Identifying Critical Success Factors of Transformational Change in a Large Organization – A Qualitative Analytical Approach

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Abstract

Purpose : When it comes to managing organizational change, "how" is most important. This study is based on a real-world account of a major corporation that underwent a radical makeover and came out looking and feeling different. We found critical success variables that contribute to and facilitate this transformative process.

Design/Methodology/Approach : The research study was data-driven, utilizing real data gathered from primary and secondary sources. The main technique used was the analytic hierarchy process. The results of two organizational climate surveys conducted before and after the change were confirmed and validated.

Findings : This study aimed to determine the essential elements required for a transformation process to succeed. The topic of evaluating organizational health both before and after the transformational process is also touched upon, as is its efficacy. The findings point to the main issues that required attention in order to implement intervention for transformative change.

Practical Implications : This study is of a large Indian PSU that embarked on an arduous and uncertain journey of corporate renaissance and metamorphosis. It may be of intense interest to other corporates to know about it. Many businesses preparing for significant transformations will gain insights from this article, which will also assist them in identifying favorable enabling elements and avoiding transformational traps.

Originality/Value : This case concerned a well-known Maharatna PSU with substantial financial resources that is expanding quickly. Given that the business "rewired" the aircraft while it was in flight as a proactive measure, this case might be considered special. It was a first-hand narrative of the revolutionary shift that the organization had planned and carried out.

Keywords : **transformational change, key factors of change, strategy for change management, success factors for transformational change, HR dimensions of change, application of analytic hierarchy process (AHP), use of word cloud, role of leadership, challenges of change**

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In this era of rampant changes occurring all around, the biggest challenge for any organization is to cope with both external and internal changes. Organizations that anticipate change and react rapidly are successful. However, organizations that anticipate and invent the future are even more successful. According to a study of senior executives worldwide by the Katzenbach Centre on culture and change management (Aguirre et al., 2013), only big change projects have a 54% success rate. Another assessment of Western European companies' transformation projects, carried out in 2007 by Capgemini Consulting, found that 44% of these programs were driven by growing foreign competitiveness, 34% by industry consolidation, and 34% by heightened competition in domestic markets. The survey's further findings indicated that while 86% of the participants thought that managing a company's transformational transition is now a crucial aspect of management, only 30% thought that they were very good at it. Just one-third of global CEOs surveyed by McKinsey (Bucy et al., 2021) said their companies were successful in implementing a true step change. Successful change initiatives appear to be a huge success in a small number of cases, a partial success in others, and a failure in many others. In addition to the significant financial costs, unsuccessful change initiatives may cause organizational uncertainty, lost opportunities, resource waste, and decreased morale. Identifying a single cause for failure is exceedingly challenging, while identifying the elements that lead to success is usually easier. Perhaps the key to effective change management is figuring out what the pertinent components are and how to best balance their interactions.

This study is related to the preparation and implementation of a radical change program by a top PSU in India. The program covered the entire company and involved radical changes to organizational structure, business procedures, organizational climate and culture, technology advancements, and many other areas. The idea for this exercise was conceptualised at the turn of the century around 1997-98 and it took about four years to crystallize the details of envisaged changes. The actual implementation was put into practice at the beginning of this century around 2002-03 and continued for about 4-5 years. After that, several little modifications were implemented for many more years in order to support and strengthen the benefits of transformational change. It established and restructured several organizational facets, carried out strategically timed OD interventions, and trained its personnel in a future-focused manner. In this research paper, focus areas of interventions addressed by this company and factors influencing the change process to create a new look organization have been broadly identified. It might encourage academics and working managers to reconsider the importance of keeping these crucial success criteria in mind when beginning a program of transformative change.

Literature Survey

Everyone may agree that a transformational shift has a very broad scope in terms of both content and context. The literature review indicates that there are various types of organizational changes, including those related to organizational structure, management, and culture; strategic and systemic changes; changes to the processes of human resource management that improve labor productivity and efficiency; improvements to employee skill development and competencies; and reformations of the operational environment that make it easier to implement new technologies in the organization's business processes (Bersenaite et al., 2012).

In 2012, Denmark's largest energy firm, Danish Oil and Natural Gas, encountered a significant financial crisis. The newly appointed CEO identified and took advantage of the chance to establish a new core business for long-term growth and implement significant change. One strategic drive that unites all Transformation 20 firms was the search for a higher-purpose mission that inspires an organization, according to a recent Innosight assessment of the world's most transformative organizations conducted in 2019 (Anthony et al., 2019). These businesses are on the road to greater success because of their propensity and actions to integrate the higher order's mission into the culture to inform strategic choices and give workers clarity on daily activities. Bandara et al. (2011) identified different aspects that need an alignment between organizational strategy and management of business processes.

We have found that the effectiveness of change interventions is very much influenced by the national culture in

different situations (Golembiewski, 2000). It is widely believed that India has a high-context culture, and relationships at the workplace and in the organization are personalized rather than contractual (Sinha, 2000), and as such, different mechanisms are prescribed to facilitate smooth change management in Indian organizations (Prasad & Sayeed, 2006; Sharma, 2007; Srivastava, 2003). According to Bezboruah (2008), a pertinent strategy must be developed in order to manage opposition to change effectively, which can constitute a substantial portion of any change process in India. Effective top-level leadership (Irani, 2004; Page & Pearson, 2004) and top-level executive sensitization farther down the line are essential for any successful change management initiative (Singh & Bhandarker, 2002). The developments in the area of organizational change in the Indian context were examined by Bhatnagar et al. (2010). The findings indicated that establishing a high-performance orientation, fostering a sense of belonging among staff members, implementing quality improvement programs, and integrating people-related aspects into change management strategies were the primary areas of focus for North Delhi Power Limited (NDPL). Rastogi and Rastogi (2010) emphasized how the State Bank of India has significantly altered Indian culture. It concerned recruitment and training, of course, but it also concerned motivation and whether SBI required a new corporate culture, leadership style, communication plan, or role modeling. The Indian railways have also seen a significant rebirth, entailing notable adjustments to their leadership, culture, and business model (Nilakant & Ramnarayan, 2009). Using a sample of companies from throughout India, Green and Binsardi (2014) examined change management in both public and private settings and found that, aside from technology, the two are quite comparable.

