisticated technologies are not fully utilized, which seriously compromises the transformation endeavors.

The second most important challenge was high implementation costs. The digital transformation as a phenomenon, in itself, is a process that demands significant investment of infrastructures, software, training, and change management. These costs can be counterbalanced by an improved access to finance and greater capital bases in developed economies, but in Sri Lanka, when macroeconomic instability and foreign exchange shortages are a reality, they tend to be prohibitive. This is consistent with the observation of Berman (2012) that digital transformation is capital intensive and cannot deliver any meaningful returns unless it is committed over a long time. This issue of cost in Sri Lanka hence highlights the necessity of new or novel funding systems, collaborations, and policy guiding the entities to maintain their transformation processes.

The third significant obstacle that was found was the resistance of employees to change. Although resistance is an old concept in the literature of organizational studies, and was best-known through the three-stage framework proposed by Lewin (1951), it continues to be a persistent challenge in the digital era. Resistance to change is a common problem among the employees since they are either afraid of losing their jobs, do not believe in their capability of learning new systems or think that digital programs are management projects with little effects on their own jobs. This observation is in line with the argument by Kotter (1996) that lack of ability to create urgency and communicate effectively creates more resistance. In Sri Lanka, the resistance issue is further worsened by organizational cultures that are hierarchical in nature hence restricting dialogue and interactions. So, technology might be the driver of change, but responses by people will make the difference between success and stagnation in the change.

Other issues like poorly constructed infrastructure and misalignment of leadership though classified under the less severe challenges were also a considerable concern. The relative telecommunications progress in Sri Lanka has been made when compared with other developing countries where infrastructure shortages are usually the most acute impediment (Elia et al., 2021). Cultural and leadership misalignment however hints at the possibility that as physical infrastructure is improved, the mindset and strategic alignment, needed to carry out digital transformation is not even.

The second study aim was to assess how certain change management approaches were effective in bringing about organizational change in the digital era. The results proved that not all strategies are being adopted with equal success by Sri Lankan organizations. The most rated strategies were found to be effective communication due to its central position in the alleviation

of uncertainty, establishment of trust, and mobilization of employee engagement. Communication was also revealed as the most powerful statistical predictor of a successful transformation, agreeing with the arguments of Men and Lewis (2014 and 2019) that communication is neither a peripheral action nor a secondary force influencing the results of organizational change. The discovery is important to highlight that digital transformation demands not just technical elucidation but also emotional and cultural confirmation that is only offered through communication.

The rating of transformational leadership was also high and statistically significant to support the theory provided by Bass and Riggio (2006) that leaders should inspire, motivate, and guide employees in the uncertain period. The Sri Lankan data revealed that effectiveness in leadership was highly related to success, which also proved the case with Satya Nadella and his cultural rearrangement in Microsoft (Brynjolfsson and McAfee, 2017). Transformational leaders in Sri Lanka are in a better position to influence culture, inspire confidence and align strategic goals with the demands of digital.

Other approaches including employee empowerment and reskilling proved to be average successful. Although companies understand the necessity to empower workers by means of training and development, such efforts are usually small-scale, inconsistent, or not connected to more long-term strategic objectives. The criticism of ADKAR model by Pollack and Pollack (2015) is applicable here: although the individual adoption is vital, the success depends also on the systemic factors, including the availability of resources and strategic clarity. Empowerment in Sri Lanka is not well developed compared to the degree of technological transformation making it possible to have greater coordinated investment in skills development.

The least developed strategies were agile and cultural alignment. The use of agile approaches, focusing on the iteration, cross-functional teamwork, and high responsiveness (Rigby et al., 2016), has become a digital transformation signature all over the world. In Sri Lanka though, their implementation seems largely superficial, with organisations in many cases, imitating the form but not the spirit of agility. This is also representative of a more fundamental kind of cultural inertia as the hierarchical structures and a certain risk-aversion will undercut the experimentation. Likewise, cultural alignment was also low, but regression analysis showed that cultural alignment is also a statistically significant predictor of success. This paradox implies that the role of culture can be undervalued by employees, but the effect of culture is enormous. The fact is that culture is the lowest level of organizational identity and as such, it

is the most difficult aspect to change (Schein, 2010). The results prove that culture change is one of the most complicated but important aspects of digital transformation.

The third goal was to propose a model of the application of change management strategies in the organizations of Sri Lanka in order to increase their digital flexibility and resilience. The paper suggests a framework that is constructed on five pillars that work in tandem and they include transformational leadership, effective communication, employee empowerment and reskilling, adaptive agility and cultural alignment. This framework is knowledgeable by international best practice as well as the findings of this study.

