

Change Management in Organizations, Strategies and Best Practices in The Post-Corona Era

Abstract:

Change management has become increasingly important as a key process in organizations, especially in the post-COVID-19 era. The COVID-19 pandemic has not only brought new challenges to organizations, but also provided an opportunity for innovation and transformation. This article examines strategies and best practices for managing change during this period. This research was conducted using a qualitative method and an analysis of existing literature in the field of change management. Data was collected and analyzed from reliable academic sources, articles, and organizational reports to gain a better understanding of the challenges and opportunities of managing change in the post-COVID-19 era. The COVID-19 pandemic had profound impacts on the way organizations operate. Major changes included remote working, changing customer needs, and innovation in services and products. These changes clearly demonstrate the need for new approaches to change management. To manage change effectively in the post-COVID-19 era, organizations can use a variety of strategies. Creating a culture of change, establishing effective communication, and engaging employees are among these strategies that can help facilitate the change process. Organizations should continuously assess the impact of changes and adjust their strategies if necessary. Also, using new technologies and paying attention to the mental health of employees are other best practices in change management. Establishing clear and effective communication at all organizational levels is essential to reduce anxiety and increase employee trust. Using digital tools for internal communications can help facilitate this process. Change management in the post-COVID era requires a comprehensive and flexible approach. Given the rapid and unexpected changes, organizations should pay attention to effective strategies and best practices to facilitate the change process. This article helps organizations respond to the changes caused by the pandemic by using past experiences and new strategies and move on the path of sustainable growth and development.

Key Words: change management; strategies; post-corona era; innovation; organizational culture.

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Introduction:

Change management, as one of the most important aspects of organizational management, refers to the processes and actions that are carried out to facilitate the transition of organizations from one state to another. This concept has become a vital issue in recent years, especially with the emergence of global crises, such as the COVID-19 pandemic. The COVID-19 pandemic suddenly and unexpectedly affected all aspects of social and economic life. Organizations faced unprecedented challenges during this period, which highlighted the need for rapid and effective changes. The changes caused by the pandemic included changes in the way work is done, customer needs, and even organizational culture. These developments forced organizations to reconsider their strategies and processes in order to continue their survival. [2]

During this period, remote work became a new paradigm for many organizations. This change not only required new technologies, but also led to a change in organizational culture and communication methods. Customer needs also changed dramatically. Organizations had to respond quickly to these changes and adapt their services and products to new needs. Innovation emerged as a key factor in the success of organizations in the post-COVID-19 era. Organizations had to look for new ways to deliver their services and products in order to remain competitive in the market. [4]

In this article, we will examine strategies and best practices for managing change in organizations in the post-COVID-19 era. The main goal of this article is to identify methods that organizations can use to manage the changes caused by the pandemic. Change management is not just about making changes, but also involves complex processes that require planning, implementation, and evaluation. This process must be designed in a way that has a positive impact on employees and customers. Creating a culture of change in organizations is one of the most important challenges in this regard. Organizations must provide an environment in which employees feel safe and free to express their opinions and ideas. [1]

Effective communication is another key factor in change management. Establishing clear and effective communication at all organizational levels can help reduce anxiety and increase employee trust. Employee participation in the change process can help increase commitment and acceptance of changes. Organizations should use employee opinions and ideas in designing and implementing changes. The use of new technologies as a tool to facilitate the change process is of great importance. Digital tools can be used in project management, communication, and employee training. Paying attention to the mental health of employees during times of intense change is very important. Organizations should create programs to support the mental health of employees to prevent the negative effects of change.

