

Organizational change capability: a systematic review and future research directions

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Abstract

Purpose – The purpose of this paper is to systematically review existing research on organizational change capabilities (OCC), which remains fragmented. This study aims to fill gaps in the literature by scientifically discussing contributions and highlighting the main issues with previous research findings regarding the dimensions that comprise them, as well as the antecedents and consequences of OCC.

Design/methodology/approach – This paper searched all research that studied OCC and published from 2005 to 2020. In total, 48 studies out of 249, found on Scopus and EBSCO-host, were included in the review.

Findings – This research found that OCC is a complex concept and that it has many definitions and dimensions. The findings also suggest that existing research has found that a number of organizational and individual factors are antecedents of OCC and have consequences for organizational outcomes.

Research limitations/implications – This review was only conducted on scientific publications from two article databases. Future research should search other databases on OCC as the broad concept may provide additional insights.

Originality/value – Literature on OCC is limited, and there is still no generally accepted definition of OCC, the different perspectives and measurement dimensions. On the other hand, for academics and practitioners, this study provides a comprehensive, critical systematization of the limited OCC academic literature. This study also offers opportunities for further research to address the limitations of empirical testing of OCC constructs, antecedents and consequences of the various theories and methodologies.

Keywords Organizational change, Dynamic capability, Systematic review, Organizational change capability, Strategic management, Organizational performance, Economic impact

Paper type Literature review

Introduction

The challenge facing organizations today is a fundamentally constant change (Chen *et al.*, 2018), always occurring in a “from here to there” process (Tsoukas and Chia, 2002). The “there” in this process is not a static state; it is a moving target – a constant set of continuously morphing conditions (Malone, 2009). To survive and thrive in making change, organizations should develop their change capabilities (Meyer and Stensaker, 2006). These capabilities have been labelled “organizational capacity for change” or “organizational change capability” by existing research (Judge and Elenkov, 2005; McGuinness and Morga, 2005; Soparnot, 2011).



Organizational change capabilities (OCC) are considered generic for all other dynamic capabilities (DCs) embedded in an organization (Oxtoby *et al.*, 2002), which represent broad, dynamic organizational capabilities that allow firms to adapt legacy capabilities to threats and new opportunities to be able to create new capabilities (Judge and Elenkov, 2005). OCC is most accurately understood as a “meta-capability” that enables organizations to remain competitive in a highly environmental dynamism (Judge *et al.*, 2009; Kok and Driessen, 2012). This review was conducted in 2005 following Judge and Elenkov (2005), an OCC study with the highest number of citations (101). Using the resource-based theory (Barney, 1991), the authors conceptually describe and empirically test a new, important organizational capability, namely, organizational capacity for change. Furthermore, Soparnot (2011) argues that the term has gradually been receiving more academic attention. However, despite the growing body of literature on OCC, there has been no attempt to synthesize previous insights.

Based on Google Scholar, articles related to OCC from 2005 to 2020 were increasing, though, from 2009 to 2020, the number both increased and decreased. This trend is interesting considering this capability is of particular importance in dealing with changes that are currently increasingly complex, though there has been no in-depth study in this field. However, many organizational change initiatives fail (approximately 70%) (Beer and Nohria, 2000). OCC is an attempt to characterize the overall nature of the research-based view’s (RBV) notion of DCs for a particular organization (Judge and Elenkov, 2005). OCC represents an organization’s capability to implement constant change (Teece *et al.*, 1997; McGuinness and Morgan, 2005). OCC may be similar to “absorptive capacity”, which is also conceptualized as a DC that characterizes how organizational processes and routines adapt and change (Cohen and Levinthal, 1990). There are even terms that are highly similar to OCC, such as readiness to change (Armenakis *et al.*, 1993), organizational flexibility (Palanisamy and Sushil, 2003), organizational becoming (Tsoukas and Chia, 2002) and organizational adaptability (Staber and Sydow, 2002). Some of these terms cover more single dimension, focusing especially on employee attitudes towards change, whereas OCC is said to include distinctive competence (Heckmann *et al.*, 2016) because it covers employee attitudes, leadership capabilities and organizational infrastructure, which represent a bundle of resource (Judge *et al.*, 2009) for bringing about change.

There are two perspectives on OCC, the first of which is capabilities, which are a combination of managerial and organizational capabilities that allow organizations to adapt competencies more quickly and effectively to survive and develop (Judge and Elenkov, 2005; Judge and Douglas, 2009). The second perspective explains not only the ability of an organization to learn and adapt its competence to a changing environment but also the ability to implement said changes (Soparnot, 2011). In addition, this perspective proposes that organizations may respond to environmental changes reactively (by adapting existing competencies) and proactively (starting or developing completely new competencies). The first perspective focuses on the capability of the leader by using eight dimensions, including trustworthy leaders, trustworthy followers, capable champions, involved management, innovative culture, accountable culture, system thinking and system communication (Judge and Elenkov, 2005). On the other hand, the second perspective emphasizes organizational capabilities related to learning capabilities, changing process capabilities and capabilities to build a changing context (Soparnot, 2011). Based on these observations, a systematic review of existing literature on OCC is needed to consolidate fragmented insights and provide scholars with a more comprehensive understanding of the current state of the literature and identify knowledge gaps to guide future studies.

In accordance with the objectives of this study, the following stages are carried out. Firstly, the study briefly reviews the basics of OCC definitions, dimensions and perspectives. The author also describes a systematic approach to identifying and analysing existing literature. Secondly, the paper summarizes and evaluates the knowledge included in each topic. Thirdly, after synthesizing knowledge, the researcher assesses and evaluates the findings in this research area. On the basis of these insights, the research then highlights important directions for future research. The paper closes with concluding remarks.

By drawing on the insights of the review, this study also makes several contributions. Firstly, this study offers a more comprehensive understanding of OCC, which is still fragmented. Secondly, this comprehensive review of more than 200 scientific articles aids in creating an understanding of the OCC research approach for academics and practitioners. Thirdly, this study is important in developing a roadmap for future research and highlights possible theoretical and empirical developments of literature on OCC. This research highlights how the adoption of theories such as the RBV, DC, organizational learning (OL) and leadership theory aid in explaining how OCC develops and affects work outcomes and can explain the relationship between OCC and relevant variables.

Research method

This research applies the systematic review method proposed by [Tranfield et al. \(2003\)](#), who describes specific principles for using systematic reviews in management research and argues that a systematic review enhances the quality of the review process by constructing a systematic, transparent and reproducible review of the literature. Systematic reviews aid in finding scientific contributions to research or question areas ([Becheikh et al., 2006](#)). This rigorous method is applied to a series of scientific publications, key areas of concern and potential proposed ways of advancing OCC-related research are identified.

Systematic review procedure

[Tranfield et al. \(2003\)](#) state that the systematic review procedure in management requires a three-stage formula, namely, planning, executing and documenting the review. Each stage includes several steps but based on this study's requirements; the steps were adapted to suit the review procedure. This formula has been adopted and tested by other management studies ([Khan et al., 2020](#)). These steps are described in the following section.

Defining research questions. This research aims to systematically synthesize and integrate existing research on OCC, which begins by asking two research questions:

- RQ1. What does the literature as a whole suggests regarding current OCC concepts and research?
- RQ2. What possibilities are available to future research to further develop and expand on existing literature in this domain?

Identifying keywords and search strategy. Peer-reviewed papers on the subject OCC were identified by browsing the Scopus and EBSCO-host databases. The two databases were selected because they are largely comprehensive, and their search functions allow for sufficient accuracy ([Pascucci et al., 2018](#)). Scopus is a comprehensive electronic database with over 18,000 articles from more than 5,000 international publishers, including coverage of 16,500 peer-reviewed journals in the scientific, technical, medical and social sciences ([Phillips et al., 2015](#)). EBSCO-host also has an extensive record, keeping 98% of bibliographic records for 25 business and management journals with the highest impact factors ([Niesten and Stefan, 2019](#)). A search strategy was defined to identify the maximum

number of related studies from the chosen database. The strategy describes three search criteria, namely, scope, search method and the search string. All studies were conducted from 2005 to 2020. The first paper to meet the selection criteria and with the highest citation was [Judge and Elenkov \(2005\)](#), published in the *Journal of Business Research*.

The articles on these databases were accessed through the author's university learning resource centre. The author initially searched for papers with "organizational capacity for change", "organizational capacity to change", "organizational change capacity", "organizational capability for change", "organizational change capability", "change capacity" and "change capability" in their title. As a result, a total of 249 papers were found, a total of 103 articles from the Scopus database, and 146 articles from the EBSCO host database. The search initially reached a sample of 249.

Selecting and assessing the quality of primary studies. Following the guidelines of [Tranfield et al. \(2003\)](#) and consistent with prior review studies in different management disciplines and consistent, articles were chosen that met all of the selection criteria outlined as follows: papers published in peer-reviewed journal outlets; papers that address all or some of the variable OCC; papers written in English. The author determined the relevance of the study by reading the title, abstract and the full text of the paper. The author removed papers not written in English (10), duplicate articles found in previous searches (92) and full-text search results of selected papers that did not meet the OCC review criteria (90). At this stage, 57 relevant articles were chosen to review from an initial collection of 249 studies.