Ryan et al. (2008) studied the change management strategies in the public sector in Australia. They concluded that to embed a top-down change strategy successfully in the organization. It needs to be worked with downward communication as well as the participation and commitment of middle-level managers. Following a significant reorganization in the mid-1990s, returns for Royal Dutch Shell Europe increased to 15% in 2001 (Bozon & Child, 2003).

Change has become a constant in organizational life worldwide due to the quick advancement of technology, the rise in knowledge workers, and significant changes in widely accepted work practices (Burnes, 2004). Though many organizations acknowledge and accept the need for change, over 70% of change initiatives fall short of the intended and intended results (Balogun et al., 2003). The literature on change management is broad in scope and draws from a variety of disciplines and theoretical vantage points. As such, it has been characterized as complex and full of theories and research findings that are sometimes contradictory and confusing (By, 2005; Fernandez & Rainey, 2006). There is now a wealth of literature addressing the fundamental and intricate principles and specific procedures of change management, as well as the elements that contribute to its success, in response to the growing number of cases of organizational change and its significance.

Research Methodology

Data Collection

The process of determining the necessary data type, tracking down its sources, and sorting through the clutter to extract the most pertinent information for the study project requires a significant amount of work. The following procedures were used to gather primary and secondary data in order to understand the interventions, initiatives, and their results. The time period of the study is from 2015 – 2018.

Primary Data

The source for this data was through different channels, as given below.

- ***Expert Opinion and Organizational Climate Survey.*** Expert opinion of in-company executives was solicited on a limited scale to facilitate the application of the analytic hierarchy process (AHP). Though conducted on a minuscule base, it helped garner feedback from knowledgeable people well familiar with the organizational transformation. An essential component of this research project is to understand the organization's pulse as an organization-wide climate survey was carried out in the post-transformation era. Under it, executives from all segments of the company were covered. It helped to assess the post-transformation scenario and the effect of different initiatives on different dimensions of organizational climate. It was to identify the areas of improvement or status quo which may have influenced the transformation process directly or indirectly positively or negatively.

- ***Organization Transformation Attributes Survey***. This survey was conducted as a part of the organizational climate survey. It consisted of a few questions directly related to the change process in the company, and respondents were asked to express their opinions about the significance of these parameters in the entire process as well as the role played by these.

- ***Interview and Interactive Sessions***. These were unstructured sessions with homogenous or diverse groups conducted from time to time. Also, many sessions were held with single individuals on a one-to-one basis. The focus in these sessions was on past and present organizational issues, changes in HR climate over the years, evolving systems and processes, enhanced coping ability of the company, etc.

Secondary Data

The secondary information was collected from various sources. It required digging into the archives and libraries of the company to lay hands on decades-old documents. The company's website was heavily utilized to collect historical and current data. The following sources offered a significant amount of data and specifics needed to complete this research project.

- Reports prepared by the consultants.
- Annual reports.
- A climate survey/employee engagement survey was conducted previously.

This secondary data were used to substantiate and support the findings obtained through primary data. It made it easier to conduct a thorough analysis of the entire transformative process, including the causes behind its start, planning, implementation, and post-transformation reinforcing actions. It illustrates the way that changes have crept in over time and how they have affected the organization.

Techniques Used

Initially, the Word Cloud method was employed to identify the wide range of organizational elements that could be included in any process of change. Word clouds, also known as tag clouds, are visual and graphical depictions of word frequency that highlight words that occur more frequently in a source text. The more common a term is in the document(s), the larger it is in the visual aid. They are frequently used to display word frequencies found in lengthy text documents, qualitative research data, speeches given in public, tags found on websites, unstructured data sources, etc. It is frequently employed to convey the key ideas or points of emphasis within a certain text body.

The main technique used for this research exercise was the AHP. AHP is a multiple criteria decision-making (MCDM) tool that Thomas L. Saaty originally developed. It has been applied to many practical decision-making

problems (Saaty, 1990; Saaty, 2008). It has been used in almost all the applications related to decision-making, including the capability of handling many criteria, mainly if some of the criteria are qualitative, as well as the evaluation of large sets of alternatives. The input can come from objective metrics like pleasure, feelings, and preference, or it can come from actual measurements like price, weight, etc. Saaty's proposed technique can be utilized to convert language judgments into numerical values. It is a technique for creating ratio scales out of matched pairs. The consistency index and ratio scales are obtained from the primary Eigenvalue and principal Eigenvector, respectively.

The hierarchy tree definition starts from the determination of the proposed goal, then criteria and sub-criteria are defined using the experience of the experts; finally, the alternatives known a priori represent the leaves of the tree. The evaluation phase is based on pair-wise comparison to obtain a ranking of the alternatives (usually a normalized vector) and may be used to perform a sensitivity analysis. Since people are inconsistent, AHP permits a modest amount of inconsistency in judgment. Numerous fields have made extensive use of the AHP technique.

Process

There are innumerable independent and interrelated variables operating in an organization, and the majority of them have a direct or indirect role to play in any change process. The extent of influence can, of course, differ. To determine how each one contributes to organizational transformational change, a detailed analysis of each one is neither desirable nor practicable. Consequently, a multi-phase methodology was used for this study. First, out of a large number of prevalent factors in the organization, a few were identified for focused examination. After that, these were evaluated one by one as well as in tandem to boil down to the critical ones. And finally, this finding was tested and vetted in the third stage. To facilitate it, this research work was split into three studies as follows:

- **Study I.** Utilizing the Word Cloud to identify pertinent variables and narrow them down to a select few important ones.
- **Study II.** Application of AHP to identify the critical factors.
- **Study III.** Corroborating the findings through independent organizational climate survey results.

Despite the fact that these investigations were carried out independently, the results of each were combined at various points to arrive at a senseless conclusion. The following describes the many stages that were taken in this comprehensive research project that encompassed three studies and resulted in the identification of crucial success elements for transformational change:

- ***Environment Scanning.*** This research exercise commenced with the scanning of literature on transformational change management. A broad spectrum of resources available in this area were studied and reviewed. The focus was on the real-life experiences of various organizations. It covered different types of changes practiced in different organizations over the years, major influencers, and their effects on results. Wherever and whenever possible, brief interactions were also held with the people involved in such initiatives to have first-hand information.
- ***Probable Factors from Documents and Employees.*** The next step was to focus on the transformation process of the organization under study. Efforts were made to retrieve relevant documents and reports from different sources in the organization. Statements and interviews with company officials were collected. Annual reports also provided a detailed idea of the activities and happenings in the company during those crucial years. Surveys conducted at different points in time provided insights into the changing landscape of organizational climate. Data

related to OD interventions and training conducted to support the transformation process were compiled. The collected information from these different sources provided a fairly good idea about the whys & how of the process and the broad gamut of factors under play during the process.