Transformational leadership offers the cultural stewardship and vision that is required to transform. Transparency, engagement, and trust are provided through communication. Reskilling and empowerment solve the skills gap allowing workers to evolve and flourish. Adaptive agility enables organizations to innovate in small steps, with ambition and local realities. Lastly, cultural alignment incorporates new digital values in organizational norms as a way of making transformation to be long term. Collectively, these pillars will create a holistic model and cover human and technical aspects of change, which will provide a roadmap to the digital resilience of Sri Lankan organizations.

5.3 Discussions in Relation to the Research Questions

Discussion of Research Question 1

RQ1: What are the main challenges Sri Lankan organizations face during digital transformation processes?

The results of this research suggest that the Sri Lankan institutions encounter various issues when undergoing digital transformation, especially in terms of workforce preparedness, budgetary restrictions, and readiness of the workers to change. Among the difficulties in the analysis, the skills gap and the readiness of the workforce were identified as the most crucial problem by the respondents ($M = 4.12$, $SD = 0.84$). This finding indicates that most organizations are not able to get workers with the digital abilities needed to facilitate transformation efforts. The digital transformation process commonly implies using the sophisticated technologies like cloud systems, automation, and data analytics that demand

certain technical expertise. The scarcity of such skills in the workforce however poses a hindrance to proper implementation and retards the process of transformation.

The second key problem as revealed in the research is the high cost of implementation ($M = 3.94$, $SD = 0.81$). The average projects of digital transformation demand a large investment in technological infrastructure, software as well as cybersecurity, and the education of the staff. In the case of organizations working in developing countries like Sri Lanka, finances may limit the magnitude and pace of these projects.

Besides the monetary barriers, staff resistance to change was also identified to be a vital issue ($M = 3.89$, $SD = 0.92$). The resistance can occur in case of fear of job loss, in case of the lack of confidence in their abilities in the field of technology, or because of the uncertainty about the consequences of the digital transformation projects. Other difficulties mentioned in the findings are the insufficient digital infrastructure ($M = 3.75$) and leadership and cultural misalignment ($M = 3.68$). These factors were a little bit lower rated than other challenges yet they are still important determinants of success of the transformation efforts. Weak infrastructure may impair the adoption of digital technologies at the organizational level, whereas cultural misfit can decrease employee involvement and flexibility in the change-related times. On the whole, the findings show that digital transformation in the Sri Lankan organizations is conditioned by the technological and human factors and requires the implementation of complex strategies that should focus on the workforce capabilities, organizational culture, and financial investments.

Discussion of Research Question 2

RQ2: Which change management strategies are most effective in enabling successful digital transformation in Sri Lanka?

The results of this paper indicate that there are a number of change management strategies that have a massive impact on the success of digital transformation programs within the Sri Lankan organizations. Effective communication was the most powerful factor among the strategies under study. The mean score ($M = 4.08$, $SD = 0.70$) of communication was the highest in the descriptive analysis, which means that employees believe transparent communication is vital in the process of organizational change. This significance was also validated in the correlation analysis where the results revealed that the correlation between communication and digital

transformation success is strong and positive ($r = 0.68$, $p < 0.01$). This implies that an organization that has effectively communicated the aims of transformation, transformation process and outcomes is more likely to record a successful implementation.

The regression analysis proved that communication was the most significant predictor of the success of digital transformation ($\beta = 0.32$, $p < 0.001$). Besides communication, transformational leadership was also cited as one more strategy that will contribute to successful transformation. The correlation of leadership and transformation success was strong ($r = 0.62$, $p < 0.01$) and regression coefficient was significant ($\beta = 0.24$, $p < 0.001$). These findings suggest that leaders are critical in leading employees through the change process, developing a common vision of digital projects, and encouraging employees to use new technologies and practices at work.

Employee empowerment and reskilling, cultural alignment, and agile practices were also among the other strategies that made considerable contributions towards transformation success. The moderate predictive effect was observed between empowerment and reskilling ($\beta = 0.18$, $p < 0.001$), which demonstrated the level of usefulness of training and capability development to respond to the digital skills gap. Cultural congruence also played a significant role ($\beta = 0.15$, $p = 0.002$) as the finding indicated that those organizations that have supportive and innovation oriented cultures are in a better position to effect digital change. The predictive effect of agile practices was the weakest ($\beta = 0.11$, $p = 0.028$), but they are still applicable to assist organizations to respond swiftly to changes in technology and the market.