Quality assessment. The purpose of the quality assessment is to evaluate the validity of the chosen studies, provide appropriate justification and provide readers with the information necessary to identify whether this review strategy can be applied to their own research ([Christofi and Vrontis, 2017](#)). However, a major challenge in developing systematic reviewing methodologies lies in designing and implementing quality studies ([Tranfield et al., 2003](#)). In parallel, at this stage, the author refers to [Ahmad and Omar \(2016\)](#) by selecting articles from Scopus indexed journals. Scopus has been used because of its wider coverage of relevant, high-quality publications. The author also provides a quality checklist to two academic researchers who are members of a research group related to DC to verify the robustness and clarity of the quality criteria used ([Christofi and Vrontis, 2017](#)). The results of both checks were cross-checked with the results considered by the researcher, and after mutual agreement based on the quality criteria established by the study, the number of articles was reduced by 9–48.

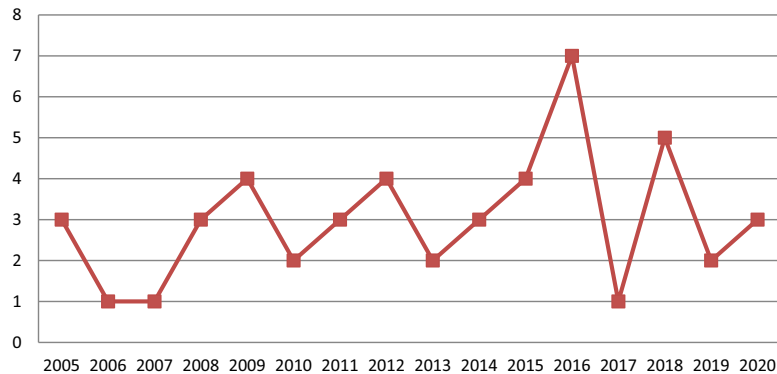
Data extraction. After quality, data were extracted from the selected studies to check for human error and bias ([Tranfield et al., 2003](#)). Extracted data was then transferred to an Excel spreadsheet, which records information about the author, year of research, the purpose of research, research design and data, theory and a summary of study results ([Appendix](#)).

Reporting and dissemination of findings

This section presents the findings of previously reviewed research by discussing our response to the first research question (*RQ1*). These findings reflect information on the development of academic publications, OCC definitions, theoretical lenses, methodological applications and the antecedents and consequences of OCC as identified by previous research.

Data were collected from a number of scientific publications in the research domain, covering a time frame of 15 years. The earliest articles in the review were published in 2005. Initially, there were only a few publications related to OCC, though this number increased in 2009 despite fluctuating; the highest number of publications was in 2016 ([Figure 1](#)). [Table 1](#) shows the journals that published articles related to OCC categorized based on the Scopus

Figure 1.
Rise in publications
on OCC



ranking index. Scopus, in assessing the journals, makes a grouping of journal quality with the term “quartile”, with four quartiles, namely, Q1, Q2, Q3 and Q4. Q1 is the highest or most important cluster in terms of journal quality, with 12 articles, followed by Q2 (18 articles), Q3 (three articles) and Q4 (five articles). In addition, 10 articles, which were not ranked because they were from conferences or proceedings (no ranking in the Scopus database) and several articles from EBSCO-host, which, after being assessed by two researchers who reviewed at the quality assessment stage, were included in articles of relatively high quality. Most of the journals were published in the field of organizational and strategic management (*Journal of Business Research*, *Journal of Management Studies*, *Baltic Journal of Management*, *Journal of Business Strategy*, etc). and specifically change management (*Journal of Organizational Change Management*, *Journal of Change Management*, *International Journal of Knowledge, Culture and Change Management*, etc.).

Articles by [Judge and Elenkov \(2005\)](#) are the most cited articles. The total number of citations from the 48 articles reviewed was 741 recorded in the Scopus database, though the citation does not necessarily indicate an article study in the same field. Judge is the author of several studies related to OCC with a high number of citations. The year of publication of the most cited OCC articles was 2005 (Judge *et al.*; McGuinness and Morgan; Kerber and Buono) and 2011 (Soparnot; Ates and Bititci).

Theoretical foundation

Definition of organizational change capability

Several studies have introduced the concept of OCC or capacity ([McGuinness and Morgan, 2005](#); [Judge and Elenkov, 2005](#); [Soparnot, 2011](#)). Because the concept is in its infancy, the definitions vary but reflect the same ideas. Some studies have separated content from the change process ([McGuinness and Morgan, 2005](#)). On the other hand, [Andreeva and Ritala \(2016\)](#) suggest that organizational change, as a DC, includes both components. As stated by [Eisenhardt and Martin \(2000\)](#), the efficient implementation of DCs requires “both the ingredients (i.e. key commonalities of capabilities) and the recipe (i.e. order of implementation).”

Some empirical literature has described the change as a rare discontinuous event or project approach (e.g. economic transition in [Judge *et al.*, 2009](#)), whereas OCC, as an example of “pure” generic DCs ([Andreeva and Ritala, 2016](#)), is an example that change is a continuous process. This capability, unlike domain-specific capabilities, does not become obsolete in dynamic environments over time because it involves both reactive (adaptive) and

Scopus index	Journal name	Total	Organizational change capability
Q1	<i>Journal of Business Research</i>	2	12
	<i>European Journal of Marketing</i>	2	
	<i>European Planning Studies</i>	1	
	<i>International Journal of Production Research</i>	1	
	<i>Thunderbird International Business Review</i>	1	
	<i>Management Decision</i>	1	
	<i>Health Care Management Review</i>	1	
	<i>Journal of Managerial Psychology</i>	1	
Q2	<i>Human Resource Management Journal</i>	1	18
	<i>Journal of Management Studies</i>	1	
	<i>Journal of Organizational Change Management</i>	3	
	<i>Journal of Change Management</i>	3	
	<i>Journal of Health, Organization and Management</i>	1	
	<i>Personnel Review</i>	1	
	<i>Baltic Journal of Management</i>	1	
	<i>SAGE Open</i>	1	
	<i>Service Industries Journal</i>	1	
	<i>School Leadership and Management</i>	1	
	<i>Journal of Business Strategy</i>	1	
	<i>Team Performance Management</i>	1	
	<i>Chinese Management Studies</i>	1	
	<i>Leadership in Health Services Leadership in Health Services</i>	1	
	<i>International Journal of Health Planning and Management</i>	1	
Q3	<i>Cogent Business and Management</i>	1	3
	<i>Journal of Entrepreneurship Education</i>	1	
	<i>International Journal of Learning and Intellectual Capital</i>	1	
Q4	<i>Research in Organizational Change and Development</i>	1	5
	<i>International Journal of Knowledge, Culture and Change Management</i>	1	
	<i>Change Management</i>	1	
	<i>Organization Development Journal</i>	1	
	<i>Development and Learning in Organizations</i>	1	
	<i>Int. J. Strategic Change Management</i>	1	
	<i>Academy of Management 2008 Annual Meeting</i>	2	
	<i>The International Journal of Human Resource Management</i>	1	
	<i>Q Manage Health Care</i>	1	
	<i>Academy of Management Annual Meeting Proceedings</i>	1	
	<i>Revue Sciences de Gestion</i>	1	
	<i>SAM Advanced Management Journal</i>	1	
	<i>Organization Development Journal</i>	1	10
	<i>EBS Review</i>	1	
	<i>Journal of Business Chemistry</i>	1	
		1	

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Table 1.
List of journal outlets

proactive (innovative) components (Wang and Ahmed, 2007). Future empirical testing of this capability should focus on the long-term performance, growth and survival of an organization.

Based on the papers reviewed, the definition of OCC often referred to is the definition of Judge and Elenkov (2005). Almost 40% of articles reviewed referenced Judge and Elenkov (2005), Judge *et al.* (2009), others referred to Kerber and Buono (2005) or Buono and Kerber (2010) (9.14%), Soparnot (2011) (19.14%) and 4.25% referenced McGuinness and Morgan (2005) (Table 2). Judge *et al.* (2015) use the term “capacity” as in “organizational capacity for change”, “organizational change capacity” (Soparnot,

Table 2.
Definition and
dimension of OCC

Author	Definition and dimension of OCC	Difference in terms	Elements of definition/ dimension
<p>Judge and Elenkov (2005), 256 citations Judge and Douglas (2009), 99 citations</p>	<p>Organizational capacity for change (OCC) is defined as a broad and dynamic organizational capability that allows the enterprise to adapt old capabilities to new threats and opportunities as well as create new capabilities. OCC is defined as a dynamic resource bundle Organizational change capability (OCC) is a multi-component formative construct [...] that represents an organization's capability of implementing incessant change [...], its essence being a capability for leading and managing a cascading series of inter-related change initiatives Change capacity – the ability of an organization to change not just once but as a normal response to changes in its environment Organizational change capacity can be defined as an organization's ability to develop and implement appropriate organizational changes to constantly adapt to its environment. This implies a focus on multiple changes over time, which is contrary to the literature's predominant view of change as isolated events. Change capacity is thus a dynamic capability. However, change capacity not only describes a dynamic process of continuous learning and adjustment that enables the</p>	<ul style="list-style-type: none"> ● Capacity ● Capability ● Ability ● Broad ● Bundle ● a multi-component formative construct ● Adaptation ● Leading and managing change ● Develop and implement appropriate organizational changes ● Environment change ● Incessant change ● Multiple changes ● Normal changes 	<p>... the repeatable, patterned and routine of a bundle-capability ... to deliberately move from its present state to a desired future state ... in the face of continuous environmental changes</p>
<p>McGuinness and Morgan (2005), 145 citations</p>	<p>Kerber and Buono (2005); 217 citations; Buono and Kerber(2010), 120 citations Soparnot (2011), 174 citations</p>		

(continued)