↳ ***Word Cloud***. The Word Cloud technique was used to shortlist the factors constantly under focus and frequently emerging in documents and discussions during the initiation & implementation of the change process. It enabled us to get a glimpse of the long list of factors associated directly or indirectly with the transformation process in the company.

↳ ***Expert Opinion***. The long list of factors emerging from Word Cloud was refined, and the significant ones were kept. It was done based on the frequency of appearance of the words, and the top-ranking ones were retained. However, input in this regard was obtained from experienced and knowledgeable professionals of the company to identify the significant ones relevant to the process. In order to make things more inclusive and intelligible, all nomenclatures were merged and changed. This led to a significant decrease in variables without sacrificing any aspect of organizational transformation.

↳ ***Applying the AHP Technique for Identification of Success Factors***. AHP was the technique used to rank the identified factors based on their significance under the laid down criteria. In this case, the criteria adopted were the opinion of company executives with full and direct knowledge of transformational exercises at different stages. Through AHP, all the factors were prioritized along with numerical values attached to each. It facilitated the determination of the relative weightage of each factor in the transformation process.

↳ ***Identification of Critical Success Factors***. With the ranking of success factors, the top ones were considered as the critical success factors. Though there was no scientific basis for putting a cut-off line for the identification of critical success factors out of the total list, it was done based on the score value. Factors having a score above a particular value were labeled as critical ones. Of course, these findings were supplemented and supported by the secondary and other associated data, including findings from organizational climate surveys collected from the company.

Data Analysis and Results

Study I : Use of Word Cloud

Word Cloud was used to identify the probable factors relevant to the transformation exercise. A visual depiction of the emerging factors is presented in Figure 1. It is based on the detailed study of the documents, reports, reviews, interviews, etc., related to the transformation process. The frequency of occurrence of keywords has been compiled in a tabular form and is placed in Table 1.

Study II : Application of the Analytic Hierarchy Process (AHP)

The AHP commenced with enlisting probable and potential factors perceived to be contributing to and affecting the transformation process through a structured approach, as described in the research methodology section. To reduce the number of elements to a manageable number without leaving out any important ones, all 58 that emerged from the Word Cloud were analyzed and scrutinized. It involved the removal of duplicate factors or ones with similar connotations. All the higher frequency factors were retained with or without refinement. Nomenclatures of some factors were redefined to make these understandable and convey a similar sense without any ambiguity. A total of 17 components were frozen as a result of this exercise. In order to enable a more focused

research effort and guarantee the inclusion of various aspects of change management, a number of parameters were optimized. At this point, all of these elements were taken to be equally important, but no ranking or

Table 1. ***Frequency of Occurrence of Keywords***

Keywords	Frequency
Performance Goals Setting and Monitoring	19
Structure	19
Multidisciplinary Teams	16
Accountability at Each Level	14
Communication	13
Data Gathering/Research/Creative Interpretation	13
Key Performance Indicators (KPI)/Key Result Areas (KRA)	13
Performance Management at Each Level	13
Decision Making	12
Training and Exposure (Technical Skills)	12
Technology Upgradation	11
Training and Exposure (Human Skills)	11
Training Needs Identification – Timely	11
Performance Review	10
Promotions	10
HR Processes	9
Performance Appraisal (Individual)	9
Strong Leadership Action by Top Management	9
Succession Planning	9
Transfers	9
Decentralization of Authority/Functions	8
Implementation of Change Activities	8
Incentives	8
Career Development	7
Performance Measurement	7
Timely Appraisals (Individual and Organization)	7
HR Policies	6
Performance Management Process	6
Time Management	5
Top Management Commitment	5
Value Added Tasks	5
Value Targets Delivery	5
Define Aspirations and Plans	4
Financial Structure	4
Human Capital Development	4
Information Technology Upgradation	4

Inventory Management	4
Knowledge Management	4
Management Information System	4
Performance Transparency	4
Staffing Patterns	4
Clearly Defined Priorities	3
Delegation of Authority	3
Participation	3
World Class Tools and Materials	3
Development Opportunities	2
Job Description	2
Maintaining Good Relations	2
Performance Ethics	2
Safety and Environment Management	2
Strategic Planning	2
Accessibility to Best Services and Skills	1
Bureaucracy	1
Business Strategy	1
Compensation	1
Poor Vendor Management	1
Resource Allocation	1
Rigorous Financial Scrutiny	1

Figure 1. ***Probable Factors of Transformation***

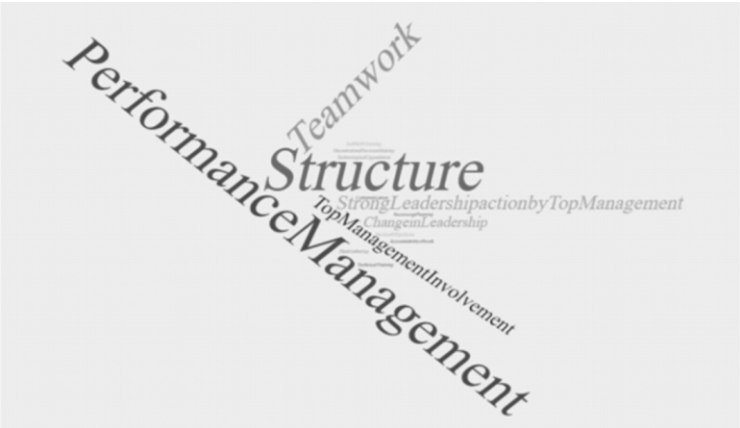

Table 2. ***Potential Success Factors for Transformational Change Process***

Nomenclature	Factor
R1	Performance Management (including performance goal setting and monitoring, performance review, performance appraisal, performance measurement, etc.)
R2	Organization Structure
R3	Multidisciplinary Teams

R4	Communication at all Levels
R5	Training and Exposure (Technical Skills) including Training Needs Identification
R6	Training and Exposure (Soft Skills) including Training Needs Identification
R7	Quality of Data Generation and Research & Development
R8	Improvement in Systems and Processes
R9	Accountability of Work
R10	Strong Leadership Action by Top Management
R11	Technological Upgradation
R12	Change in Leadership /Management Style
R13	Top Management Involvement in Implementation
R14	Participative and Faster Decision-Making
R15	Succession Planning
R16	Revised HR Policies
R17	Decentralized Decision-Making

prioritization of them was done. These elements are listed in Table 2.