Discussion of Research Question 3

RQ3: How can Sri Lankan organizations design and implement a framework to manage change effectively during digital transformation?

The results of the current research are very useful in understanding how Sri Lankan organizations may develop an effective framework to implement change in the process of digital transformation. The statistical findings indicate that the effective transformation depends on a set of attributes, such as leadership, communication, workforce capacity, organizational flexibility, and culture support. Resting on these findings, it is possible to suggest a five-pillar framework that could help organizations to deal with the issue of digital transformation.

The first pillar is transformational leadership that aims at developing a clear strategic vision, offering guidance to digital initiatives, and encouraging employees to contribute to organizational change.

The second pillar of the framework is that of good communication and that was the strongest predictor of digital transformation success in the regression analysis. To minimize uncertainty and resistance of the process of transformation, organizations should make sure that there is open and consistent communication during the process. The third pillar is worker empowerment and reskilling that is concerned with the workforce capability issues noted during the findings. Employees should be given training opportunities, digital expertise development opportunities, and should be involved in the decision-making processes to have a great impact on the results of transformation.

The fourth pillar of the framework is the organizational agility that helps organizations to act rapidly towards the technological changes and changing market conditions. During digital transformation initiatives, agile practices promote versatility, cooperation, and speedy resolution, which are pertinent.

The fifth pillar is the cultural alignment that focuses on establishing an organizational culture that enhances innovativeness, learning, and flexibility. These five pillars are combined into a comprehensive set of principles that allow organizations to work with both the human and technological aspects of digital transformation, which leads to a higher chance of attaining sustainable transformation success.



Figure 5 - Five-Pillar Model

Table 12 - Objectives–Findings Alignment Matrix

Objective	Instrument (Questionnaire Sections)	Key Results	Evidence Location
O1: Assess challenges faced by Sri Lankan organizations during digital transformation	Section B	Skills gaps (M = 4.12), high implementation costs (M = 3.94), and employee resistance (M = 3.89) identified as the most significant challenges	Table 6; Section 4.3
O2: Evaluate the effectiveness of change management strategies in driving transformation	Section C	Communication ($\beta = 0.32$) and leadership ($\beta = 0.24$) emerged as strongest predictors; empowerment ($\beta = 0.18$), cultural alignment ($\beta = 0.15$), and agile practices ($\beta = 0.11$) also significant	Table 10; Section 4.6
O3: Recommend a framework to enhance digital adaptability and resilience	Synthesis of Sections B, C, and D	Development of Five-Pillar Model (leadership, communication, empowerment, agility, cultural alignment) supported by empirical findings and proposed implementation roadmap	Chapter 5

Chapter 6 - Conclusion and Recommendations

6.1 12-Month Roadmap for Implementing the Five-Pillar Digital Transformation Framework

1. Transformational Leadership

The former pillar emphasizes the need to invest in a powerful leadership commitment to lead the process of the digital transformation. The senior management needs to create a clear digital transformation vision and share it with the entire organization at the first three months. The leadership workshops, strategy development, and appointment of the digital transformation guiding committee should be part of this phase to monitor the implementation process. Its leaders must be proactive in promoting transformation programs between the fourth and eighth months by investing resources, tracking project success, and inspiring interdepartmental cooperation. The last stage (months nine to twelve) is about the leadership reviewing the results of transformation by conducting performance reviews and progress reports and strengthen the dedication to the innovation and constant improvement. First and foremost, the executive leadership team and the heads of departments will be in the line of duty of this pillar, and indicators of key performance might involve such aspects as the level of employee engagement, successful implementation of the digital initiatives, and organizational productivity.

2. Effective Communication

Communication is very important in terms of transparency and resistance in digital transformation. During the initial quarter of implementation, the organizations are expected to have a well-organized communication plan, which entails unambiguous messaging regarding the purpose, advantages, and anticipated results of digital transformation endeavors. Internal newsletters, digital dashboards, staff meetings, and online collaboration platforms are the communication channels that need to be implemented to distribute information. In the fourth to the eighth month, the management ought to engage in regular progress updates, town-hall meetings, and feedback sessions to ensure a free flow of dialogue between the management and employees and consider the issues concerning the transformation process. During the last step of the roadmap, organizations are to assess the effectiveness of communication by collecting the feedback in the form of surveys and focus groups and adjusting the communication strategies to the upcoming activities. This should be spearheaded by the human resource departments and communication teams and some of the measurable indicators that

determine success include employee awareness, less resistance to change, and better involvement in transformation activities.