Author	Definition and dimension of OCC	Difference in terms	Elements of definition/ dimension
Dimension of OCC	<p>organization to cope with unknown future circumstances but also describes the ability to implement those changes</p> <p>The scale systematic development study from Judge and Douglas (2009) found eight distinct but interrelated dimensions of OCC concerning issues of human capabilities, informal organizational culture and formal organizational systems/processes, namely, trustworthy leaders, trustworthy followers, capable champions, involved management, innovative culture, accountable culture, systems thinking and systems communication</p>	<ul style="list-style-type: none"> • Human capabilities • Commitment and capacity of employees to formulate and implement a stratified set of specific change energize incessant change • Organizational member refers to enhancing the ability and willingness of members within an organization towards change • The learning dimension approaches the organization's introspective capacity • Formal organizational processes • Ability to shape change through their structures, systems and processes. The process dimension incorporates the principles of performing change • Structure refers to activities of building a change-supportive structure and providing appropriate resources for change • Informal organizational culture 	<p>Human capability is capacity and commitment of leaders and employees to formulate and implement a stratified set of specific change initiatives</p> <p>Organizational learning capability is the organization's capacity to absorb and transform new knowledge and apply it in the change process (Cohen and Levinthal, 1990).</p> <p>Change process capability is the capability of the organization (organizational leader) to build structures, systems and processes in implementing change effectively.</p> <p>Change context capability is defined as an organizational climate or culture that facilitates the change process</p>
McGuinness and Morgan (2005)	<p>OCC is conceptualized as having three formative components that collectively determine the effectiveness of implementing incessant organizational change.</p> <p>These are a suitable foundation for incessant change (the basic values possessed by organizational members, namely, the value-based foundation which is part of the organizational culture); the ability to shape it (in the culture of the organization and partly in its climate – that is, by the latter, in its structure, systems and processes); and sustaining the energy of it (means maintaining the commitment and</p>		

(continued)

Table 2.

Table 2.

Author	Definition and dimension of OCC	Difference in terms	Elements of definition/ dimension
<p>Buono and Kerber (2005) Kerber and Buono (2005)</p>	<p>capacity of employees to formulate and implement a stratified set of specific change initiatives – capacity is largely a resource issue) Organizations must focus on three important issues to build OCC: organizational member, structure and culture. Organizational member refers to enhancing the ability and willingness of members within an organization towards change. The organization must pay great attention to developing an understanding and acceptance of different change approaches. Structure refers to activities of building a change-supportive structure and providing appropriate resources for change. Culture refers to building and creating a change-facilitative culture for an organization</p>	<p>• A suitable foundation for continuous change is the basic values possessed by members of the organization, which are part of the organizational culture. • Culture refers to building and creating a change-facilitative culture for an organization • The context dimension contains resources, assets that facilitate the change process</p>	
<p>Soparnot (2011)</p>	<p>Soparnot's (2011) study of OCC identifies three dimensions of change capacity, namely, context, process and learning. The context dimension contains resources that make the change process smoother; the process dimension incorporates the principles of implementing change and the learning dimension approaches the organization's introspective capacity</p>		

2011) or “change capacity” (Kerber and Buono, 2005), whereas McGuinness and Morgan (2005) use the term “organizational change capability”.

The first element of definition, “capability”, as shown in Table 2, is represented by the terms “capacity”, “capability” and “ability”, which refer to high-level routines (or sets of routines) that, together with implementing input flows, confer to organizational management a set of decision choices that produce significant outputs of a particular kind (Winter, 2003). The second element of the definition, namely, “a bundle”, represents “broad”, “bundle”, “multi-component formative construct”. The two elements are combined into “the repeatable, patterned and routine of a bundle-capability”. The definition of the third element, based on the terms “adaptation”, “leading and managing change”, “develop and implement appropriate organizational changes”, is in line with the definition of “to deliberately move from its present state to a desired future state” (Harigopal, 2006). The fourth element, namely, “continuous change”, represents “environmental change”, “incessant change”, “multiple changes” and “normal changes”.

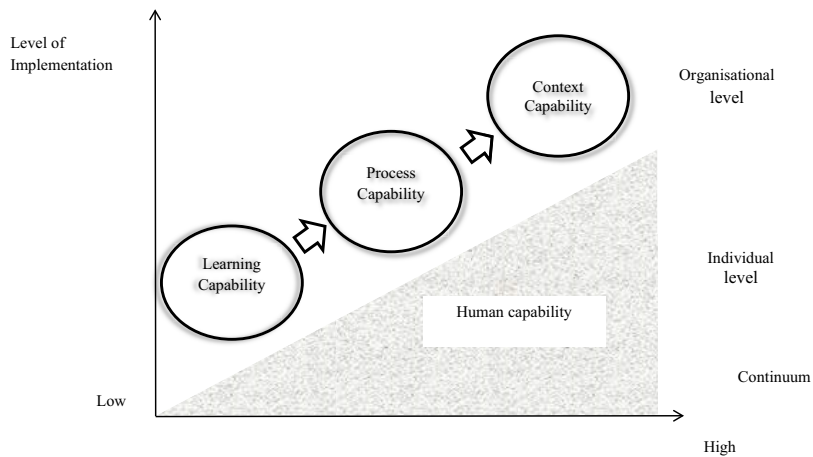
This study defines OCC as the repetitive, patterned and routine ability of an organization, consisting of learning ability, change process capability and changing context ability to deliberately move from a present state to the desired future state (change) in the face of continuous environmental change.

Dimensions of organizational change capability. The development of the concept of OCC as a generic DC provides important substance for discussion of the dimensions of OCC formation. Based on the review, there are four authors across six articles who define dimensions that comprise OCC. Three articles are empirical research (two qualitative and one quantitative), and three articles are conceptual narratives. Among the articles related to the OCC instrument, two articles offered validation of the OCC instrument, and one article discussed the OCC practice instrument, which was conducted in the context of a health care organization (two articles) and multi-industry (one article). Future research should review existing instruments, particularly with the OCC dimensions proposed in various organizational contexts.

Based on the four articles that received the highest number of citations in Google Scholar (Table 2), the author presents several dimensions for building OCC, which are summarized into four dimensions of capability on individual and organizational levels. On an individual level, the human capability is the capacity and commitment of employees to formulate and implement a stratified set of specific change initiatives. This concept uses a bottom-up approach (Andreeva and Ritala, 2016), in which change capabilities are examined from a micro-foundation perspective (Figure 2). Highlighting the importance of considering individual levels of analysis, Judge and Elenkov (2005) found that the gaps in the perceptions of change capabilities among top managers, middle managers and frontline workers significantly worsened the environmental performance of firms. Future research should not focus on the behaviour and activities of (top) managers or the organization only, instead of covering all groups of employees.

On an organizational level, the OCC dimensions include OL capability, change process capability and change context capability, which is in line with DC activities, namely, sensing, seizing and transforming (Tece, 2007). The first capability, namely, OL capability, is also defined as an organization’s introspective capacity (Soparnot, 2011). This paper defines the concept as the organization’s capability to absorb and transform new knowledge and apply it during the change process (Cohen and Levinthal, 1990). This dimension deals with the introspective capacity of the organization and plays a central role in structuring the components of change capacity. Process and context capability are built within the framework of learning capability (Soparnot, 2011). In other words, learning capability is the initial

Figure 2.
Dimensions of OCC



capability in building OCC (Figure 2). Judge and Elenkov (2005) relate this capability to the capabilities of human resources or the organization (members) (Kerber and Buono, 2005).

The third capability-change process capability is the capability of the organization (organizational leader) to build structure, systems and processes (McGuinness and Morgan, 2005; Kerber and Buono, 2005), formal organizational processes (Judge and Elenkov, 2005) or principles of change (Soparnot, 2011), in implementing change effectively. Leaders play an important role in the change process because they have a symbolic identity, are skilled, and form a political “support” team (Soparnot, 2011). Fourthly, a capability that facilitates the implementation of continuous change is defined as an informal organizational culture (Judge and Elenkov, 2005) or change context capability. This capability exists in the form of basic values possessed by organizational members, namely, a value-based foundation part of the organizational culture (McGuinness and Morgan, 2005) that facilitates organizational change (Kerber and Buono, 2005) to make it more efficient (Soparnot, 2011).

Figure 2 presents the dimensions of OCC on a continuum. Based on the series of OCC formations, learning capability is the initial capability for OCC formation, meaning the level of OCC implementation is the lowest. This capability also affects process and context capability with the highest level of implementation. Based on the micro-foundation approach, the three organizational capabilities originate from human capabilities (individual level). One form of process capability is that the behaviour of leaders who behave transformatively play an important role in the change process (Stouten and Rousseau, 2018) to build structures, systems and processes (McGuinness and Morgan, 2005; Kerber and Buono, 2005). This leadership is influenced by competencies developed through training or learning (Lam and Schaubroeck, 2000), as well as their accumulated experience (Zhao and Goodman, 2018). On the other hand, the leadership literature also shows that managers with transformational leadership styles more effectively encourage employee commitment to organizational change (Battilana *et al.*, 2010), employee motivation to innovate, to create a positive and collaborative climate conducive to change and innovation (Le, 2020).

Theoretical lenses applied

To advance the understanding of theoretical applications used in existing OCC research, several theories have been synthesized. The research findings indicate that almost 43.75%

are without theoretical direction; they do not clearly state the theory used, only mentioning organizational theory or strategic theory and some even mentioning change management and OCC as a theory. Approximately 14.58% of the articles in the sample refer to DC theory (Teece *et al.*, 1997; Eisenhardt and Martin, 2000), RBV (6.25%) (Barney, 1991), leadership theory (12.50%) (Hambrick and Mason, 1984), OL (6.25%) (March, 1991) and other theories (10.42%). 6.25% of research integrates theory, especially RBV and DC, as well as RBV and leadership theory.