After that, a pair-wise comparison of these factors was made to reach a ratio scale as per AHP methodology. A panel of 20 professionals in the organization with thorough knowledge of the transformation process was drawn at random. These individuals were asked to rank the 17 elements according to their comprehension and knowledge of criticality and significance using a standardized questionnaire. Table 3 shows the results of this targeted survey.

Further data processing was carried out in accordance with AHP for the creation of matrices and consistency testing based on the comments from this survey. The whole operation and step-by-step calculations are shown in Table 4, Table 5, and Table 6. The subsequent step involved computing a vector of priorities or weighing the matrix's elements after receiving the pairwise assessments in the comparison matrix. In terms of matrix algebra, this consists of calculating the priority vector (Eigen Vector) of the matrix, and it is normalized. The normalized matrix is shown in Table 6. Finally, elements in each resulting row were added, and this sum was divided by the number of elements in the row to get the average. The results (priority vectors) indicate approximate priority weights (W) of the attributes.

Because pair-wise comparisons are done subjectively, a consistency check must be done. The consistency ratio (CR) is vital to test the level of acceptance. Finding the principal Eigen Value Lambda Max is required in order to do it. The primary Eigen Value is the product of the products between each element of the Eigenvector and the total number of columns in the reciprocal matrix. This led to the determination of Lambda Max, which is displayed in Table 6. Lambda Max is the maximum of the matrix, and it is required to calculate the consistency index (CI). After that, an appropriate value of the random consistency index (RI) for the relevant matrix size was selected, and the CR was calculated. As the value of CR is less than 0.1 or 10%, the subjective judgment or opinion expressed by the people passed the consistency test and is acceptable.

A ranking of the shortlisted factors impacting the transformation process was produced using the AHP approach. Each one has a numerical value that represents the factor's relative weight. Table 7 displays the ranking of all 17 factors according to their priority.

Although no factor can be ignored or overlooked in a transformation process, the degree of contribution and influence of different factors vary widely. Furthermore, every element is interconnected and overlaps with every other component in some way, so even if it isn't on the list, its effect is always present. However, during the transformation process, there are several elements whose existence or non-existence could prove to be the difference between success and failure. These few factors may have such a broad range of influence that the

Table 3. ***Summary of Ranking of Potential Factors***

Sl. No.	Factor	Respondent																			
		1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**
1	Performance Management *(R1)*	3	4	13	9	10	11	1	14	7	4	8	11	7	1	6	8	6	5	5	5
2	Organizational Structure *(R2)*	1	1	1	1	2	2	7	12	6	7	10	12	6	13	10	15	15	16	4	1
3	Multi-disciplinary Teams *(R3)*	12	7	10	8	8	9	8	13	15	6	9	4	15	14	4	16	16	17	3	4
4	Communication at all Levels *(R4)*	13	8	6	6	11	8	4	1	14	5	11	1	14	15	5	7	7	6	11	11
5	Training and Exposure (Technical Skills) Including Training Needs Identification *(R5)*	14	9	11	13	15	12	14	16	8	8	16	3	8	2	1	13	9	7	13	15
6	Training and Exposure (Soft Skills) Including Training Needs Identification *(R6)*	16	10	12	14	17	17	17	17	9	9	17	2	9	3	2	14	8	10	12	16
7	Quality of Data Generation and Research & Development *(R7)*	6	6	7	15	16	13	2	4	16	15	14	7	16	16	7	6	17	11	10	3
8	Improvement in Systems and Processes *(R8)*	5	2	15	17	9	10	3	7	5	14	6	5	5	17	8	5	2	9	9	13
9	Accountability of Work *(R9)*	4	3	14	16	1	14	16	2	17	3	7	8	17	6	3	4	12	1	2	8
10	Strong Leadership Action by Top Management *(R10)*	2	14	2	3	4	1	5	3	1	13	1	9	1	5	14	17	1	12	8	7
11	Technological Upgradation *(R11)*	15	15	16	12	14	3	6	8	10	12	12	13	10	4	11	3	5	8	6	6
12	Change in Leadership/Management Style *(R12)*	11	16	3	4	3	4	12	9	3	17	2	16	3	7	13	11	13	13	7	9
13	Top Management Involvement in Implementation *(R13)*	7	11	17	2	5	5	11	5	11	11	3	6	11	8	16	10	14	4	15	10
14	Participative and Faster Decision-Making *(R14)*	8	12	4	7	13	6	15	10	12	1	13	14	12	9	12	1	3	2	16	2
15	Succession Planning *(R15)*	9	13	8	5	12	13	13	11	2	16	4	15	2	10	9	12	11	14	17	12
16	Revised HR Policies *(R16)*	10	5	9	10	3	16	9	15	13	10	15	10	13	11	15	9	4	3	14	14
17	Decentralized Decision-Making *(R17)*	17	17	5	11	6	7	10	6	4	2	5	17	4	12	17	2	10	15	1	17