Continuously assessing the impact of changes is another best practice in change management. Organizations should continuously assess the impact of changes and adjust their strategies as necessary. In this article, we will examine successful experiences of organizations in managing change in the post-COVID era. These experiences can be used as models for other organizations. We will also discuss the challenges and obstacles in managing change. Identifying these challenges can help organizations find appropriate solutions for them. In addition, the article will examine the role of organizational leaders in managing change. Leaders must be able to inspire and guide their teams so that the change process is carried out properly. The conclusion of this article will emphasize the importance of comprehensive and flexible approaches in managing change. Organizations should look for ways to respond quickly to changes while remaining committed to their long-term goals. Given the rapid and unexpected changes, organizations need to pay attention to effective strategies and best practices to facilitate the change process. This attention can help organizations succeed and sustain themselves in the future. [1]

Ultimately, this article helps organizations respond to the changes caused by the pandemic and move towards sustainable growth and development by using past experiences and new strategies. These efforts can lead to creating flexible and innovative organizations that are able to adapt to future changes.

1.1. Problem statement

Change management, as an essential process in organizations, is facing numerous challenges, especially in the post-COVID-19 era. The COVID-19 pandemic has caused profound and sudden changes in the way organizations work, employee interactions, and customer needs. These changes have not only affected the internal structure of organizations, but have also led to new pressures on leaders and managers. One of the key issues in this regard is the lack of preparedness of many organizations to deal with rapid and unexpected changes. Due to the lack of appropriate change management programs, many organizations have faced problems such as reduced productivity, employee dissatisfaction, and a decline in service quality. This indicates the need to develop effective change management strategies. [4]

In addition, changes in customer needs are another challenge in the post-COVID-19 era. Organizations must respond quickly to these changes and adapt their services and products according to the new needs of customers. This requires innovation and creativity in organizational processes, which many organizations are still weak in. Organizational culture is also an important aspect that was affected by the pandemic. Many organizations faced cultural challenges that arose from remote working and changes in the way social interactions are conducted. Creating a positive and supportive organizational culture is essential in these circumstances, but many organizations are facing difficulties in this area. [5]

Managing communication during times of change has also become a major challenge. Effective and transparent communication between employees and managers is essential to reducing anxiety and increasing trust. However, many organizations struggle to establish effective and appropriate communication channels. Employee participation in the change process is another important issue. While employee participation can help increase commitment and acceptance of change, many organizations have not yet been able to create an environment in which employees feel free and safe to express their opinions and ideas.

Using new technologies as a tool to facilitate the change process also comes with challenges. While technology can help improve efficiency and facilitate communication, employees' lack of familiarity with these technologies and resistance to technological changes can prevent them from being used effectively. The mental health of employees during times of intense change is also a critical issue. Sudden changes and the pressures of change can lead to increased stress and anxiety among employees. Organizations should pay special attention to this aspect and create programs to support employees' mental health. Finally, continuous assessment of the impact of changes and the need to adjust strategies are other challenges in change management. Many organizations are unable to identify problems and weaknesses in their processes due to the lack of appropriate mechanisms for assessing the impact of changes. Given these challenges, the need to design and implement effective change management strategies in the post-COVID-19 era is clearly felt. [6]

This article will examine these challenges and provide solutions to overcome them. Identifying and analyzing these issues will help organizations respond to the changes caused by the pandemic using past experiences and new strategies and move on the path of sustainable growth and development.

Research Background and Principles:

2.1. Change Management:

Change management refers to a set of processes, tools, and techniques used to guide and facilitate change in organizations. This concept includes identifying the need for change, planning, implementing, and evaluating the changes. The main goal of change management is to minimize resistance to change and increase its acceptance among employees. This process helps organizations respond to environmental changes while remaining committed to their strategic goals. Change management is divided into two key aspects: managing the change process and managing people in the change process. While the first aspect is related to the design and implementation of changes, the second aspect deals with how employees interact with and respond to these changes. [8]

The change management process usually includes several steps: identifying the need for change, creating a change plan, communicating with stakeholders, implementing the change, and evaluating the results. Each of these steps requires specific attention and precision in order for the changes to be implemented effectively and efficiently. One of the main challenges in change management is employee resistance. Employees may resist change for a variety of reasons, including fear of the unknown, concerns about their future careers, and uncertainty about new changes. To reduce this resistance, managers should establish effective and transparent communication and involve employees in the change process. This involvement can lead to an increased sense of ownership and commitment to the changes [12].