Organization and strategic management theory

Two theoretical frameworks in the field of strategic management are related to managing resources and organizational capabilities to maintain competitive advantage, namely, the RBV and DCs, respectively (Cirjevskis, 2017). Schilke (2018) argues that DC can be considered an extension of RBV, whereas RBV primarily handles the company's existing resources, DC emphasizes reconfiguring these resources. OCC is referred to as generic DC; change capability is an example of "pure" generic DC (Andreeva and Ritala, 2016) or an example of DC (McGuinness and Morgan, 2005). Meanwhile, Judge *et al.* (2009) state that a leader is a key contribution towards building organizational capacity for change. Leadership capability is also a component of OCC (Judge and Elenkov, 2005), and a number of studies have used leadership theory even though there is no dominant leadership theory (e.g. full-range leadership theory or behavioural leadership theory). Several studies have used the theoretical framework of OL as organizational processes to acquire, assimilate, transform and exploit knowledge to produce dynamic organizational capabilities (Zahra and George, 2002), which are represented in OCC (McGuinness and Morgan, 2005).

Other theories

Other theories mentioned explicitly include chaos theory (Goff, 1998), evolutionist school (Nelson and Winter, 1982) and population ecology (Hannan and Freeman, 1984). These theories underlie change management rather than OCC.

Methodological application

The empirical studies reviewed have been conducted with quantitative and qualitative approaches, representing 39.5% and 35.41% of the articles reviewed, respectively (a total of 48 articles). Conceptual articles represent approximately 25.00% of these reviews. A total of 17 quantitative studies were conducted using surveys, and two used secondary data. Regarding the unit level analysed in the positivist approach to quantitative research, 12 articles used organizational level and five used using the individual level. Furthermore, two articles examined OOC at the team level and multilevel but have not used multilevel analysis. On an organizational level, the research sample is one leader or several organizational leaders (top and middle). Although the individual level uses research samples in the form of employees, managers and professionals. Most of the qualitative studies reviewed used case studies, nine articles used single cases and eight articles used multiple cases. Mixed-methods research or multilevel analyses has received little attention from scholars and may be worthy of examination in future research. Based on the research context, among the empirical research reviewed, 71.43% was conducted in non-profit organizations and 28.57% in non-profit organizations. Meanwhile, the majority of research settings were in developed countries (USA, Europe and Australia) (61.76%), in Asian countries (China, Japan, India, Indonesia and Pakistan) (20.59%) and in multi-country contexts (14.70%). In accordance with the recommendations of Heckmann *et al.* (2016), further research should expand the scope of geography with different cultural settings, such

as Asia or other developing countries, where research is limited. In addition, further research should be conducted in a range of organizations, such as service companies, non-profits and SMEs, which are yet to be studied in depth.

Antecedents and consequences of organizational change capability

After discussing the conceptual definition, theoretical research framework and methodological application, this paper now synthesizes the empirical evidence reviewed in relation to the factors affecting OCC and the impact of OCC on performance in this context. In addition, the paper discusses the mediating and moderating variables that influence the mechanism and context in which OCC affects the outcome. These findings were derived from 34 empirical studies identified in the systematic literature review. Prior to the discussion, the outline in Figure 3 provides an overview of the findings.

Antecedents

As Figure 3 presents, the investigation has identified a number of antecedents relevant at various levels of analysis, including individual, organizational and environmental levels, to explain factors that facilitate or hinder the development of OCC. A total of 11 articles that propose antecedents at the individual factors, 12 articles that examine organizational factors and three articles that examine environmental factors. However, almost all of the studies on individual factors are related to the factor of leadership (Kok and Driessen, 2012) or

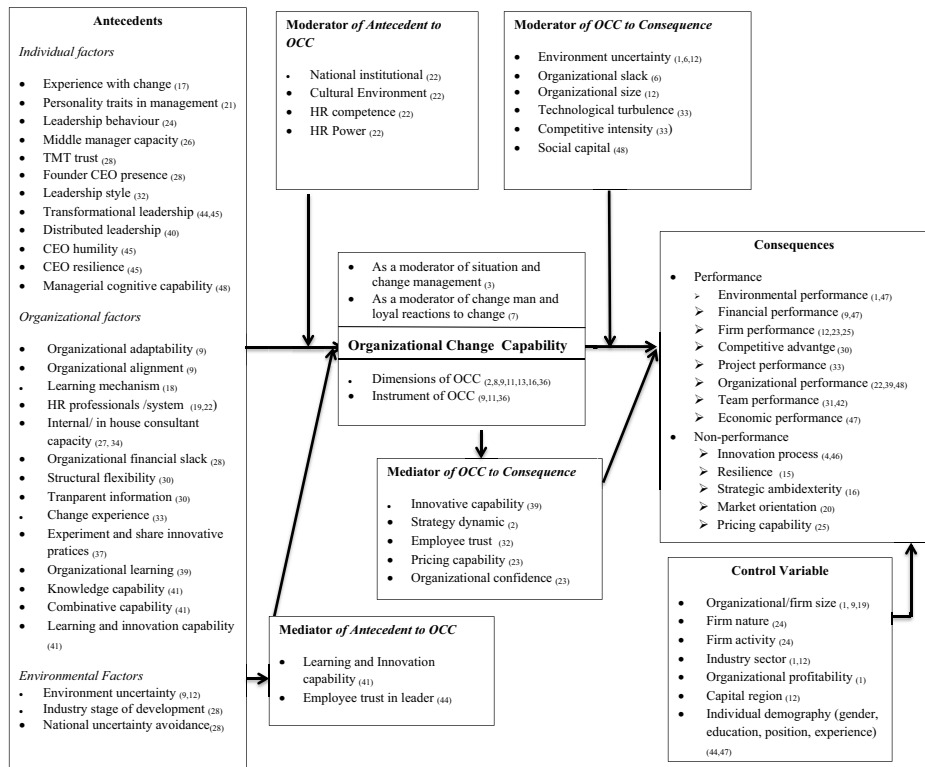


Figure 3.
Antecedents and consequences of OCC

managerial capacity (Adna and Sukoco, 2020). Only one article examined employee experiences with change (Court, 2011). The findings demonstrate the central role of a leader or group of leaders in providing strategic leadership for the company (Hambrick and Mason, 1984), including managing change (Stouten and Rousseau, 2018). However, employees' individual factors still need to be investigated further; Andreeva and Ritala (2016) argue that OCC has an "embeddedness" in employees' attitudes and behaviours (bottom-up) perspective. These studies used the micro-foundation approach, where micro activities play a role in building OCC, although this concept has not been studied with multilevel analysis.

Consistent with Schilke's (2018) review of DCs, organizational experience, as a part of learning (Soparnot, 2011), is a potential source of DCs. Most of the articles reviewed found organizational factors, which are OCC antecedents related to learning in organizations, such as OL (Pudjiarti, 2018), change experiences (Heckmann *et al.*, 2016), knowledge capability, learning and innovation capability and combinative capabilities (Singh and Burhan, 2018). The second organizational factor is related to organizational systems, especially in dealing with change, such as the human resource management (HRM) system (Shipton *et al.*, 2012), inhouse consultant (Fredberg *et al.* 2011), structural flexibility and transparent information (Singh and Burhan, 2018). In addition, a number of studies have explained organizational adaptability and alignment (Judge *et al.*, 2009) and organizational financial slack (Judge *et al.*, 2015) as antecedents of OCC.

OCC sources outside of firm boundaries, in particular, study the role of external environmental features such as environmental uncertainty (Judge *et al.*, 2009) and industrial state of development (Judge *et al.*, 2015). One reason for which environmental dynamism shows up in different locations may have to do with the varying degree to which scholars assume managers to be rational (Williamson, 1991); high levels of rationality expect managers to anticipate that returns to OCC investments are dependent on the degree of environmental dynamism. The factor of the level of environmental change needs to be studied because, as stated by Andreeva and Ritala (2016), which OCC is a generic capability in dealing with sustainable change.

Consequences

In total, 18 studies have analysed the consequences of OCC grouped in terms of the effect on performance and non-performance, respectively, 13 articles and 6 articles. One article examined the effect of OCC on performance and non-performance, which is often used in strategy research, such as organizational performance (Adna and Sukoco, 2020), corporate performance (Judge and Elenkov, 2005), financial or economic performance (Sánchez-Medina, 2020), with most research finding positive effects. Additional support for this claim has come from other studies that refer to the idea of expanding empirical firm performance measures to include indicators such as project performance (Heckmann *et al.*, 2016) and environmental performance (Judge and Elenkov, 2005). This approach is in line with the recommendations of Ray *et al.* (2004) to select the appropriate outcome variable, which is close enough to the type of learning focus ability. Unfortunately, research that measures the effect of OCC on change performance is limited, whereas OCC refers to the capacity to deal with change.

Furthermore, six studies studied consequences in terms of non-performance but focused on other organizational capabilities as dependent variables, such as market orientation (Kok and Driessen, 2012), strategic ambidexterity (Judge *et al.*, 2015), pricing capability (Liozu *et al.*, 2014), resilience (Ates and Bititci, 2011) and process innovation (Stræte, 2006). As Andreeva and Ritala (2016) predict, OCC is a high-level capability or a generic capability that affects or updates domain-specific capabilities or other capabilities. The relevant

research needs to be improved to strengthen the argument that OCC is indeed a generic capability.