Table 4. ***Pair-Wise Comparison Matrix***

Response	*R1*	*R2*	*R3*	*R4*	*R5*	*R6*	*R7*	*R8*	*R9*	*R10*	*R11*	*R12*	*R13*	*R14*	*R15*	*R16*	*R17*
R1	0.00	0.55	2.53	3.14	3.21	3.72	3.95	4.52	4.54	4.68	5.03	5.24	5.26	5.31	5.34	5.42	5.56
R2	–0.55	0.00	1.98	2.59	2.66	3.17	3.40	3.97	3.99	4.13	4.48	4.69	4.72	4.76	4.79	4.87	5.01
R3	–2.53	–1.98	0.00	0.61	0.68	1.19	1.42	1.99	2.01	2.15	2.50	2.71	2.74	2.78	2.81	2.89	3.03
R4	–3.14	–2.59	–0.61	0.00	0.07	0.58	0.81	1.38	1.40	1.54	1.88	2.10	2.12	2.16	2.20	2.28	2.42
R5	–3.21	–2.66	–0.68	–0.07	0.00	0.51	0.73	1.31	1.32	1.46	1.81	2.02	2.05	2.09	2.12	2.20	2.34
R6	–3.72	–3.17	–1.19	–0.58	–0.51	0.00	0.22	0.80	0.81	0.96	1.30	1.52	1.54	1.58	1.62	1.70	1.84
R7	–3.95	–3.40	–1.42	–0.81	–0.73	–0.22	0.00	0.58	0.59	0.73	1.08	1.29	1.32	1.36	1.39	1.47	1.61
R8	–4.52	–3.97	–1.99	–1.38	–1.31	–0.80	–0.58	0.00	0.01	0.15	0.50	0.71	0.74	0.78	0.81	0.89	1.03
R9	–4.54	–3.99	–2.01	–1.40	–1.32	–0.81	–0.59	–0.01	0.00	0.14	0.49	0.70	0.73	0.77	0.80	0.88	1.02
R10	–4.68	–4.13	–2.15	–1.54	–1.46	–0.96	–0.73	–0.15	–0.14	0.00	0.35	0.56	0.59	0.63	0.66	0.74	0.88
R11	–5.03	–4.48	–2.50	–1.88	–1.81	–1.30	–1.08	–0.50	–0.49	–0.35	0.00	0.21	0.24	0.28	0.31	0.39	0.53
R12	–5.24	–4.69	–2.71	–2.10	–2.02	–1.52	–1.29	–0.71	–0.70	–0.56	–0.21	0.00	0.03	0.07	0.10	0.18	0.32
R13	–5.26	–4.72	–2.74	–2.12	–2.05	–1.54	–1.32	–0.74	–0.73	–0.59	–0.24	–0.03	0.00	0.04	0.07	0.15	0.29
R14	–5.31	–4.76	–2.78	–2.16	–2.09	–1.58	–1.36	–0.78	–0.77	–0.63	–0.28	–0.07	–0.04	0.00	0.03	0.11	0.25
R15	–5.34	–4.79	–2.81	–2.20	–2.12	–1.62	–1.39	–0.81	–0.80	–0.66	–0.31	–0.10	–0.07	–0.03	0.00	0.08	0.22
R16	–5.42	–4.87	–2.89	–2.28	–2.20	–1.70	–1.47	–0.89	–0.88	–0.74	–0.39	–0.18	–0.15	–0.11	–0.08	0.00	0.14
R17	–5.56	–5.01	–3.03	–2.42	–2.34	–1.84	–1.61	–1.03	–1.02	–0.88	–0.53	–0.32	–0.29	–0.25	–0.22	–0.14	0.00
Weighted Rank Score	8.06	7.51	5.53	4.92	4.84	4.34	4.11	3.53	3.52	3.38	3.03	2.82	2.79	2.75	2.72	2.64	2.50

Table 5. ***Reciprocal Matrix***

Response	*R1*	*R2*	*R3*	*R4*	*R5*	*R6*	*R7*	*R8*	*R9*	*R10*	*R11*	*R12*	*R13*	*R14*	*R15*	*R16*	*R17*
R1	1	1.549101	3.529211	4.140829	4.21391	4.721774	4.946355	5.523716	5.536558	5.677957	6.025751	6.238344	6.26425	6.305811	6.337264	6.418651	6.55746
R2	0.645536	1	2.980109	3.591728	3.664809	4.172673	4.397253	4.974615	4.987457	5.128856	5.476649	5.689242	5.715148	5.75671	5.788163	5.869549	6.008358
R3	0.283349	0.335558	1	1.611618	1.684699	2.192564	2.417144	2.994505	3.007347	3.148747	3.49654	3.709133	3.735039	3.776601	3.808053	3.88944	4.028249
R4	0.241498	0.278418	0.620494	1	1.073081	1.580945	1.805526	2.382887	2.395729	2.537128	2.884922	3.097515	3.123421	3.164982	3.196435	3.277822	3.416631
R5	0.237309	0.272866	0.593578	0.931896	1	1.507864	1.732445	2.309806	2.322648	2.464047	2.811841	3.024433	3.05034	3.091901	3.123354	3.204741	3.34355
R6	0.211785	0.239655	0.456087	0.632533	0.66319	1	1.22458	1.801942	1.814783	1.956183	2.303976	2.516569	2.542475	2.584037	2.615489	2.696876	2.835685
R7	0.202169	0.227415	0.413711	0.553855	0.577219	0.816606	1	1.577361	1.590203	1.731602	2.079396	2.291989	2.317895	2.359456	2.390909	2.472296	2.611105
R8	0.181038	0.201021	0.333945	0.419659	0.432937	0.554957	0.63397	1	1.012842	1.154241	1.502034	1.714627	1.740533	1.782095	1.813548	1.894935	2.033743
R9	0.180618	0.200503	0.332519	0.41741	0.430543	0.55103	0.62885	0.987321	1	1.141399	1.489193	1.701786	1.727692	1.769253	1.800706	1.882093	2.020902
R10	0.17612	0.194975	0.317587	0.394146	0.405836	0.5112	0.5775	0.86637	0.876118	1	1.347793	1.560386	1.586292	1.627854	1.659307	1.740694	1.879502
R11	0.165954	0.182593	0.285997	0.34663	0.355639	0.434032	0.480909	0.665764	0.671505	0.741953	1	1.212593	1.238499	1.280061	1.311513	1.3929	1.531709
R12	0.160299	0.17577	0.269605	0.322839	0.33064	0.397366	0.436302	0.583217	0.587618	0.640867	0.824679	1	1.025906	1.067468	1.09892	1.180307	1.319116
R13	0.159636	0.174974	0.267735	0.320162	0.327832	0.393318	0.431426	0.574536	0.578807	0.630401	0.807429	0.974748	1	1.041562	1.073014	1.154401	1.29321
R14	0.158584	0.17371	0.264788	0.315958	0.323426	0.386991	0.423826	0.561137	0.56521	0.614306	0.781213	0.936797	0.960097	1	1.031453	1.11284	1.251648
R15	0.157797	0.172766	0.262601	0.312849	0.320169	0.382338	0.418251	0.551405	0.555338	0.602661	0.762478	0.909984	0.931954	0.969506	1	1.081387	1.220196
R16	0.155796	0.170371	0.257106	0.305081	0.312038	0.370799	0.404482	0.527723	0.531323	0.574484	0.717927	0.847237	0.86625	0.898602	0.924738	1	1.138809
R17	0.152498	0.166435	0.248247	0.292686	0.299083	0.352648	0.38298	0.491704	0.494829	0.532056	0.652866	0.758083	0.77327	0.798946	0.819541	0.878111	1
Sum	4.469985	5.71613	12.43332	15.90988	16.41505	20.32711	22.3418	28.37401	28.52831	30.27689	34.96469	38.18347	38.59906	39.27485	39.79241	41.14704	43.48987