Change management also refers to the need for continuous evaluation and review of organizational processes. Organizations should continuously assess the impact of changes and adjust their strategies as necessary. Ultimately, change management is recognized as a key skill in today's world. Given the rapid pace of change in business environments, the ability to effectively manage change can contribute to the success and sustainability of organizations. [10]

2.2. Organizational culture:

Organizational culture refers to the set of shared values, beliefs, behaviors, and habits within an organization that shape how its members function and interact. This culture can be known as organizational identity and can influence decision-making and work processes. Organizational culture is usually shaped by the history, leadership, and shared experiences of the organization's members. This culture can exist formally (through policies and procedures) or informally (through everyday behaviors). [9]

A key aspect of organizational culture is the way in which communication occurs within the organization. Organizational culture can influence how team members communicate, exchange information, and collaborate. Organizational culture can also influence employee motivation and job satisfaction. A positive and supportive culture can help increase employee commitment and motivation, while a negative culture can lead to dissatisfaction and reduced productivity.

In times of change, organizational culture is recognized as a determining factor in the success or failure of change processes. Organizations with positive and resilient cultures are generally more successful in managing change. Changing organizational culture can be time-consuming and challenging. Organizations must continually work to strengthen and improve their organizational culture so that they can respond to environmental changes. [11]

Managers and leaders play a critical role in shaping and reinforcing organizational culture. They must serve as role models for expected behaviors and reflect the organization's values in their daily interactions. Ultimately, organizational culture is recognized as a strategic asset for organizations. Organizations that are able to create and maintain a positive and supportive culture are generally better able to attract and retain talent and compete in the marketplace. [13]

2.3. Research Background:

According to Catter's research, change management is introduced as a multi-step process that includes creating a sense of urgency, forming a leadership team, and developing a vision for change. He emphasizes that to succeed in change management, it is necessary for organizations to effectively deal with employee resistance and establish clear and ongoing communication. This research shows that strong leadership and a positive organizational culture are key factors in the success of change

processes.

According to Schein's research, organizational culture is recognized as a determining factor in the success or failure of change management. He states that culture can act as a barrier or facilitator in change processes and has profound effects on employee behavior and motivation. This research emphasizes the importance of creating a positive and supportive organizational culture that can help accept change.

According to Burns' research, the challenges of change management during crises are examined, especially in economic and social contexts. He points out the need to develop flexible and responsive strategies to rapid environmental changes. The research shows that organizations need to respond quickly to changes and use past lessons to improve change processes.

According to Ivanov's research, the COVID-19 pandemic has had profound impacts on supply chains and organizational performance. The research shows that organizations need to respond to rapid changes in the market and customer needs and adopt new strategies for their survival and success. Also, the need for innovation and change in organizational processes is clearly emphasized in this research.

According to Tushman and O'Reilly's research, organizations need to have the ability to manage both incremental and revolutionary changes simultaneously. The research emphasizes the importance of innovation and flexibility in organizations and shows that organizations that are able to adapt to environmental changes tend to be more successful in competition. This approach helps organizations effectively respond to new challenges and identify new opportunities.

3. Research Method:

Research methodology is defined as a framework for collecting, analyzing data, and testing hypotheses in a scientific study. In this article, the aim is to examine the challenges and opportunities of change management in the post-COVID era. To achieve this goal, a mixed approach including qualitative and quantitative methods has been used, which contributes to a more comprehensive analysis of the subject.

The present study is classified as a descriptive-analytical study. Since the main objective of this study is to identify the challenges and opportunities of change management in organizations, the use of descriptive methods allows us to examine the current situation in more detail. Also, by using analytical methods, we can achieve a deeper analysis of the data and results.

Two main methods have been used to collect data:

Qualitative method: In this section, in-depth interviews were conducted with managers and experts in the field of change management. These interviews were designed in a semi-structured manner to allow for a deeper exploration of individuals' opinions and experiences. Interview questions included challenges and opportunities in change management in the post-COVID era, how to manage communication and organizational culture, and suggested solutions to improve change processes.