Some studies have used control variables on organizational, industry and individual levels, depending on the level of analysis used. The most frequently used control variables are demographic variables, such as organizational size and organizational profitability (Judge and Elenkov, 2005), firm activity (Liozu *et al.*, 2014) and the industrial sector (Judge *et al.*, 2009). Meanwhile, on an individual level, these variables include gender, educational position and experience (Sánchez-Medina, 2020). Future research needs to adjust certain control variables to the research domain, as suggested by Bernerth and Aguinis (2016), such as organizational age in the context of OCC.

Mediating effect

The study of mediating effects has been divided into mediating effect of antecedents to OCC and the mediating effect of OCC to consequences, comprising two and six studies, respectively. Learning and innovation capability mediate antecedent variables to OCC (Singh and Burhan, 2018). Interestingly, employee trust in a leader (Lei *et al.*, 2019) mediates both antecedents to OCC and OCC to consequences. Therefore, employees play a role in the success of change management, specifically the development and implementation of OCC.

In the organizational context, some of the antecedent variables studied include innovative capability (Pudjiarti, 2018), pricing capability and organizational confidence (Liozu and Hinterhuber, 2013) and strategy dynamic (McGuinness and Morgan, 2005). Liozu and Hinterhuber (2013) found that the two dimensions of OCC have a positive and strong effect on the development of price capability and organizational trust, as well as a positive effect on the company's relative performance. It is essentially the distinctive ability of the change process that enables innovation while allowing people to take risks, fail sometimes and experiment with new ideas.

Studies of mediation on an individual level are still limited; namely, employee trust is seen as a key feature of the leader-follower relationship that influences key organizational outcomes. It would be interesting if further research could enrich this field with studies of individual-level mediating variables, such as change support behaviour. Consistent with the findings of Wang and Ahmed (2007), common elements of DCs (OCC in this research) affect organizational performance indirectly through the specific capabilities and activities that they generate, update and modify.

OCC as a mediating variable has also been investigated in seven reviewed articles with different groups of antecedent variables. Adna and Sukoco (2020) tested the mediation of managerial cognitive capability (individual factors such as leader) on organizational performance, which was proven to be mediated by OCC. Several other studies have not specifically examined mediation, though related variables of antecedent-OCC-consequences still need to be tested again in future research. Heckmann *et al.* (2016) and Pudjiarti (2018) propose OCC as a mediating variable of organizational factors related to learning, namely, the effect of change experience and OL on performance mediated by OCC, and the results were significantly positive. Judge *et al.* (2009) examined the effect of environmental factors on OCC and OCC on performance, finding that environmental factors had no effect on OCC, meaning that OCC was not proven as a mediating variable. Shipton *et al.* (2012) proposed OCC as a mediating variable on the effect of the HRM system on organizational performance, which needs to be studied empirically. Further research should also examine OCC as a mediating variable in the leadership mechanism to produce outcomes or other organizational factors in this study on performance-based or non-performance outcomes (Figure 3).

Moderating effects

Researchers have identified relevant moderators of the effects of antecedent variables on OCC and moderators of OCC on consequences or outcomes one and five articles, respectively. The moderator variables on the relationship of antecedent variables to OCC proposed by [Shipton et al. \(2012\)](#) are external factors (national institutional, cultural environment) and internal factors (HR competence, HR power). Drawing on social capital theory, [Nahapiet and Ghoshal \(1998\)](#) suggest that HR specialists are called upon to build and maintain structural, relational and cognitive connections with employees; these connections come to the fore where change is ongoing. The institutional and cultural environment is comprising a set of rules and nationally devised ways of working that form the backdrop for work activity ([Shipton et al., 2012](#)).

In the OCC and consequent relationship, moderator variables are included in individual, organizational and environmental factors. [Adna and Sukoco \(2020\)](#) found that social capital middle managers moderate the effect of OCC on organizational performance, though this study did not use a multilevel analysis. The moderator-organizational variables include organizational slack ([Judge et al., 2015](#)) and organizational size ([Judge et al., 2009](#)). Organizational size is an important contextual variable when considering change and firm performance because large organizations have the resources to bring about change but suffer from inertia and political insulation ([Judge et al., 2009](#)). Organization slack has been shown to be empirically related to a wide variety of organizational processes and outcomes, although it still needs to be tested empirically ([Judge et al., 2015](#)).

The most frequently studied moderators in DC research ([Schilke, 2018](#)) are environmental factors, including environmental uncertainty ([Judge and Elenkov, 2005](#)), technological turbulence and competitive intensity ([Heckmann et al., 2016](#)). [Heckmann et al. \(2016\)](#) found that the performance relationship of OCC projects was weak when in high-tech turbulence, but the intensity of competition did not moderate the effect of OCC on performance. However, moderating variables related to changes originating from organizational factors are still limited, including the paradox tension of change or magnitude to change, which should be studied in future research. According to paradox literature, major exogenous change impacts organizations by increasing the saliency of organizational tension ([Smith and Lewis, 2011](#)).

OCC as a moderating variable has been reviewed in three studies. [McGuinness and Morgan \(2005\)](#) propose OCC to be a moderator of the influence of market and learning orientation to dynamic strategy. Meanwhile, in a qualitative study, [Buono and Kerber \(2010\)](#) state that OCC moderated change situations and change management, as well as change management and loyal reactions to change ([Stensaker and Meyer, 2011](#)). These propositions need to be studied empirically in future research.

Future research directions

This section, to answer the second review question (*RQ2*), highlights research gaps in relevant OCC literature and offers heterogeneous roadmaps for future research. This study anticipates that many researchers will be interested in undertaking future research on the suggested OCC.

Future empirical directions

Firstly, there are dimensional differences in forming OCC, although it is the most commonly used and tested model by [Judge and Elenkov \(2005\)](#) with eight dimensions. However, there is convergence with other dimensions suggested by [Kerber and Buono \(2005\)](#), [Soparnot \(2011\)](#), and [McGuinness and Morgan, R.E. \(2005\)](#). This tool may be applied to enhance the understanding of how a broader OCC is constructed. Further researchers should examine

the dimensions in constructing the OCC itself, either as separate dimensions or influencing one another. This model refers to OCC as a collection of organizational capabilities (Judge *et al.*, 2015). The development of OCC dimension measurement instruments still needs to be performed, although several studies have tested the OCC instrument validation (Spaulding *et al.*, 2017) but used different dimensions.

Secondly, several studies have examined the antecedents of OCC in terms of the individual, organizational, or external environment. However, further research is still needed on the antecedents of individual factors, which so far have been largely carried out on individual leaders (Lei *et al.*, 2019). Further research should examine employee individual factors as antecedents of OCC, and Andreeva and Ritala (2016) state that OCC has “embeddedness” in employee attitudes and behaviour with a bottom-up perspective.

Thirdly, OCC research has examined the consequences of OCC performance and non-performance. However, one of the performance dimensions that has not been empirically measured related to the core capabilities of OCC is change performance, which measures the success of the change. Judge and Douglas (2009) state that future research should attempt to link OCC to specific environmental conditions to more accurately understand how to change more effectively. On the other hand, Sánchez-Medina (2020) suggests further research that examines the effect of performance on OCC.

Fourthly, there are relatively few studies examining the interactions between different antecedents, and the fact that some antecedents may also be dimensions, mechanisms, moderators and/or consequences of OCC has largely been undiscussed in the literature. Existing mediation studies have more organizational aspects, and future research should examine how individual factors relate to change support (change support behaviour). Environmental factors are moderators that have been tested frequently, but their relevance changes in content and context should be studied as moderators as proposed by Judge and Elenkov (2005). Andreeva and Ritala (2016) also state that the study of change needs to integrate the content and context of change. Some propositions also require empirical testing, either antecedent, mediation/moderation or consequent OCC (e.g. HRM systems). Similarly, the role of OCC as mediation/moderation (e.g. on the leadership role to performance) requires further study.

Future theoretical directions

From a theoretical perspective, the various problems highlighted in the findings should be addressed in further research. This research argues that new and existing management theories may guide future research into OCC. In this regards, the following theoretical suggestions are made. Based on the findings, it is apparent that mainstream literature relies primarily on the two theoretical lenses of RBV (Barney, 1991) and DC (Teece *et al.*, 1997). Leadership theories such as upper echelon theory (Hambrick and Mason, 1984) and OL (March, 1991) have been used as the basis of several studies, though these studies are limited. Therefore, the understanding of theoretical applications from existing OCC literature is incomplete.

The previously proposed new empirical research directions may be explored in the future from a multi-theory point of view. A multi-theory approach that combines a pool of strategic management theories can bridge some of the gaps in RBV or DC and aid in identifying the key dimensions of effective OCC within one framework. Given the combination of economic and behavioural theory that provides the foundations for a DCs perspective (Schilke, 2018), it is believed that this perspective will gain additional theoretical depth from efforts to further elaborate on and develop theoretical assumptions. One area that could be chosen for further elaboration concerns the stance on managerial capabilities, such as when and how organizations are able to overcome the paradox of embedded institutions and imagine and

influence changes in their external environment, regardless of environmental pressures that compose their cognition, determine their interests and influence their identity (Smith and Lewis, 2011). Questions of this type should provide sufficient material for future study of the theoretical basis from a DCs perspective.