3. Employee Empowerment and Reskilling

The third pillar focuses on workforce capability gap which is one of the key problems in findings of the study. The first three months should be dedicated to the digital assessment of skills of organizations that will help define the gaps in the competencies of employees. Judging by the findings, digital literacy, data analytics, cloud technologies, and emerging digital tools should be the subject of the training programs. During the fourth through eighth month, professional structures should engage in systematic reskilling programs, such as workshops, online classes, mentorship programs, and cross-functional learning programs. It is also desirable to engage employees actively in transformation projects in order to enhance the level of pragmatism and confidence to work with new technologies. The last step in the roadmap is to consider the effectiveness of the training programs based on the increase in the performance of employees, digital abilities, and engagement in innovation programs. These programs should be implemented by human resource departments, learning and development teams, and department managers, whereas performance indicators can be training completion rates, improvement of the skills of employees, and the high rates of digital adoption at the organizational level.

4. Organizational Agility

Organizational agility helps firms to respond fast to the growing and changing market and technological conditions. The first quarter must be dedicated to implementing agile management through the creation of cross-functional teams of project work and the implementation of iterative methods of development of digital projects. Agile methodologies like Scrum or Kanban could be taught in training sessions to allow the employees to learn how to work in flexible and collaborative settings. The second phase of implementation (months four to eight) entails that organizations pilot agile projects in the chosen departments to test new digital solutions and enhance the process with the help of constant feedback and reiteration. Such pilot projects will assist the organizations to determine the best practices and will streamline agile workflows prior to their large-scale adoption. At the last stage, the agile practices are to be incorporated in the normal organizational processes, so that the teams can be able to react fast to the technological changes and evolving customer demands. The

implementation of agile processes will be done by the project managers, IT teams and the leaders of operations and the success can be measured by the shorter amount of time a project takes to be completed, better output of innovation and can better adapt to technological change.

5. Cultural Alignment

The last pillar is the work on the organizational culture, which will embrace innovation, teamwork, and lifelong learning. In the initial quarter of the year, organizations ought to measure their current culture and find what hampers in their digital transformation, like resistance to innovation or the hierarchical decision making processes. The initiatives that support openness to change, such as campaigns that promote digital innovation within the company, recognition of employees who bring innovative ideas, and awareness campaigns, should be introduced by the leadership. During months four to eight, organizations are advised to reinforce this culture by establishing innovation platform, team work environment and knowledge-sharing programs that attract employees to explore new technology and processes. During the last phase of the roadmap, organizations are to strengthen the cultural alignment by including innovation and the development of digital capabilities into the performance management systems and organizational values. These efforts should be supported by the human resource departments and the top management and the measure of success can be determined using factors like involvement of employees in the innovation processes, enhancements in cross-departmental collaboration and technological change acceptance.

6.2 Theoretical Contributions

This research contributes to theory in a number of ways. It, first of all, verifies the long-term applicability of classical models of change management in the digital era, but also demonstrates their weaknesses. Such an emphasis on resistance by Lewin (1951), and focus on leadership and communication by Kotter (1996) is not any less valid, yet it is not as applicable in the context of unrelenting disruption (Burnes, 2017). The results indicate the necessity to modify traditional models with the ideas of agility, resiliency, and constant change.

Second, the research fills the gaps between individual and systems views of change. The moderate effect of empowerment suggests that, although, individual preparedness is significant, it should be incorporated into systemic approaches of leadership and

communication. This is an expansion of the ADKAR model developed by Hiatt (2006) as it connects this model to the cultural and strategic models, thus forming a more comprehensive approach to change.

Third is the fact that the predictive power of agile practices is less in Sri Lanka than in the West because there is uncertainty about whether the Western models of agility are universal. By encouraging researchers like Rigby et al. (2016) to embrace agility as a vital element of digital transformation, the research results suggest that agility has to be redefined in the context of hierarchical and resources-scarce organizational environments. Such a contextualization adds to the existing body of literature by underscoring the fact that change management strategies cannot be transferred across cultures or economies and instead have to be adjusted to cultural and economic realities.

6.3 Practical Recommendations

The implication of this research in practice is high. To the organizational leaders, the results mean that they should strive to develop transformational leadership traits. Sri Lankan leaders should not remain in directive roles and instead need to adopt inspirational, engaging and empowering leadership methods. These qualities can be developed through leadership development programs, mentorship, and exposure to the best practices in the world.