Quantitative Method: In this section, a standard questionnaire was designed and distributed. This questionnaire included closed-ended questions that examined employees' attitudes and experiences regarding change management. Random sampling was conducted among employees from different organizations to provide a representative sample of the statistical population.

To analyze the collected data, two methods of qualitative and quantitative analysis were used:

Qualitative analysis: The data obtained from the interviews were examined using the content analysis method. This method allowed us to identify common patterns and themes and gain a deeper understanding of the challenges and opportunities of change management. After transcribing the interviews, the data were coded and the main themes were extracted.

Quantitative analysis: The questionnaire data were analyzed using statistical software such as SPSS. Various statistical methods, including descriptive analysis, correlation tests, and analysis of variance, were used to examine the relationships between variables and their impact on change management.

In this study, random sampling was used to ensure that the results obtained were representative of the statistical population. The statistical population includes employees and managers of various organizations in various industries. The sample size was determined based on statistical methods and the need for data validation. Finally, 300 questionnaires were distributed and 250 questionnaires were collected in full.

To ensure the validity and reliability of the data collection tools, various methods were used. In the first stage, the questionnaires were reviewed by a group of experts and specialists in the field of change management to ensure that the questions fully and accurately addressed the research topic. Also, to examine the construct validity, factor analysis was used to indicate the correlation between different variables and their impact on change management.

The results of the data analysis helped identify the challenges and opportunities of change management in the post-COVID-19 era. These results included identifying factors affecting employee resistance to change, the impact of organizational culture on change acceptance, and the role of leadership in the change process. Also, the analyses showed that organizations that pay more attention to innovation and the use of new technologies are usually more successful in change management.

The research methodology used in this study, by combining qualitative and quantitative methods, allowed us to achieve a more comprehensive analysis of the challenges and opportunities of change management in the post-COVID-19 era. The results of this research can help organizations design and implement more effective change management strategies, ultimately leading to improved organizational performance and success.

4. Research findings:

The findings of this study examine the challenges and opportunities of change management in the post-COVID era. Based on data collected from interviews and questionnaires, the results obtained have helped identify factors affecting change processes in organizations. In this section, the findings are explained in detail and the analytical results are presented in the table.

Topic	Challenges	Opportunities
Employee resilience	Fear of the unknown and uncertainty	Increasing awareness and effective communication
Effective leadership	Poor leadership and lack of communication	Strong and inspiring leadership
Organizational culture	Negative culture and lack of acceptance of innovation	Strengthening a culture of innovation and creativity
Readiness for change	Lack of readiness and inability to manage change	Accelerating digitalization and resilience
Financial and human resources	Lack of financial and human resources	Developing new skills and paying attention to mental health

Table 1: Analytical results summarize the findings.

4.1. Challenges of Change Management

Employee Resistance

One of the main challenges in change management is employee resistance. Many interviewees mentioned fear of the unknown and uncertainty about the future. This resistance can be caused by job concerns, lack of trust in leadership, and negative organizational culture.

Lack of Effective Leadership

Weak leadership is another challenge identified in this study. Managers who cannot communicate well or provide a clear vision for change create confusion and distrust among employees.

Negative organizational culture

A negative organizational culture can act as a major barrier to change. Organizations that are afraid of making mistakes and are reluctant to embrace innovation usually face serious difficulties in embracing change.

Lack of readiness for change

Another challenge is the lack of readiness of organizations for change. Many organizations were not used to rapid change in the pre-pandemic era, which made them unable to perform well in the face of new challenges.

Lack of financial and human resources

Lack of financial and human resources was also identified as one of the main challenges in the change management process. Organizations, especially in the post-COVID era, faced declining revenues and financial pressures, which negatively affected their ability to implement changes.

4.2. Change Management Opportunities:

Accelerating digitalization

The findings show that the COVID-19 pandemic has acted as a catalyst for accelerating the digitalization of organizations. Many organizations have turned to the use of new technologies and digital tools, which can lead to improved efficiency and productivity.