Table 6. ***Normalized Matrix and Determination of Consistency Ratio***

Response	*R1*	*R2*	*R3*	*R4*	*R5*	*R6*	*R7*	*R8*	*R9*	*R10*	*R11*	*R12*	*R13*	*R14*	*R15*	*R16*	*R17*	*W*	LAMBDA MAX	CI	RI	CR
R1	0.223714	0.271005	0.283851	0.260268	0.25671	0.23229	0.221395	0.194675	0.194072	0.187534	0.172338	0.163378	0.16229	0.160556	0.159258	0.155993	0.150781	0.202948	0.907172811	0.025292	1.6	0.015807
R2	0.144416	0.174944	0.239687	0.225755	0.223259	0.205276	0.196817	0.175323	0.174825	0.169398	0.156634	0.148998	0.148064	0.146575	0.145459	0.142648	0.138155	0.173896	0.99401252			
R3	0.063389	0.058704	0.080429	0.101297	0.102631	0.107864	0.108189	0.105537	0.105416	0.103998	0.100002	0.09714	0.096765	0.096158	0.095698	0.094525	0.092625	0.094728	1.17777813			
R4	0.054026	0.048707	0.049906	0.062854	0.065372	0.077775	0.080814	0.083981	0.083977	0.083798	0.08251	0.081122	0.08092	0.080585	0.080328	0.079661	0.078562	0.073818	1.174427438			
R5	0.05309	0.047736	0.047741	0.058573	0.06092	0.07418	0.077543	0.081406	0.081416	0.081384	0.080419	0.079208	0.079026	0.078725	0.078491	0.077885	0.076881	0.071448	1.172829387			
R6	0.047379	0.041926	0.036683	0.039757	0.040401	0.049195	0.054811	0.063507	0.063613	0.06461	0.065894	0.065907	0.065869	0.065794	0.065728	0.065542	0.065203	0.056578	1.150061488			
R7	0.045228	0.039785	0.033274	0.034812	0.035164	0.040173	0.044759	0.055592	0.055741	0.057192	0.059471	0.060026	0.060051	0.060076	0.060085	0.060084	0.060039	0.05068	1.132272382			
R8	0.040501	0.035167	0.026859	0.026377	0.026374	0.027301	0.028376	0.035244	0.035503	0.038123	0.042959	0.044905	0.045093	0.045375	0.045575	0.046053	0.046764	0.037444	1.062436351			
R9	0.040407	0.035077	0.026744	0.026236	0.026229	0.027108	0.028147	0.034797	0.035053	0.037699	0.042591	0.044569	0.04476	0.045048	0.045253	0.045741	0.046468	0.037172	1.060455694			
R10	0.039401	0.03411	0.025543	0.024774	0.024723	0.025149	0.025848	0.030534	0.03071	0.033028	0.038547	0.040865	0.041097	0.041448	0.041699	0.042304	0.043217	0.034294	1.03831549			
R11	0.037126	0.031944	0.023002	0.021787	0.021665	0.021352	0.021525	0.023464	0.023538	0.024506	0.0286	0.031757	0.032086	0.032592	0.032959	0.033852	0.03522	0.028057	0.981019583			
R12	0.035861	0.03075	0.021684	0.020292	0.020143	0.019549	0.019529	0.020555	0.020598	0.021167	0.023586	0.026189	0.026579	0.027179	0.027616	0.028685	0.030332	0.024723	0.944012259			
R13	0.035713	0.03061	0.021534	0.020123	0.019971	0.019349	0.01931	0.020249	0.020289	0.020821	0.023093	0.025528	0.025907	0.02652	0.026965	0.028056	0.029736	0.02434	0.93948964			
R14	0.035477	0.030389	0.021297	0.019859	0.019703	0.019038	0.01897	0.019776	0.019812	0.02029	0.022343	0.024534	0.024874	0.025462	0.025921	0.027045	0.02878	0.023739	0.932364375			
R15	0.035301	0.030224	0.021121	0.019664	0.019505	0.018809	0.018721	0.019433	0.019466	0.019905	0.021807	0.023832	0.024144	0.024685	0.02513	0.026281	0.028057	0.023299	0.927131455			
R16	0.034854	0.029805	0.020679	0.019176	0.019009	0.018242	0.018104	0.018599	0.018624	0.018974	0.020533	0.022189	0.022442	0.02288	0.023239	0.024303	0.026186	0.022226	0.914523259			
R17	0.034116	0.029117	0.019966	0.018396	0.01822	0.017349	0.017142	0.017329	0.017345	0.017573	0.018672	0.019854	0.020033	0.020342	0.020595	0.021341	0.022994	0.020611	0.896365514			

Table 7. ***Relative Score of Potential Factors***

Factor	Score
Strong Leadership Action by Top Management	8.06
Organizational Structure	7.51
Accountability of Work	5.53
Participative and Faster Decision-Making	4.92
Performance Management	4.84
Communication at all Levels	4.34
Decentralized Decision-Making	4.11
Improvement in Systems and Processes	3.53
Change in Leadership/Management Style	3.52
Training and Exposure (Technical Skills) including Training Needs Identification	3.38
Top Management Involvement in Implementation	3.03
Succession Planning	2.82
Quality of Data Generation and Research & Development	2.79
Technological Upgradation	2.75
Training and Exposure (Soft Skills) including Training Needs Identification	2.72
Multi-disciplinary Teams	2.64
Revised HR Policies	2.50

Table 8. ***Identified Critical Success Factors of the Transformational Change Process***

Sl. No.	Factor
1.	Strong Leadership Action by Top Management
2.	Organizational Structure
3.	Accountability of Work
4.	Participative and Faster Decision-Making
5.	Performance Management
6.	Communication at all Levels
7.	Decentralized Decision-Making
8.	Improvement in Systems and Processes
9.	Change in Leadership/Management Style
10.	Training and Exposure (Technical Skills) including Training Needs Identification
11.	Top Management Involvement in Implementation

management must constantly pay attention to them. Therefore, elements with a weighting of three dollars or more were taken into account and chosen as crucial success criteria for the company's transformational change process. Table 8 provides a list of these essential success elements.

