

**FACTORS IMPACT ON EFFECTIVE CHANGE MANAGEMENT IN
TELECOMMUNICATION IN RATNAPURA DISTRICT.**

By

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ABSTRACT

This study investigates the impact of employee readiness to change, communication, organizational culture, and change agents on effective change management within the telecommunication sector in the Ratnapura District of Sri Lanka. Utilizing a quantitative research design, data was collected from 200 employees and analyzed using descriptive statistics, correlation analysis, regression analysis, and mediation analysis. The findings reveal that all four independent variables have significant and positive relationships with change management, emphasizing their critical roles in facilitating successful organizational transitions. Employee readiness, characterized by psychological and emotional preparedness, is a key driver in reducing resistance and fostering adaptation. Effective communication is shown to enhance clarity, reduce uncertainty, and build trust throughout the change process. A positive organizational culture supports alignment with change objectives, while credible and influential change agents act as catalysts for employee motivation and guidance.

The study contributes to both theoretical understanding and practical applications by providing evidence-based insights for leaders and managers on how to cultivate a supportive environment conducive to change. Limitations include the focus on a single industry and region, reliance on self-reported data, and the exclusion of potentially relevant variables. The research recommends enhancing employee involvement, structuring communication efforts, nurturing adaptive cultures, and empowering change agents as part of a comprehensive change management strategy. Future studies are encouraged to explore longitudinal effects, qualitative dimensions, and additional variables such as leadership style and technological readiness to deepen understanding and applicability across diverse organizational contexts.

Key words: *Employee Readiness to change, Communication, Organization culture, Change agent and Change management*

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