Future methodological directions

In future studies, this paper makes the following recommendations. Firstly, according to the proposed OCC model, the starting point in building OCC is the learning dimension or building OL capabilities. These dimensions affect the capability of the change process and context. The model also shows that the capability of each dimension comes from the individual, namely, human and capability. Therefore, further research should conduct longitudinal research related to the process of building change capabilities that test from one point in time to the next. A micro-foundation approach is also encouraged in conducting OCC studies using stratified analysis. The micro-foundation approach provides an explanation of collective phenomena, particularly the creation and development, as well as the reproduction and management, of collective constructs, such as routines and abilities (Felin *et al.*, 2012). Teece (2007) also suggests that sensing or finding opportunities and using dynamic abilities may originate from the cognitive and creative capacities of individuals and be supported by organizational processes, such as OL activities, research and development. The stratified method accommodates that the organization consists of several levels. Teams and organizations are contexts for the development of individual cognitions, attitudes and behaviours (top-down effect in Klein and Kozlowski, 2000). In contrast, individual cognitions, attitudes and behaviours may also influence the functioning and outcomes of teams and organizations (bottom-up effects; McGrath *et al.*, 2000).

Secondly, more mixed-methods research is recommended to allow for simultaneous expansion and theory testing. Most studies on OCC have relied on either a qualitative or quantitative approach, but combining the two in one investigation offers significant potential to provide in-depth insight into the broader functions and role of OCC. Further research should move beyond developed countries; studies in Asia or other developing countries are also required, as stated by Stensaker and Meyer (2011), who argue that cultural context has influenced the research findings. Heckmann *et al.* (2016) also suggest that there is a need for additional studies in service organizations or even SMEs, which are currently limited.

Limitations

While we believe that this review makes an important contribution to OCC research, it is important first to discuss its limitations. Firstly, this study, despite using the systematic review used in many management studies, has not analysed data from previous research. As such, further research needs to use meta-analysis or bibliographic studies that can expand the field. Secondly, this review is limited to papers written in English, which may have meant excluding a number of important studies. However, future research may also review additional non-English language papers. Thirdly, this paper focuses on OCC articles from the Scopus and EBSCO-host databases. In the future, researchers could undertake studies to examine the similarities and differences in the antecedents of the OCC equivalent terms and from various database sources.

Conclusion

This study was a systematic, comprehensive literature review that addressed the concept of OCC and its place in research to offer recommendations for future studies. The study also

examined the possibilities available to scholars in the future to further develop and expand on current literature in this domain. The paper concludes that OCC is a capability that organizations urgently need to survive change. Although this concept is still in its infancy with multiple definitions and dimensions, several studies have analysed the variables affecting OCC on individual and organizational levels. This review examined how the mechanisms and context support the achievement of results from the OCC. Furthermore, future research related to the need for empirical studies, methods and theoretical foundations in the future should be followed up.

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Further reading

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Appendix

Table A1.
Summary of the
studies analysed

No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
1	Judge and Elenkov (2005)	<i>Journal of Business Research</i>	To empirically explore the relationship between an organization's capacity for change and its environmental performance within Bulgaria	Resource-based view	Manufacturing companies/Bulgaria	Quantitative	There is a strong positive association between OCC and environmental performance after controlling for industry sector, organizational size and organizational profitability. The greater the differences in OCC from the perspective of top management, middle management and frontline workers, the worse the firm's environmental performance The paper identifies organizational change capability as a distinctive new construct that integrates stages in leading and managing organizational change. The framework shows how the new construct relates to market orientation and learning orientation in jointly influencing the success of dynamic strategy outcomes
2	McGuinness and Morgan (2005)	<i>European Journal of Marketing</i>	To define the construction of organizational change capability, which determines an organization's effectiveness in implementing marketing strategy	Dynamic capability		Conceptual	The most effective approach to organizational change appears to be dependent on key contingencies of the situation, including the complexity of the business environment and the socio-technical uncertainty of the task or problem, along with the change capacity of the organization and the risks associated with either no or slow change. The highest level of change capacity would be exemplified by an organization in which directed change, planned change and guided changing are implemented as appropriate in different situations with the full support and commitment of all organizational members because they understand the different approaches to change and the appropriate timing for change The case shows that powerful industrial conventions and lack of suitable organizational conditions can be a hindrance to organizational change. Organizational
3	Kerber and Buono (2005)	<i>Organization Development Journal</i>	To examine three basic approaches to change directed at organizational change, planned change and guided change and its moderating factors, namely, organizational change capacity and the urgency of the situation	Na		Conceptual	
4	Streute (2006)	<i>European Planning Studies</i>	To explore what happens when a firm within a large and complex organization tries to turn from a productivist	Na	Norwegian dairy industry	Qualitative	

(continued)

No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
5	Kianto (2007)	<i>International Journal of Learning and Intellectual Capital</i>	strategy to a differentiated strategy To provide a systematic framework for understanding the various interpretations and theoretical backgrounds of dynamic intellectual capital	Dynamic capability		Conceptual	capabilities to change routines and conventions have a significant influence on the result of the innovation process By inspecting previous literature, it demonstrates that the dynamic dimension of intellectual capital has been interpreted in three distinct ways: as value creation processes, activities and change capabilities Organizational capacity for change is the primary antecedent of strategic ambidexterity and this relationship is moderated by environmental uncertainty and organizational slack
6	Judge and Blocker (2008)	<i>European Journal of Marketing</i>	To discuss a new concept, "strategic ambidexterity", which is conceptualized as the ability to simultaneously pursue exploitation and exploration strategies related to capacity for change	Dynamic capability		Conceptual	Experience with multiple changes tends to generate more loyal reactions to change, but loyal behaviour can be tied both to change capabilities and change cynicism
7	Svensaker and Meyer (2008)	<i>Academy of Management 2008 Annual Meeting: the Questions We Ask, AOM 2008, 6</i>	To examine how previous experience with organizational change affects employee reactions to change,	Na	North-European companies	Qualitative	There is an approach of an infinite number of changes along the continuum from very limited to very infinite. In building change capacity, it is necessary to emphasize the development of understanding of the different approaches to change and when each is suitable; change-facilitative organizational culture and sustainable strategies; willingness and ability of organizational members to assume responsibility for sustainable change; infrastructure that allows continuous change and adequate and appropriate resources devoted to change
8	Buono and Kerber (2008)	<i>Revue Sciences de Gestion</i>	Drawing on three different approaches to change, the study explores the need for a situational approach to managing change and the challenges that accompany building organizational change capacity	Na		Conceptual	The result is a reliable and valid multi-dimensional, 32-item instrument, which describes a new construct in the organizational sciences that can be used by executives to prepare for and enhance their
9	Judge and Douglas (2009)	<i>Journal of Organizational Change Management</i>	To systematically develop a reliable and valid construct that can facilitate and enhance the organizational change process	Dynamic capability and the resource-based view of the firm	Study 1: multi-industry sample; Study 2: single industry sample-rural	Quantitative	

(continued)

Table A1.

Table A1.

No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
10	Turner et al. (2009)	<i>International Journal of Knowledge, Culture and Change Management</i>	by Hinkin's suggestions for construct development, To review the literature to identify the difference between change management methodologies and models; explore the role and value organizational change management methodologies have in reducing failure rates for organizational change; present a conceptual framework to guide organizations on the development, adoption and implementation of a change management methodology; explore how organizations can leverage change management methodologies and models to achieve greater organizational change capacity	Na	telecommunications industry/the USA	Conceptual	organizational change process or for scholars to study the organizational change process Change management practice does not require more change management methodology. Managers have an understanding of the mechanisms underlying the driving techniques and tools in the methodology. Managers must gain a higher level of comfort in the organization's soft systems and learn to make the intangibles tangible. Therefore, planning and preparing individuals to understand and work synergistically between the hard and soft systems of organizational change is essential to the success of any change initiative
11	Bobiak et al. (2009)	<i>Quality Management Health Care</i>	To report on the development of a psychometric measure of capacity for change for use in primary care settings	Na		Conceptual	The paper describes an instrument for measuring organizational capacity for change in primary care settings. The ability to quantify capacity for change may enable better recognition of practices likely to be successful in their change efforts and those first requiring capacity building prior to change interventions
12	Judge et al. (2009)	<i>The International Journal of Human Resource Management</i>	To explore some human resource and human systems' aspects of the competitive dynamics for firms attempting to survive and prosper within Russia, a highly volatile transition economy. Overall, this study adds to our understanding of international strategic human resource	Resource-based view and Dynamic capability theory	Manager Russian	Quantitative	The study found that a relatively new construct derived from the dynamic capabilities and organizational change literature, known as "organizational capacity for change", is positively associated with firm performance within a wide variety of Russian firms. Furthermore, they find that the relationship between organizational capacity for change and firm performance is stronger when there are relatively high levels of

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No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
13	Buono and Kerber (2010)	<i>SAM Advanced Management Journal</i>	management, dynamic capabilities and the generation of competitive advantage within transition economies This article focuses on the challenge of developing a sustainable foundation for change by building organizational change capacity	Na		Conceptual	uncertainty with the task environment. Finally, they found that organizational capacity for change is an important attribute in all sizes of organizations, not just for large organizations, as hypothesized Organizations and their managements are quite capable of creating a sustainable foundation for implementing change if they focus the appropriate attention and resources on enhancing their change capacity. This effort requires interventions to encourage and support managers to broaden their change implementation repertoire by developing a common understanding of the dynamics of organizational change, building a change-supportive infrastructure and creating and nurturing a change-facilitative culture Efforts to build organizational change capacity require interventions focused on micro- (understanding and acceptance of different approaches to change; increasing willingness and ability to change); meso- (creating change facilitative infrastructure, ensuring appropriate resources); macro- (building a facilitative culture, developing a sustainable strategy) The tendency of SMEs to dedicate most of their attention to operational, hard and internal aspects of change management with a short-term, reactive behaviour, whilst neglecting strategic, long-term and soft requirements of the organizational change process The study leads to the identification of three dimensions of the change capacity, yaitu context, process and learning dimensions. The context dimension consists of resources that facilitate the change process. The process dimension incorporates principles of
14	Buono and Kerber (2010)	<i>EBS Review</i>	To explore the need for a diagnostic orientation to conceptualizing and implementing change and the concomitant challenge of building organizational change capacity	Na	Globalcom-global technology leader/the USA	Qualitative	
15	Ates and Bitici (2011)	<i>International Journal of Production Research</i>	To demonstrate that change management process capability is fundamental to creating resilience in SMEs	Na	Small Medium Enterprise/8 countries	Qualitative	
16	Soparnot (2011)	<i>Journal of Organizational Change Management</i>	To propose a framework for change capacity and to identify its dimensions and components	Evolutionary economy', evolutionist school and the ecology of populations	Renault, a 100-year-old company/French	Qualitative	

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Table A1.