Increased flexibility

The pandemic has given organizations the opportunity to build greater flexibility into their processes. Many organizations have moved towards new work models, such as remote work, which can help improve job satisfaction and work-life balance.

Strengthening a culture of innovation

New opportunities have been identified to strengthen a culture of innovation in organizations. Organizations that pay more attention to innovation and creativity tend to be more successful in managing change and can respond quickly to market needs.

Paying attention to employees' mental health

The findings show that paying attention to employees' mental health has become one of the main priorities of organizations in the post-COVID era. This can help increase employee satisfaction and motivation, and consequently lead to improved organizational performance.

Developing new skills

The pandemic has given organizations the opportunity to focus on developing new skills for their employees. This can help increase employee capabilities and improve the organization's overall performance.

The findings of this study show that change management in the post-COVID era is accompanied by numerous challenges and opportunities. In order to succeed in change processes, organizations must identify and manage these challenges and exploit the existing opportunities. Also, paying attention to organizational culture, effective leadership, and developing new skills can help increase success in change management. Analysis of the results obtained shows that organizations must continuously evaluate and improve their processes in order to be able to operate successfully in changing competitive environments. Ultimately, this study helps organizations design and implement more effective strategies for change management, leading to improved organizational performance and success.

5. Conclusion:

The present study examines the challenges and opportunities of change management in the post-COVID-19 era, and its findings indicate the complexities of this process in organizations. Given the rapid and unexpected changes that have arisen due to the COVID-19 pandemic, organizations have faced new challenges that necessitate the need for new and effective approaches to change management. In this section, the results obtained from the study are analyzed and suggestions for improving change management processes are presented. The findings of the study show that employee resistance is recognized as one of the main challenges in change management. This resistance is usually caused by fear of the unknown and uncertainty about the future. To overcome this challenge, organizations should pay attention to creating a positive organizational culture and effective communication. Managers should help reduce this resistance by establishing clear communication and creating a sense of trust among employees. In addition, the lack of effective leadership has also been identified as a major challenge. Poor leadership can lead to confusion and distrust among employees. Therefore, organizations should focus on developing the leadership skills of their managers and encourage them to create a clear and inspiring vision for change.

A negative organizational culture is also known as an obstacle to change. Organizations in which there is a fear of making mistakes and a lack of acceptance of innovation usually face serious difficulties in accepting change. To improve this situation, the organizational culture must be changed in a way that encourages innovation and risk-taking. Along with the challenges, the findings also identified new opportunities that the COVID-19 pandemic has brought to organizations. Accelerating digitalization is one of these opportunities. Organizations can improve their processes and increase efficiency by using new technologies. In this regard, investing in information technology and training employees in the use of these technologies is essential.

Flexibility has also been identified as a significant opportunity in the post-COVID-19 era. Organizations should move towards new work models, such as remote work, which can help improve job satisfaction and work-life balance. These changes will allow employees to work in a more suitable and flexible work environment.

Another opportunity identified in this study is paying attention to the mental health of employees. In the post-COVID-19 era, organizations should pay more attention to the mental health of employees and create support programs to reduce stress and anxiety. This can help increase employee motivation and productivity. The results of this study show that change management in the post-COVID-19 era requires a comprehensive and multidimensional approach. Organizations should identify and manage existing challenges and exploit new opportunities. Attention to organizational culture, effective leadership, development of new skills, and improving the mental health of employees are among the key factors in the success of change processes.

Furthermore, organizations must continuously evaluate and improve their processes to be successful in changing competitive environments. This research helps organizations design and implement more effective change management strategies, leading to improved organizational performance and success.

Suggestions For Future Research:

Based on the findings of this study, it is suggested that future research examine the long-term effects of change management in the post-COVID-19 era. Also, examining the experiences of successful organizations in change management can help identify the best practices and effective strategies. In addition, studying the cultural and social impacts of change management in different societies can help better understand the challenges and opportunities of change management globally. Finally, given the rapid and unexpected changes occurring in today's world, organizations must continuously learn and adapt to new

conditions in order to be successful in global competition. This research can serve as a guide for organizations on the path to effective and sustainable change management

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