Study III : Corroborating Through Organizational Climate Survey Results

To substantiate the findings of AHP further, two organization climate surveys were conducted in the company at two different points in time. The first survey was conducted at the time of the commencement of the

Table 9. ***Significant Mean Difference in Perception of Employees about Various HR Practices***

HR Practices	Pre - Transformation Survey Score		Post - Transformation Survey Score		*t* - value	Sig.
	Mean	*SD*	Mean	*SD*		
Scope for Advancement	1.66	0.71	1.68	0.415	0.62	NS
Grievance Handling	1.51	0.69	1.84	0.452	10.32	0.001
Monetary Benefits	2.41	0.575	2.41	0.344	0.00	NS
Participative Management	1.57	0.618	1.814	0.428	8.45	0.001
Recognition and Appreciation	1.67	0.731	1.908	0.499	6.99	0.001
Safety and Security	2.31	0.491	2.316	0.392	0.26	NS
Training and Education	1.65	0.594	1.912	0.309	9.77	0.001
Welfare Facilities	2.07	0.614	2.073	0.426	0.10	NS
Communication Systems	1.72	0.566	2.191	0.282	18.50	0.001
Performance Appraisal	1.46	0.696	1.885	0.327	13.64	0.001
Managerial Style	1.67	0.643	2.063	0.371	13.40	0.001
Lateral Trust	1.92	0.58	2.006	0.392	3.19	0.002
Delegation of Authority	1.78	0.611	2.134	0.352	12.70	0.001
Interpersonal Relations	1.85	0.621	2.048	0.415	6.86	0.001

Note. Sig.: Significance, NS: Not significant.

transformation process, with another one conducted after the new set-up had been in practice for more than 15 years. Regarding the same HR variables, both of these polls were comparable. It made it easier to peek inside the heads of the workers in the company and was really helpful in figuring out how they felt about the implications of the transition process. The results of these surveys were studied and analyzed. This comparison was done to find out how employees felt about the HR aspects, which changed significantly and might have contributed to the transformation process. These changes occurred as a result of planned HR/OD interventions implemented in the company. Independent samples *t*-test was applied to map the significant differences in the various HR dimensions between the two pre- and post-change survey data collected. The details are placed in Table 9.

Based on the results, it is quite obvious that there was significant improvement in the perception of employees on different counts – communication systems, performance appraisal, managerial style, delegation of authority, grievance handling, participative management, recognition & appreciation, training and education, inter-personal relations, and lateral trust. However, no change was observed in the perception concerning some – monetary benefits, welfare facilities, safety & security and scope of advancement – despite major changes implemented in these practices too. There is a strong possibility that these improved HR dimensions may have been crucial factors in contributing to and facilitating the transformation process. It is no coincidence that these dimensions are similar to or directly related to the critical success factors emerging from AHP. It further supports and reinforces the findings obtained through AHP.

Discussion and Conclusion

Various aspects of the transformation process must be taken care of in order for them to come together and propel organizational energy in the proper direction. However, there is no denying the fact that some of these are more

significant than others. Their contribution is far more than others in the transformation process. It is the responsibility of every organization to recognize these important ones and adjust its change management plan accordingly. However, regardless of the company, there are a few essential elements that are universal and that change agents need to be aware of before, during, and after the transformation process. For any transformation process to be successful, or at least have a higher chance of success, it must be an essential component. It is challenging for academics and corporate managers to identify these critical success criteria and explain how they interact with one another in order to generate a transformational change process.

This research paper is an attempt in this direction and, based on the real-life experience of a large organization, has identified such factors. The magnitude and degree of contribution of these factors may vary, but these played a crucial role in the rejuvenation and renewal process of this organization and made it happen to the desired success level. As such, these may be called the critical success factors of transformation in this case. These factors are presented in Table 8.

The top factor in the present case emerged to be "strong leadership action by top management." Leaders have an important role in guiding organizational change and in motivating others to reach predetermined goals in order to attain excellence at work. Therefore, it could be appropriate to state that transformative leaders are the true advocates for change. They are those visionary people who influence and motivate teams to achieve excellence in every sphere and at every stage. In this case, under research, it is quite obvious and proved beyond doubt that leadership played the most crucial role in steering the transformation process. It is the vision of the leader to transform a traditional high-performing and well-protected PSU into a company with futuristic capabilities. The leadership set the stage and fostered an environment that made this trip with unclear results possible. Overall, it can lead and persuade the group in this delicate activity and expertly navigate the procedure as needed. A leadership transition occurs during a pause in the process. However, the leadership stepped up again, and this time, the process is not only reopened but also expedited to a reasonable and timely conclusion.

The second most important factor coming out of this research is "organizational structure." Developing a framework that would support the organization's goals for the future while keeping pace with the times is this company's largest problem. It is one of the main priorities on the transformation agenda. Therefore, the most significant modification is to the company's organizational structure, which abandons the current function-based structure. Under the new arrangement, important activities were assigned to a single point of contact, and task-based accountability was established with corresponding empowerment, and task-based groups were substituted for discipline-based groups. However, there are many obstacles to overcome in order to put it into practice, and the leadership had to make numerous adjustments.

The next critical factor is "accountability of work." Though this factor is primarily correlated with and dependent on other identified factors, its criticality in any organization makes it a separate entity. The ultimate success of any change initiative depends on holding everyone accountable for both their participation in its implementation and their assimilation into the new system. The company handles this aspect through a multifaceted approach. This is an inherent characteristic of the new organizational structure, which is predicated on the notion that every significant position has duties and responsibilities that are well-defined. The new arrangement also makes it clear. This is a key component of other HR interventions during the change process that is necessary for the planned changes to be successful.

Participative and faster decision-making is an important attribute of any successful organization. However, it assumes additional significance during a change-over in an organization. This element guarantees that people will participate, provide ideas, and take responsibility for the decisions that are made. When the business rewired the change process after a break, there was a clear demonstration of quick decision-making. At this point, it might be argued that taking swift and decisive action is the single most important thing to speed up the process.