Table A1.

No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
19	Court (2011)	<i>Development and Learning in Organizations</i>	To determine the function of HR Na as a strategic partner to senior management and how it can be positioned to proactively build an organization's capability to change		Conceptual		implementing change. Finally, the learning dimension tackles the introspective capacity of the organization HR professionals have a significant role to play in helping organizations build their capability to change. Acting as the partner with the operational business to identify lessons from the past, diagnose the challenges in the transition ahead, shape relevant interventions for individuals and track improvements will earn them the right to be a genuine strategic partner to senior management Some employees develop capabilities to cope with fast-paced change initiatives. However, the picture is not one-sidedly positive. While one group of employees effectively implemented change by drawing on experience-based capabilities, another group of employees implemented a change in a passive manner without any enthusiasm because their experience suggested that this was the least conspicuous way to react
17	Stensaker and Meyer (2012)	<i>Personnel Review</i>	To explore how experience with Na organizational change influences employees' reactions to change		Scandinavian companies	Qualitative	Results of the study show that interdepartmental and organizational system factors have a significant effect. The most important antecedents, however, are two change capacity factors: process improvement control and top management emphasis. This suggests that change capacity is crucial for understanding market orientation in many service industries
20	Kok and Driessen (2012)	<i>Service Industries Journal</i>	To explain which factors affect the market orientation of semi-public service organizations in their transition from public to private. Change capacity and interdepartmental and organizational system factors are hypothesized to affect market orientation, which is operationalized in behavioural and cultural dimensions	Na	Housing associations/ The Netherlands	Quantitative	The intra-team maximum traits were systematically related to a tendency to perform habitual business in the teams. Only intelligence and stability were related to better performance after the crisis,
21	Arnulf (2012)	<i>Team Performance Management</i>	To show that the presence of strong personality traits in management teams may have limiting effects on the teams' ability to adapt to critical	Top echelons	Management teams in Quantitative change of regional operating departments of a nationwide		

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No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
22	Shipton et al. (2012)	<i>Thunderbird International Business Review</i>	changes in their business environments To propose a mediating role for organizational change capacity (OCC). OCC represents a particular subset within the resource-based literature labelled as "dynamic capabilities". The study also suggests moderate relationship between HRM, OCC and organizational performance	Dynamic capability	wholesale company/ Norway	Conceptual	suggesting that other strong traits may impose rigidity Although not well-researched, there is evidence that OCC is positively associated with firm performance and that this relationship is stronger given conditions of high uncertainty. Our framework reflects on external and internal parameters, which we suggest moderate the relationship between human resource management (HRM), OCC and organizational performance
23	Liozu and Hinterhuber (2013)	<i>Journal of Business Strategy</i>	To identify a set of specific activities and a set of competencies associated with above-average firm performance	Na	Membership list of the Professional Pricing Society (PPS)/ Worldwide	Quantitative	It was found that four key competencies differentiate high-performing from low-performing companies: organizational confidence; pricing capabilities; organizational change capacity; and championing behaviours by top management. The research also identifies a set of specific activities that are linked with superior firm performance: activities directed at the improvement of pricing effectiveness; improvements in product differentiation and product quality; increased sense of organizational confidence; improved support of top management; improved ability to stick to list prices and minimization of discounting behaviours; and finally, enhanced cultural adaptability to respond to changing market conditions
24	Annulis et al. (2013)	<i>Change Management</i>	To identify best practices to change leadership behaviours post-natural disaster	Na	Hospitality, higher education, manufacturing and health care industries/ USA	Qualitative	The recovery period may be a period of significant opportunity. The present research indicates that, if an organization's leaders can adapt, offer hope and lead by example, the organization can convert the disaster into sustainable organizational change capacity
25	Liozu et al. (2014)	<i>Management Decision</i>	To test the relationship between organizational antecedents, pricing	Resource-based view	Membership list of the Professional Pricing Society (PPS)/the USA	Quantitative	It was found that the following five key organizational resources (the 5 Cs) – centre-led price management, organizational

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Table A1.

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No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
26	Rydland and Stensaker (2014)	<i>Academy of Management Annual Meeting Proceedings</i>	capabilities and firm performance To explore how middle managers develop a capacity to implement a transformation strategy consisting of a series of changes originating both from corporate-level management and from their own division	Na	Multinational enterprise within the telecommunications industry/Norway	Qualitative	confidence, championing behaviours, organizational change capacity and pricing capabilities – positively influence firm performance. Furthermore, it was found that centre-led price management, organizational change capacity and championing behaviours act as important antecedents to pricing capabilities and, except for the former, to organizational confidence. Firstly, subsidiary managers hook their transformation strategy onto the changes initiated by corporate headquarters. Secondly, they hook up with other subsidiaries through collaborative change projects. Thirdly, they hook themselves together as a management team to ensure a shared understanding and communication through “one voice”. Finally, they hook in employees through storytelling where they appeal to emotions rather than financial results. Through these hooking practices, subsidiary management obtain legitimacy, resources and risk-sharing. Our findings extend current knowledge on planned organizational change first by identifying practices mid-level managers use to handle multiple changes and secondly by explaining how such practices can increase the organizational capacity for change. The role of the IC is clearly a dynamic one. With the ability to understand the change challenges facing the organization, internal consultancy is likely to play an even more important and active role in the future. Although the challenges faced by ICs will remain, if they build a strong foundation that enhances the probability of success of a specific change initiative, develops and supports collaborative relationships with key
27	Buono and Subbiah (2016)	<i>Organization Development Journal</i>	To addresses IC roles and responsibilities and how they can help organizations build their change capacity	Na		Conceptual	

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No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
18	Fredberg <i>et al.</i> (2015)	<i>Research in Organizational Change and Development</i>	To explore the role and impact of the design, development and management of learning mechanisms in enhancing ongoing organizational transformation	Organizational learning	Eriqsson PDU Packet Core Lindholmnen/ Sweden	Qualitative	stakeholders and works to enhance the organization's change capacity, ICs can play a critical – and successful – organizational role This study illustrated that a process-based and learning mechanism-based approach to organizational transformation seems to provide a possible transformation solution. The hybrid approach of the SPT platform with an increased focus on the design and implementation of a tapestry of learning mechanisms triggers the development of needed organizational capabilities, the complex transformation process, mechanisms, activities and outcomes Three effective configurations of organizational capacity for change within IPOs, and two ineffective configurations. Our results suggest that the antecedents of organizational capacity for change in entrepreneurial threshold firms are non-linear, interdependent and equifinal
28	Judge <i>et al.</i> (2015)	<i>Journal of Management Studies</i>	To examine the empirical interactions between both imprinting and strategic choice conditions to better understand the critical interactive nature of organization–environment relationships in the adaptation process	Imprinting theory and strategic choice theory	IPOs located in 18 countries	Quantitative	Adaptability to change is integral for high performance; however, the constant change faced by many public servants is disruptive. The authors posit that applying a performance framework developed by Blackman <i>et al.</i> (2013a, 2013 b) to change implementation will help overcome, or at least mitigate, these issues. The authors argue that applying this framework will enable adaptability to change, and provide an ongoing management function that enables change to occur Structural flexibility, transparent information and decision-making, shared leadership and change-friendly identity have a positive effect on organizational change capabilities and
29	Büick <i>et al.</i> (2015)	<i>Journal of Organizational Change Management</i>	To focus on the potential role Na could play in enabling employees' adaptability to change, and therefore, successful change implementation	Na	Australian Public Service	Qualitative	
30	Singh and Burhan (2015)	<i>Journal of Business Chemistry</i>	To identify how structural flexibility, transparent information and decision making, shared leadership and	Theory of organizational health	Indian pharmaceutical industry	Quantitative	

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Table A1.

Table A1.