To managers, the centrality of communication underscores the importance of creating both formal and informal communication channels allowing two-way communication to take place. The process of communication must not only shed light on technical matters of transformation but also cover the employee concerns, aspirations, and emotions. Transparency and inclusion can be achieved through town-hall meetings, online platforms, and participatory decision-making systems.

To employees, the results point to the need to actively participate in reskilling and empowerment programs as part of digital transformation. The workers are required to adopt lifelong learning, flexibility and a change of mind. This can be supported by organizations through providing continuous professional development, yet remains the responsibility of the employee to take proactive stances to their own development.

To policy makers the study results suggest that digital transformation is not just an organizational issue but a national one. There should be the use of public-private partnerships that will tackle the skills gap, where government initiatives supplement organizational ones. The financial burden on organizations can be minimized with the help of subsidies, incentives, and national skills development programs, as well as the digital literacy of the workforce can be increased. Infrastructure and regulatory frameworks will also be invested in to provide an enabling environment to digital innovation.

Lastly, in the case of the organizations, as a whole, cultural change needs to be identified as a long-term strategic priority. Implementing digital values in culture needs deliberate interventions, which include rewarding and acknowledging innovative behavior, reducing hierarchies to promote teamwork, and demonstrating openness and experimentation by the top management.

6.4 Limitations and Future Research

This research is limited in the same way as any empirical research. The cross-sectional design gives a snapshot of a point in time and fails to explain the changes in the strategies as transformation takes place. Longitudinal study would yield more information on how the change takes place. There is also the risk of bias, e.g. social desirability, which can overestimate perceptions of effectiveness when the data are self-reported into survey data. Moreover, although the sample size of 300 was enough to conduct a statistical analysis, the fact that only three industries (finance, telecommunication, and healthcare) were considered restricts the possibility of generalizing the results to other industries. Lastly, the quantitative emphasis though useful in testing might have missed subtle experiences that could be seen in the qualitative approach like interviews or case studies.

Since the data is self-reported and cross-sectional in nature, the common-method bias cannot be completely eliminated, even after the following prophylactic measures were taken: the separation of the sections of the instruments, the use of neutral wording of items, and the guarantee of respondent anonymity.

These limitations can be overcome in future studies with mixed-methods research that uses quantitative breadth and qualitative depth. Longitudinal designs may investigate the

transformation of change management strategies in time, especially in the case of long economic crises or technology strikes. Inter-country comparisons can also uncover regional variations and industry-specific research may point to special dynamics in an industry.

6.5 Chapter Summary

This chapter has integrated the strands of the study by drawing conclusions in reference to the aim of the study, the contribution of the theory and practical recommendation. It has demonstrated that the challenges confronting Sri Lankan organizations are not only technical but also human in nature with skills gaps, high costs, and resistance to change being the most notable. It has further shown that communication and leadership are the most useful tools in initiating transformation with empowerment, agility and culture playing supporting but significant roles. The research will add to the theory by reformulating classical frameworks in digital reality and situating agility in context, which also provides a model that integrates world-best practice with local development.

At the end of the study, it is concluded that achieving digital transformation in Sri Lanka requires a balanced adoption of measures to respond to both the technological and human aspects of the change. Investing in leadership, communication, skills development, agility, and culture can help organizations to become more resilient and flexible during the times when it is not a choice but a necessity to transform digitally.

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Appendix

Questionnaire

Section A: Demographic Information

1. Gender		
☐ Male	☐ Female	☐ Prefer not to say

2. Age group			
☐ 20–29	☐ 30–39	☐ 40–49	☐ 50 and above

3. Job Position	
☐ Managerial	☐ Non-managerial

4. Sector			
☐ Finance	☐ Telecommunications	☐ Healthcare	☐ Other (please specify)

5. Years of work experience		
☐ Less than 5 years	☐ 5–10 years	☐ More than 10 years

Section B: Challenges of Digital Transformation

(Please indicate your level of agreement: 1 = Strongly Disagree, 5 = Strongly Agree)

Challenges of Digital Transformation	1	2	3	4	5
6. Employees in my organization often resist changes brought by digital transformation.	☐	☐	☐	☐	☐
7. The workforce in my organization lacks sufficient digital skills to adapt to transformation.	☐	☐	☐	☐	☐
8. Limited access to advanced infrastructure hinders digital initiatives.	☐	☐	☐	☐	☐
9. Leadership in my organization is not fully aligned with digital transformation goals.	☐	☐	☐	☐	☐
10. High implementation costs are a major barrier to transformation.	☐	☐	☐	☐	☐