The goal of every change process is to raise the organization's level of performance. Therefore, a strong and

well-coordinated performance management system ought to be a feature of any redesigned firm. One of the key elements influencing the success of the company's change process is the review, redesign, and implementation of a new performance system. The current system for tracking and measuring performance is drastically altered. It addresses all aspects of performance, from individual to organizational. This revised system ensures accountability of individuals for work through a KPI-based system. At the same time, decentralization and delegation of power are facilitated through the structure to create a new performance culture.

It is possible to argue that communication at all levels is essential to a transformation process before, during, and after the change. As a result, from the start, the company has made it its main priority. However, during the process, there are highs and lows, but communication never breaks down. Massive efforts to digitize information distribution proved to be a boost in this approach and created a direct line of communication between upper management and staff. The organization has created procedures to guarantee that complaints and feedback are handled promptly and proactively, and it has opened up this communication process to all internal and external stakeholders.

Decentralized decision-making is strengthened to facilitate empowerment, accountability, and delegation of power to employees and especially to key executives. It is considered and taken care of while designing the new organizational structure. The establishment of virtual management boards with clearly defined positions and responsibilities within the company's SBUs serves as an additional means of instruction and reinforcement. The "Book of Delegated Powers" is revised in line with the new structure and culture to provide adequate & commensurate financial & administrative powers at different levels to facilitate the discharge of duties.

The organization continuously seeks to improve its systems and processes in order to align them with the evolving environment. If the process of transformation is to be successful, it cannot be avoided. All the archaic and traditional ways of working and processes are critically examined through BPR/BPM to bring these in tune with the emerging environment and culture. The focus is on making decisions quickly and objectively, and the majority of the processes rely heavily on technology. It has become a catchphrase for the transformation process, which has resulted in the establishment of a paperless office.

This organization is going through a transformation, and a shift in senior leadership and management style during the process was somewhat of a game-changer. A matching shift in managerial and leadership style is necessary for transformation to be successful. This premise is quite apparent in the company when the change process recommenced after a hiatus with the joining of a new CEO. Though other factors also may have contributed, there is no denying the fact that leadership played a crucial role in reviving it. This organization is going through a transformation, and a shift in senior leadership and management style during the process was somewhat of a game-changer. A matching shift in managerial and leadership style is necessary for transformation to be successful. Participatory management culture is promoted in SBUs through multidisciplinary teams and virtual management boards. The deliberate and induced changes in top managers' style, attitude, and outlook are among the defining features of the transformation process, and they significantly contributed to its success.

Emphasis is laid on "training and exposure (technical skills) including training needs identification" in the organization from the very beginning to prepare the ground for the planned change process. The senior managers and other change agents are prepared through training to steer this sensitive exercise. This percolated down to other employees to change their mindset, and it involved intensive, interactive sessions with the collectives and different segments. The true challenge, however, is in developing domain experts and technically preparing the workforce as the transition process takes on more substance. The primary means of changing the work culture in the redesigned organization are digitization and real-time data processing via IT. It is ensured through widespread technical skill & knowledge upgradation programs for absorption and management of technology to prepare the organization for the future. However, the salient feature of the new training policy is to train senior executives in leadership & managerial skill areas to steer the organization in a VUCA world. All these efforts stood in good stead and contributed significantly to the implementation of the change process.

Last but not least, another critical success factor emerging from this research study is "top management involvement in implementation." They have to be involved actively even before the process is set in motion to develop a vision and guide the workforce during implementation. The role of top management extends beyond the implementation to take care of the after-effects to make corrections. In the present case, this aspect is addressed through the formation of committees and task forces consisting of top management personnel to expedite the process and facilitate collective decision-making. A cohesive top management team with a common goal and coordinated efforts with the employees may act as a catalyst and ensure the desired transformation of an organization.

When a transformational change is introduced in the organization, it is ultimately going to be impacting one or more of the following:

- Organization structure
- Organizational climate
- Systems and processes
- People and job-roles

What appears to be an apparent shift in these dimensions is actually a result of root cause alterations or hidden factors that need change. For leaders and change managers, the true challenge is figuring out these basic aspects that impact the organization's performance and overall health. However, in order to take an organization from excellent to outstanding, these characteristics must be carefully handled once they have been discovered.

Managerial and Theoretical Implications

In the emerging era, the pace of change and its degree have multiplied. Every organization has to change as and when required in its life cycle for survival and growth. However, it is a sensitive exercise with huge opportunity costs involved and, as such, needs to be executed with caution. Addressing the right issues and relevant factors in the organization appropriately is the secret of successful change management. This research paper has identified some of the critical factors playing a significant role in the successful transformational change process. Though an organization is a complex entity and as such, these factors are not exhaustive. But there is no denying the fact that these critical and common factors are present in every organization with varied degrees of influence during transformational change. As such, catering to these factors may help and guide organizations in planning and executing a transformational exercise. It may serve as a lesson to managers while preparing for the planned change, and these factors need to be kept under constant focus while implementing. It may facilitate a smooth change-over and enhance the probability of success. Though every organization is unique in itself, these factors will certainly act as contributors and catalysts for any change process. It may also be of interest to academicians to understand the practical aspect of change management and add knowledge to the body of research in this area.

Limitations of the Study and Agenda for Future Research

This study determined the essential elements for transformational change management in an Indian PSU. In order to determine whether the same outcomes would be achieved, the same study might be conducted in additional PSUs, non-governmental organizations, and private-sector businesses. It may be necessary to employ a larger sample size that includes more firms from various industries. To enhance our comprehension of transformational change management, we ought to explore methods for merging the most advantageous aspects of diverse theoretical models with real-world industrial implementations.

Authors' Contribution

This research paper was a collective effort of all the authors, and as such, it is difficult to restrict the contribution of each one. However, in a broader sense, the idea and concept of this research work were mooted by Prof. Anu Singh Lather, and it was conducted under her supervision and guidance. Dr. Shilpa Jain created the study's approach and technique. She was essential to the data analysis, AHP application, and crystallization of the conclusions. Dr. G. N. Pandey, who was actively involved in the company's change process, contributed data and other specifics in addition to his viewpoint. The main person in charge of gathering and compiling data from various sources, particularly organization climate surveys, was Yogesh C. Verma. He laid the foundation for the manuscript write-up with the enthusiastic assistance and participation of other authors.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

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