No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
31	van Rossum <i>et al.</i> (2016)	<i>Journal of Health, Organization and Management</i>	change friendly identity, change capability interact and how they have contributed to the success of the pharmaceutical sector To examine how working with self-managing teams can be implemented successfully in the mental health care sector where various factors for the successful implementation are distinguished	Na	An operating theatre of a Dutch University Medical Centre/The Netherlands	Qualitative	competitive advantage. Change capability mediates the effect of structural flexibility and transparent information and decision-making on competitive advantage, while shared leadership and change-friendly identity has a direct effect on competitive advantage Success factors for the implementation of a self-managing team that resulted from this research are a clear task portfolio division, good relationships within the team and a coaching trajectory with attention for a possible negative past. Regarding the Change Competence Model, it can be concluded that stimulating the change capacity of the self-managing team, in particular, is crucial to achieve sustainable results The study depicted a positive and significant relationship of transformational leadership and transactional leadership with OCC. However, laissez-faire was negatively associated with OCC. Results also revealed that employees' trust mediates the relationship between leadership styles (transformational and laissez-faire) and OCC. However, employees' trust did not mediate the relationship between transactional leadership and OCC. Finally, implications and suggestions for future research are provided
32	Yasir <i>et al.</i> (2016)	<i>SAGE Open</i>	To examine the role of leadership styles (transformational, transactional and laissez-faire) and employees' trust toward organizational change capacity (OCC)	The full range leadership model	Non-profit organizations/Pakistan	Quantitative	An organization's capacity for change associates positively with the performance of its change projects. Higher levels of technological turbulence do not strengthen this relationship but weaken it. This study also shows that higher levels of technological turbulence, as well as perceived positive previous change experiences, are positively associated with an organization's capacity for
33	Heckmann <i>et al.</i> (2016)	<i>Journal of Business Research</i>	To address two questions, namely, why are some organizations more capable of change than others? Second, are organizations that are better at change more successful with their change projects?	Dynamic capability	Manufacturing industries/Germany	Quantitative	associated with an organization's capacity for

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No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
34	Schumacher and Scherzinger (2016)	<i>Journal of Change Management</i>	To explore how the phenomenon of SIHC (system in-house consulting) differs in contributing to change capacity, we compare SIHC to important actors, such as internal change agents and external consultants	System theory	Automotive supplier/ Germany	Qualitative	change, but higher levels of competitive intensity and the amount of previous change experience are not increasing change needs have the potential to stimulate organizational change capacity, and that SIHC offers one very concrete and workable expression. In-house consulting can go beyond consulting individual projects to develop or organization-wide change capacity
35	Andreva and Ritala (2016)	<i>Baltic Journal of Management</i>	To determine how organizations can achieve and sustain competitive advantage in a continuously changing environment. The main criticisms are centred on the lack of understanding of where these capabilities originate and how their dynamism can be sustained in the long run	Dynamic capability		Conceptual	The paper proposes a distinction between domain-specific and generic dynamic capabilities and puts forward the concept of "organizational change capability" as representing a generic dynamic capability. The nature of such capability is discussed using the insights from organizational change theory
36	Spaulding <i>et al.</i> (2016)	<i>Health Care Management Review</i>	To develop and validate a tool to measure healthcare organizations' capacity to change by building upon previous conceptualizations of absorptive capacity and organizational readiness for change	Absorptive capacity and readiness to change	(1) Students and alumni of the Master of Health Administration (MHA) program, (2) metropolitan healthcare systems in Texas/the USA	Quantitative	The resulting organizational capacity for change measurement tool proves to be a valid and reliable method of evaluating a hospital's capacity for change through the measurement of the population's perceptions related to leadership, culture and organizational technologies
37	Sales <i>et al.</i> (2016)	<i>School Leadership and Management</i>	To analyse collaborative spaces for professional development and how these spaces can develop competencies for distributed teacher leadership for school change	Distributed leadership	Seminar for Critical Citizenship (SCC) established by teachers of infant, primary, secondary and higher education/ Spain	Qualitative	Professional development that aims to build school change capacity requires spaces for collaborative action and reflection. SCC is a place to experiment and share innovative practices that allow networking for collaboration; egalitarian dialogue and empowerment; certain tensions remain between theory and practice; in attitudes towards innovation and school culture
38						Quantitative	

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Table A1.

Table A1.

No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
	Anzengruber <i>et al.</i> (2017)	<i>Journal of Managerial Psychology</i>	To provide insight into the relative importance of task, relations and change capabilities of managers at low, middle and top hierarchical levels	Behavioural leadership theory	Multinational company in a high-tech industry		Significant differences were observed in the effectiveness of managers using task, relations and change capabilities. At top management, change-oriented capabilities become 2–3 times more important than at the lowest level. Task-oriented capabilities become significantly less important at the top level. Relations-oriented capabilities are important at all levels
39	Pudjiarti (2018)	<i>Journal of Entrepreneurship Education</i>	To investigate the empirical implementation of entrepreneurial elements of organizational learning, innovativeness and the adaptive capability of private universities in Indonesia	Organizational learning	Lecturer in private university/ Indonesia	Quantitative	Organizational change capacity and innovative capability are more likely to strengthen the effect of organizational learning on the performance of private universities
40	Butler and Tregaskis (2018)	<i>Human Resource Management Journal</i>	To detail how a collaborative partnership between management and trade unions, which includes a distributed leadership format, is configured to enhance an organization's capacity for change in a context of significant employee cynicism	Leadership theory	Strategically important production areas sitting/the UK	Qualitative	This study shows the importance of incorporating a more sociological-based industrial relations perspective into the study of change. The case studies highlight the supporting function that trade unions can play in change management. Managers must be sensitive to aspects of political change, to counter cynicism and mobilize trade union leadership toward alignment of company values and norms of behaviour to increase organizational capacity for change
41	Singh and Burhan (2018)	<i>International Journal of Strategic Change Management</i>	To transverse through and subsequently synthesize the concepts of organizational capability into a framework vis-à-vis knowledge management framework (KMF), combinative framework (CF), learning and innovation capability (LIO) and organizational change capability	Resource-based view	Pharmaceutical companies/India	Quantitative	Knowledge management framework (KMF) and combinative capabilities are contributors toward the organizational capability to learn and innovate. The relationship of knowledge architecture with change capability is amplified when it is mediated by organizational learning and innovative capability. This research not only reinforces the role of dynamic capabilities for organizational survival and success but also constructs coherent cohorts for effectively

(continued)

No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
42	Weerheim <i>et al.</i> (2018)	<i>Leadership in Health Services</i>	To examine how working with self-managing teams can be implemented successfully in the mental healthcare sector where various factors for the successful implementation are distinguished	Sociotechnical theory	Self-managing teams in mental healthcare organization/The Netherlands	Qualitative	managing a logical relationship while structuring organizational capabilities Success factors for the implementation of a self-managing team that resulted from this research are a clear task portfolio division, good relationships within the team and a coaching trajectory with attention for a possible negative past. By having used a specific change management model, the Change Competence Model, it can be concluded that a high change capacity will positively influence the success of a self-managing team in the context of a mental healthcare organization Western OCC theory can be applied in a modified form, called Chinese Organizational Capacity theory (CNOCC), to public health organizations in China, whether rural or urban, or whether government agencies, hospitals, non-profit public health agencies. China's Organizational Change Capacity with nine main themes provides guidelines for Chinese public health organizations to evaluate their capacity for change Within the Chinese context, TL and two dimensions of employee trust in leadership (cognition-based trust and affect-based trust) are positively related to innovative culture and capable champions. Moreover, the two dimensions of employee trust act as the mediating roles between TL and components of OCC
43	Zhao and Goodman (2018)	<i>International Journal of Health Planning and Management</i>	To understand the applicability of this theory to Chinese public health organizations by contrasting organizations that have achieved success or remained challenged in implementing organizational change to optimize health reform	Na	Public health organizations/ China	Qualitative	
44	Lei <i>et al.</i> (2019)	<i>Chinese Management Studies</i>	To provide more knowledge on antecedent conditions of organizational capacity for change by examining the mediating role of employee trust in the relationship between transformational leadership (TL) and two components of organizational change capacity (OCC) (innovative culture and capable champions) in Chinese firms	Na	Chinese firm	Quantitative	
45	Alexis Wilhelm and Talaular (2019)	<i>Academy of Management Annual Meeting Proceedings</i>	To contribute to the still-nascent but growing research on the impact of CEO attributes on dynamic capability	The upper echelons theory and dynamic capability	Na	Na	The study shows that the CEO's humility, resilience and transformational leadership tend to reinforce OCC. Furthermore, OCC

(continued)

Table A1.

Table A1.

No	Authors/year	Source title	Purpose of the study	Theoretical frameworks	Research context	Method	Finding
			organizational outcomes. Based on the upper echelons theory and dynamic capabilities research, the present study develops and tests hypotheses on the relationship between CEO attributes and the dynamic capability of organizational capacity for change (OCC) and firm performance.				fully mediates the relationship between the CEO attributes examined and company performance
46	Nakano and Matsuyama (2020)	<i>International Journal of Logistics Research and Applications</i>	To review previous literature of Na internal supply chain structure and build a theoretical basis on the main structural properties, specifically formalization and centralization of six organizational types. Then, the study elaborates the theoretical basis on these properties of four organizational types and proposes a design framework for selecting an organizational type		Japanese manufacturers	Qualitative	The company can choose its type of organization based on two factors: the level of business and/or market diversification (horizontal axis) and the level of operation of formal and centralized processes and process change capability (vertical axis). Based on these two factors, the type of organization is divided into "functional organization", "integrated line organization", "control centre organization", and "staff organization process"
47	Sánchez-Medina (2020)	<i>Journal of Organizational Change Management</i>	To offer empirical evidence that helps to clarify the relationship between OCC and economic and capability environmental performance in artisan businesses in the context of poverty	Resource-based view and dynamic capability	Artisan businesses/ Mexico	Quantitative	OCC positively and significantly impacts economic and environmental performance. Results contribute to the existing literature on OCC in the context of poverty
48	Adna and Sukoco (2020)	<i>Cogent Business and Management</i>	To analyse the role of organizational capacity for change as a mediator between managerial cognitive capabilities with organizational performance	Dynamic capability	Middle managers and their immediate followers/the Directorate General of State Asset (DGSAs), Ministry of Finance, Republic of Indonesia	Quantitative	Organizational capacity for change mediates the influence of managerial cognitive capabilities on organizational performance. In addition, there is no significant moderating effect of social capital on the influence of organizational capacity for change on organizational performance

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