Section C: Change Management Strategies

(1 = Strongly Disagree, 5 = Strongly Agree)

Communication	1	2	3	4	5
11. My organization clearly communicates the vision and objectives of digital transformation.	☐	☐	☐	☐	☐
12. Managers regularly share updates and progress regarding transformation initiatives.	☐	☐	☐	☐	☐
13. Employees have opportunities to ask questions and provide feedback during transformation.	☐	☐	☐	☐	☐
Leadership					
Leaders inspire and motivate employees to embrace digital change.	☐	☐	☐	☐	☐
Leaders demonstrate commitment to digital transformation through their actions.	☐	☐	☐	☐	☐
Leadership effectively guides the organization during uncertainty.	☐	☐	☐	☐	☐
Employee Empowerment & Reskilling					
My organization provides adequate training to develop digital skills.	☐	☐	☐	☐	☐
Employees are encouraged to take ownership of digital initiatives.	☐	☐	☐	☐	☐
Career development opportunities are linked to digital transformation goals.	☐	☐	☐	☐	☐
Agile Practices					
My organization adapts quickly to technological or market changes.	☐	☐	☐	☐	☐
Teams work collaboratively across functions to implement digital initiatives.	☐	☐	☐	☐	☐
Transformation projects are managed in flexible, iterative ways.	☐	☐	☐	☐	☐
Cultural Alignment					
My organization values innovation and experimentation.	☐	☐	☐	☐	☐
Collaboration and knowledge sharing are encouraged in digital initiatives.	☐	☐	☐	☐	☐
The organizational culture supports openness to change and adaptability.	☐	☐	☐	☐	☐

Section D: Digital Transformation Success

(1 = Strongly Disagree, 5 = Strongly Agree)

Digital Transformation Success	1	2	3	4	5
Digital transformation initiatives have improved operational efficiency.	☐	☐	☐	☐	☐
Digital initiatives have enhanced customer experience and satisfaction.	☐	☐	☐	☐	☐
Digital transformation has increased competitiveness of the organization.	☐	☐	☐	☐	☐
The organization is more adaptable to future technological changes.	☐	☐	☐	☐	☐

Thank you for your participation. Your responses are confidential and will only be used for academic research purposes.

Ethical Approval Letter

This letter attests that the research study with the title Change Management Strategies to the Successful Digital Transformation in Sri Lankan Organizations, carried out by Amila Prasad Bandara as a part of the Professional Doctorate program of the East Bridge University has undergone the procedures of the ethics of institutional research and was affirmed as having been conducted according to the specifications of the institutional ethics of research. The research will be conducted by the use of a structured questionnaire where data will be gathered using employees in sampled organizations in Sri Lanka. All the research has been conditional in that it is voluntary, and that all the participants have given their informed consent, that there will be confidentiality and anonymity in the research and that the information obtained in the research will only be used to academic end. It is on these ethical considerations that the study is allowed to take place and collect data under the guidance of Dr. Sundari Subramanian and the concerned department of the university.

Approved by:

East Bridge University

Participant Consent Form

Study Title: Change Management Strategies For Successful Organizational Transformation In The Digital Age

Researcher: Amila Prasad Bandara (East Bridge University)

Participant Consent Form

You are welcome to be a part of a research study. Kindly read carefully the following information before making your decision.

Purpose of the Study

This research aims to investigate current problems encountered by companies in the process of digital transformation and assess the success of change management policy in Sri Lanka.

Voluntary Participation

The involvement you have in this research is voluntary. You can also refuse to take part or pull out any time without any adverse effects.

Confidentiality and Anonymity

Data gathered will be highly confidential. Your answers will be confidential and no personal details shall be obtained.

Data Usage

Data obtained will be utilized in purely academic research. Individual responses will not be provided and only aggregate results will be reported.

Risks and Benefits

Participation has no important risks. Although, it will not result in any direct benefits, your responses will help to conduct research on digital transformation in Sri Lanka.

Contact Information

In case of any queries regarding the study, you can contact:

amilapb@gmail.com

Consent Statement

The above information has been read and comprehended by me. I willingly consent to take part in this research.

☐ I agree to participate in this research study

Participant Name: _____

Signature: _____

Date: _____